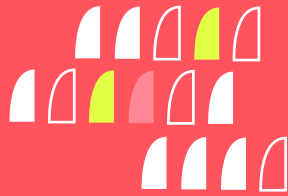


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17



Annual
Report

PROGRESSIVE, DIVERSE, VIBRANT

Acknowledgement

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

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

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

North Sydney Council
200 Miller Street
North Sydney NSW 2060
Telephone (02) 9936 8100
Facsimile (02) 9936 8177
Email council@northsydney.nsw.gov.au
Website www.northsydney.nsw.gov.au

If you require the publication to be translated please phone Translating and Interpreting Service (TIS) on 13 14 50.

November 2017

Introduction

About this Report

This Annual Report summarises the performance of North Sydney Council for 2016/17 against the directions, outcomes, and strategies in the Community Strategic Plan 2013-2023 and actions identified in the Operational Plan 2016/17. It identifies the major projects and activities that have been implemented to improve and enhance the quality of life of our residents. As well as reporting on the financial results for the past year, the report looks to the year ahead.

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

The scope of this report incorporates all operational activities of North Sydney Council. The Annual Report also integrates information on Council's sustainability performance for 2016/17.

North Sydney Council's General Manager and Directors have reviewed the content of this Annual Report to ensure its accuracy. Council adopted the Financial Statements at the Council Meeting on 20 November 2017 following a review by an independent external auditor.

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

How to Read the Annual Report

This report includes:

Introduction – from page 3 – outlines our vision, mission and values; our charter and our key stakeholders.

- Our Vision | 6
- Our Mission, Values and Charter | 6
- Our Stakeholders | 8

Year in Review – from page 13 – provides a summary of Council's overall performance for 2016/17. It outlines our achievements and our challenges and disappointments for 2016/17. A snapshot of our performance provides balanced information on performance and an overview of our outlook for the future. The Mayor and General Manager share their views on the past year. Also includes information on our financial performance compared with previous years and current and future major projects.

- Awards and Recognition | 13
- Achievements, Challenges, Disappointments and the Year Ahead | 14-20
- Summary of Performance | 21
- Our Services – Rates at Work | 23
- Year in North Sydney | 24
- Mayor's Message | 25
- General Manager's Report | 27
- Financial Report | 29-38
- Major Projects | 39

Our Community – from page 43 - provides an overview of the North Sydney local government area and our key challenges

- North Sydney Profile | 43-49
- Key Challenges and Issues | 50-58

Our Council – from page 59 – introduces your councillors

- Our Councillors | 59
- Decision Making | 61

Our Organisation – from page 71 – outlines the definition of sustainability and highlights the broader context in which North Sydney operates. Provides an overview of Council's organisational structure and governance and human resources activities. It also describes how the organisation is governed and managed and how we monitor our performance.

- Sustainability | 71-77
- Strategic Planning Framework and Process | 78
- Management Executive | 82
- Our Staff | 90-95
- Corporate Governance | 96

Our Performance - the main body of the report - our activities and achievements are outlined in this section of the annual report, and provide evidence of our performance against the Operational Plan under our five strategic directions:

1. Our Living Environment | 105-136
2. Our Built Environment | 137-174
3. Our Economic Vitality | 175-188
4. Our Social Vitality | 189-236
5. Our Civic Leadership | 237-278

Statutory information – from page 279 – information required under the *Local Government Act 1993* that must be disclosed by councils each year that is not included in the narrative or financial parts of this document are addressed in this part.

Appendix - includes the glossary, acronyms, report content index and feedback form.

- Annual Report 2016/17 Feedback Form | 417-418
- Statutory Report Index | 427-428

Where to get a Copy

This and past annual reports are available on our website at www.northsydney.nsw.gov.au. A summary of the Annual Report, known as the Community Report, can be obtained from Council and is also available on Council's website at www.northsydney.nsw.gov.au.

Sustainability Reporting

North Sydney Council realises the need to build a sustainable future for the community.

As a means of monitoring progress toward sustainability Council elects to provide a comprehensive sustainability report, drawing on the Global Reporting Initiative (GRI) Reporting Framework. The GRI reporting is an opportunity for Council to provide comprehensive information about Council's economic, environmental and social sustainability during 2016/17. Council is doing this to:

- provide a balanced and reasonable picture of their environmental, economic, social, and governance performance
- facilitate comparability, benchmarking and assessment of performance
- address issues of concern to stakeholders.

While we are not yet fully compliant, this report includes a quadruple bottom line approach to environmental, economic, social and governance outcomes.

Sustainability planning and reporting continue to be integrated into the Community Strategic Plan, Delivery Program, Operational Plan and the Annual Report.

Council is continuing its commitment to sustainability by producing a limited number of hard copies of the Annual Report which can be viewed by the public at Council's Customer Service Centre and Stanton Library.

This year, as in previous years, the report can be accessed online at www.northsydney.nsw.gov.au.

The paper used to produce hard copies of this report meets environmental guidelines.

Our Vision

Vision

Shaping a progressive, diverse and vibrant North Sydney community.

Mission, Values and Charter

Mission

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

Values

Sustainability - equity, preservation, justice and precaution

Community service - efficiency, effectiveness and responsiveness

Open government - transparency and accountability

Ethical conduct - honesty and integrity

Justice - fairness and equity

Quality - innovation and excellence

Teamwork - cooperation and respect

Charter

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

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

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

We will preserve the economic vitality of the North Sydney Central Business District and unique commercial centres. From a strong commercial heart, our CBD will host a thriving business community, provide diverse social and cultural activities and work in harmony with surrounding residential areas and other commercial centres nearby. The CBD will be

internationally recognised as a place for innovation, excellence and ecologically sustainable development. Our commercial centres will remain economically viable, healthy and attractive. Our neighbourhoods will be strengthened so that there are village centres with shops and places to meet within walking distance of residential areas.

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

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

Our Stakeholders

During 2016/17 we continued to engage with our stakeholders to understand their expectations on the issues most important to them. We also have community engagement built into our project planning processes so that community engagement is integrated in all parts of project delivery.

We engage with our stakeholders in three primary ways:

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

Stakeholder Groups	Ways of engaging with our stakeholders	Why our stakeholders are important to us	Why we are important to our stakeholders
Residents	<ul style="list-style-type: none"> • Public meetings • Publications • Website • Social media • Information display or kiosk • Online panel • Public exhibition • Telephone surveys 	Provide guidance values, engagement and feedback	Provide civic leadership representation, services and facilities
Ratepayers	<ul style="list-style-type: none"> • Rates notices • Publications • Website • Annual report 	Provide guidance values, engagement and feedback	Generate sustainable growth and return to the community
Business	<ul style="list-style-type: none"> • Focus groups and workshops • Publications • Website • Social media • Telephone surveys 	Build capacity and drive the economy in our community	Provide and promote business
Community groups and volunteers	<ul style="list-style-type: none"> • Focus groups and workshops • Precinct committees 	Build trust and bridges to local communities through services	Provide support and partnerships
Visitors	<ul style="list-style-type: none"> • Events • Website • Published information 	Provide economic benefit, generate employment opportunities and financial viability	Provide products, services and facilities

Stakeholder Groups	Ways of engaging with our stakeholders	Why our stakeholders are important to us	Why we are important to our stakeholders
Customers	<ul style="list-style-type: none"> • Customer experience and satisfaction measurements • Customer care and service • Website • Publications • Fact sheets • Suggestion box 	Provide us with feedback and utilise the services and products	Provide products and services at good value and quality
Employees and their representatives	<ul style="list-style-type: none"> • Intranet • Staff briefings and onsite meetings • Employee survey • Exit surveys • Performance reviews • Newsletters 	Central to the success of our business by providing valuable knowledge, skills and labour	Provide a fair, engaging and enriching work experience with career development and flexible work arrangements
Partners – regional and national	<ul style="list-style-type: none"> • Contract management • Account management relationships 	Provide shared knowledge, cultural experiences, knowledge and resources	Provide advocacy, leadership and resources in line with policy and legislation
Other levels of government	<ul style="list-style-type: none"> • Formal meetings • Briefings • Networks • Correspondence • One on one meetings 	Provide funding opportunities, services, planning direction, legislation and networks	Provide local strategies, partnerships and networks

Stakeholder Groups	Ways of engaging with our stakeholders	Why our stakeholders are important to us	Why we are important to our stakeholders
Suppliers	<ul style="list-style-type: none"> • Contract management • Account management relationships 	Provide good value and quality products and services	Provide fair access to business opportunities in line with policy and legislation
Media	<ul style="list-style-type: none"> • Media releases • Briefings • Interviews 	Build and protect reputation and raise awareness of our services and facilities	Provide trend data as well as environmental, economic, social and governance information

Year in Review

Awards and Recognition

In 2016/17 Council and community partnerships received a number of awards for excellence in the delivery of a range of projects and services.

Department	Association	Awards Program Name	Category within Awards Program	Project Name
Integrated Planning and Special Projects	Australasian Reporting Awards	Australasian Reporting Awards	Gold Award for Distinguished Achievement in Reporting	North Sydney Council Annual Report 2015/16
Joint public private partnership between North Sydney Council and Woolworths	Urban Taskforce	Urban Taskforce Development Excellence Award	Retail Development category	Alexander Street shopping complex and carpark redevelopment in Crows Nest
Engineering and Property Services	Masters Landscapes Association	LNA Masters Landscape Excellence Award	Commercial and Civil Construction \$3 million-\$5 million	Brett Whiteley Place

Direction 1: Our Living Environment

Achievements

- 60% of residential waste was diverted from landfill (page 111)
- Maintained 145 hectares of open space (page 113)
- Held community sustainability workshops (page 113)
- Upgrade works were completed for a number of parks and playgrounds (page 114)
- Replaced pedestrian bridge at Captain Waterhouse Reserve (page 114)
- Improved drainage at Bradfield Park (page 114)
- Developed Renewable Energy Masterplan (page 113)

Challenges

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

Disappointments

- Preparation of Tunks Park Plan of Management was delayed due to Council resolving not to accept any of the tenders and that staff negotiate with the highest ranked tenderers. Project is now expected to be completed in 2017/18
- Preparation of Anderson Park Masterplan and Plan of Management was delayed due to Council resolving not to accept any of the tenders and that staff negotiate with the highest ranked tenderers. Project is now expected to be completed in 2017/18
- Installation of lighting at Tunks Park was deferred by Council due to public objection. Project has since been given development application approval. Project is now expected to be completed in 2017/18
- Preparation of St Leonards Park Masterplan was delayed. Project is now expected to be completed in 2017/18

- Upgrade of North Sydney Olympic Pool was deferred by Council to consider options. Project is now expected to commence in 2017/18
- Preparation of detailed design for Bradfield Park South was delayed. Project is now expected to be completed in 2017/18
- Construction of bar, kiosk and merchandising facilities at North Sydney Oval was held up due to delay with consideration of the most suitable brief and is now expected to be completed in 2017/18
- Upgrade of stair access to Milson Park to High Street was delayed. Project is now expected to be completed in 2017/18
- Review of small water craft storage opportunities was delayed. Project is now expected to be completed in 2017/18

The Year Ahead

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

Direction 2: Our Built Environment

Achievements

- Road and footpath improvements (page 139)
- Delivery of timely planning decisions (page 142)
- Approving new dwellings (page 142)
- Planning for new North Sydney Metro Station (page 144)
- Developed North Sydney Transport Strategy (page 239)
- Completed upgrade of North Sydney Oval Grandstands (page 148)
- Refurbished Crows Nest Community Centre (page 139)
- Prepared and implemented Public Amenities Strategy (page 148)
- Reconstructed 'Welcome to North Sydney' sign at Alfred Street South (page 148)

Challenges

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

Disappointments

- Finalisation of Ward Street Masterplan was delayed due to public interest and number of submissions made. Masterplan is to be further reviewed and publicly exhibited. Project is now expected to be completed in 2017/18
- Upgrade of signage at Council car parks delayed awaiting installation of new car park equipment. Project is now expected to be completed in 2017/18
- Percentage of delegated determined development applications assessed within 65 days did not meet target due to significant number of applications

The Year Ahead

- Our investment in capital works projects will top \$60 million. Major projects include the upgrade of roads, footpath and drainage, revitalisation of North Sydney CBD, upgrade of

North Sydney Olympic Pool and progressing the redevelopment of the Parraween Street car park

- Upgrade to Council's development application tracking system
- Upgrade of St Leonards East public domain including Mitchell Street Plaza
- Finalisation and implementation of Ward Street Masterplan
- Refine and implement CBD Transport Masterplan
- Continue to maximise multiple opportunities of our community assets
- Council will continue to advocate for sustainable transport options which will help make North Sydney a pleasant place to live and also help reduce our carbon footprint
- Continue to promote use and adaption of heritage and other existing buildings through the development application process

Direction 3: Our Economic Vitality

Achievements

- Public domain improvements in North Sydney CBD (page 177)
- Adopted Economic Development Strategy (page 177)
- Happiness Works Here Program (page 177)
- Working closely with the business community (page 177)

Challenges

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

Disappointments

- Business After Hours function not held in 2016/17 due to lack of staff and resources. Event to be considered in 2017/18

The Year Ahead

- Council will continue its work to develop economic strength through Economic Development Strategy
- Revise and implement CBD Marketing Strategy

Direction 4: Our Social Vitality

Achievements

- Welcoming 937 new citizens (page 190)

- Continued to provide a high quality range of services to support children, young people, families and the elderly to ensure quality of life is enjoyed by all in the community (page 196)
- Continued to support the particular needs of customers from diverse cultural and linguistic backgrounds through the provision of specific programs and services (page 196)
- Promoted community harmony and intercultural understanding through programs which counter racism and intolerance and develop understandings of cultural, linguistic and religious diversity (page 191)
- Giving \$953,898 in grants to local community organisations (page 198)
- Stanton Library welcomed 422,459 visitors and has around 25,000 members (page 193)
- Initiation of public art trail (page 192)
- Developing and implementing Road Safety Action Plan (page 199)
- Held Guringai Festival and Children's Festival (page 191)

Challenges

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

Disappointments

- Upgrade of McMahons Point Child Care Centre was delayed for reasons outside Council's control. Project is now expected to be completed in 2017/18
- Installation of accessible path at Forsyth Park Community Centre was deferred by Council pending reconsideration of process
- Residents serviced by Home Library Service did not meet target. Results reflect change in measurement to not include lapsed memberships.

The Year Ahead

- Review and implement Children's Services Strategic Plan
- Implement Arts and Cultural Development Strategic Plan
- Implement Community Safety Plan
- Implement Disability Inclusion Plan
- Implement Stanton Library Masterplan Stage 1 (Part 2)

- Manage the restructure of Shorelink with Willoughby City Council's departure
- Restore Primrose Park Art and Craft Centre
- Upgrade equipment and playgrounds at community centres
- Upgrade equipment and furniture at Planet X Youth Centre
- Launch refurbished Don Bank Museum in conjunction with Australian Catholic University
- Council will continue to work on its various community programs including vacation care, Planet X Youth Centre, Creating Wellbeing, Men's Shed and community safety
- Continue to ensure local communities are connected through knowledge and information
- Develop a place making policy and framework

Direction 5: Our Civic Leadership

Achievements

- Engaging with our community (page 239)
- Council continued to expand the use of social media (page 240)
- Visits to Council's website continued to increase reinforcing the website's popularity as the first point for information (page 240)
- Implementing advocacy campaigns on behalf of the community (page 241)
- Connecting with our customers (page 241)
- Improving business systems and technology (page 243)
- Council received 1,028 GIPA access applications (page 245)
- Implemented webcasting of Council meetings (page 245)
- Reviewed Procurement Policy and Procedures (page 256)
- Reviewed Payment of Expenses and Provision of Facilities to Councillors Policy (page 261)

Challenges

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

- Developing new sources of revenue, other than rates, to maintain and develop infrastructure
- Managing the accuracy and control of rapidly developing social media is an ongoing challenge for Council. Work continues to ensure that Council is responsive and respectful in social media interactions and policies and procedures enable Council to be a trusted voice in the community
- An ageing workforce and skills shortages in various services delivered by Council
- Uncertainty about the policy initiatives of the state and federal government
- Keeping pace with providing services in an environment of increasing legislative obligations imposed by the state government
- Management of legislative compliance obligations under the multitude of NSW and Australian legislative requirements
- Keeping pace with the rapid developments in information technology
- Effective performance management, to support responsible, transparent and accountable government

Disappointments

- Governance Health Check was placed on hold until 2017/18 due to staff shortages
- Average hours of training per year per employee did not meet target due to a large proportion of the training budget allocated to specialised training for a small number of staff. However, no training applications were declined

The Year Ahead

- Council's budget for the 2018/19 financial year forecasts a net operating surplus before capital grants and contributions, fair value adjustments and net gains from the disposal of assets of \$2.7 million. \$63.4 million is forecast to be spent on capital projects and the replacement of plant.
- Review the Community Strategic Plan
- In our Operational Plan 2018/19 will build on the work we have achieved in the previous 12 months and support the strategic direction of the community. Under our strategic priority of 'Our Civic Leadership', we will be focusing on correct resourcing to achieve our other strategic priorities
- Implement new project management framework
- Conduct staff satisfaction survey
- Conduct Governance Health Check and implement recommendations
- Implement new auditing process
- Review Council's IT Strategy
- Review Council's procurement manual




Further detail on the progress of these and other 2016/17 achievements, challenges and disappointments can be found on pages 105-278.







Summary of Performance

The table below presents the 2016/17 end of year position of Council's performance against the directions and outcomes of the Community Strategic Plan.

Progress against the activities as outlined in the Operational Plan 2016/17 is provided in detail throughout the remainder of the report.

Council's progress against each direction and outcome is illustrated as a percentage and by the following symbols:









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

Direction		Progress	
Direction 1: Our Living Environment			97%
Outcome			
1.1	Protected, enhanced and rehabilitated native vegetation communities and ecosystems		100%
1.2	Quality urban greenspaces		98%
1.3	Healthy and clean local waterways		100%
1.4	Improved environmental footprint and responsible use of natural resources		100%
1.5	Provide appropriate public open space, recreation facilities and services.		86%

Direction 2: Our Built Environment			100%
Outcome			
2.1	Infrastructure, assets and facilities that meet community needs		100%
2.2	Improved mix of land use and quality development through design excellence		99%
2.3	Vibrant, connected and well maintained streetscapes and villages that build a sense of community		98%
2.4	North Sydney's heritage is preserved and valued		100%
2.5	Sustainable transport is encouraged		100%
2.6	Improved traffic management		100%
2.7	Improved parking options supply		100%

Direction 3: Our Economic Vitality			97%
Outcome			
3.1	Diverse, strong, sustainable and vibrant local economy		90%
3.2	North Sydney CBD is one of Australia's largest commercial centres		100%
3.3	North Sydney is a place that attracts events		100%





Direction 4: Our Social Vitality			100%
Outcome			
4.1	Community is connected		100%
4.2	Community is diverse		100%
4.3	Enhanced arts and cultural programs and facilities		100%
4.4	North Sydney's history is preserved and recognised		100%
4.5	Lifelong learning and volunteering is encouraged		100%
4.6	Library services meet information, learning and volunteering is encouraged		100%
4.7	Community is active and healthy		100%
4.8	Enhanced community facilities, information and services		98%
4.9	Enhanced community safety and accessibility		99%
4.10	Improved affordable housing and accommodation		99%

Direction 5: Our Civic Leadership			97%
Outcome			
5.1	Council leads the strategic direction of North Sydney		99%
5.2	Council is financially sustainable		100%
5.3	Council is ethical, open, accountable and transparent in its decision making		93%
5.4	Community is informed and aware		100%
5.5	Customer focused Council services		100%
5.6	Council is an employer of choice		96%
5.7	Risks are minimised and continuity of Council's critical business functions is ensured		94%

Sustainability Performance

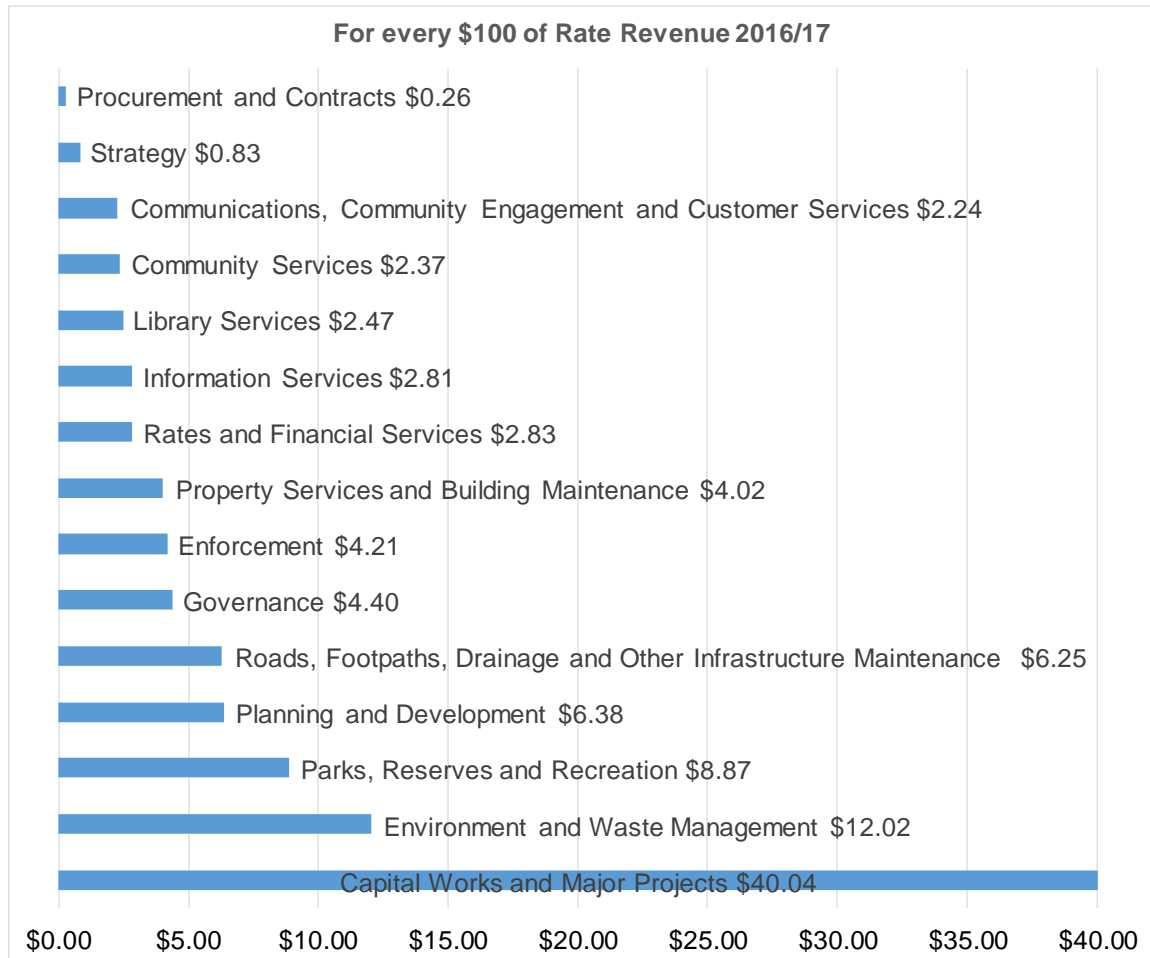
We have grouped our activities to indicate if they relate to environmental, economic, social, and governance elements of sustainability, thereby creating a quadruple bottom line performance report.

Progress against the quadruple bottom line was on track during 2016/17.

Element of QBL	Progress	
Environmental		97%
Economic		97%
Social		100%
Governance		93%

Our Services - Rates at Work

Council adopted a budget for 2016/17 identifying how funds were to be allocated. For every \$100 of expenditure, Council delivered the following services during 2016/17:



Year in North Sydney

July 2016	NAIDOC Week National Tree Day
August 2016	Science Week Children's Book Week Family History Week
September 2016	Biodiversity Month History Week Sustainable House Day
October 2016	Mental Health Month Ride2Work Day Health and Wellbeing Day Crows Nest Fair
November 2016	Twilight Food Fair International Men's Day National Recycling Week
December 2016	Summer Reading Club New Year's Eve celebration at North Sydney Olympic Pool
January 2017	School Holiday Activities Sunset Cinema Australia Day BBQ by the Bridge
February 2017	Coal Loader Artisan Market Health Week
March 2017	Harmony Day Clean Up Australia Day Nan Manefield Young Writers' Award International Women's Day Seniors Week Artist Talks Kids Creative Workshops: Earth to Earth
April 2017	Shorefest National Youth Week Music Festival National Trust Heritage Festival ANZAC Dawn Service
May 2017	Law Week Guringai Festival Bradfield Bark
June 2017	World Environment Day

Mayor's Message



It is with pleasure I present North Sydney Council's Annual Report for 2016/17.

It has been another productive 12 months, with Council reporting a sizeable net operating surplus of \$27 million while also delivering many large-scale projects.

These include major renovations to North Sydney Oval, the Bon Andrews Oval and Stanton Library, as well as the delivery of a new playground at Forsyth Park.

I've received fantastic feedback on these projects from the community and it's been wonderful to see these new and improved facilities being enjoyed by local residents and families.

Ongoing investment in our existing assets is vital to ensure they are protected for generations to come and North Sydney remains a desirable place to live, work and visit.

North Sydney Oval is of particular importance, attracting thousands of visitors to the area every year to watch local and international sport. It is also North Sydney's main events stadium, hosting openair cinema, the Footy Show Grand Final and a variety of outdoor festivities.

To date, Oval improvements include a portable drop-in wicket, a state-of-the-art irrigation system and new lighting. The Duncan Thompson Stand is also being renovated, the roofs have been repainted and further upgrades are planned in the coming year.

The new green roof at the Coal Loader Centre for Sustainability is also nearing completion and will provide a new outdoor space for our community as well as community gardens, which boast stunning views over the harbour. Once finished, the green roof will be a prized jewel in North Sydney's crown.

We have also overseen big changes in the North Sydney CBD with more to come over the next few years. While these developments have caused some disruption over the last 12 months, Council has been planning and preparing for this growth for some time. The positive outcomes of this will soon become visible with several big projects expected to be completed in 2018, including the new Northpoint shopping facility and the 100 Mount Street building. Council has been busy carrying out public domain upgrades throughout the CBD to make sure first class infrastructure is in place as these developments bring more workers to the area.

One of the biggest transformations to come will be the introduction of a new Metro train station and Council is continuing to push for the best outcomes for the community from this. This is also true in Crows Nest where another Metro Station is planned. This year Council delivered its Crows Nest Placemaking and Principles Study, which highlighted the need to protect the assets which make the area so special, while also maximising on new investment to create new facilities for the public to enjoy.

Council is also continuing to implement its St Leonards/Crows Nest Planning Study and is in the early stages of the Hume Street Park Masterplan, having acquired properties to allow for the creation of a pedestrian link from Willoughby Road to Hume Street Park. This is a huge project that will be many years in the making, but will transform the area by dramatically expanding the available green space, which is much needed in the area as the population continues to grow.

Council remains financially well managed as indicated by our audited financial statements. We achieved a \$27 million net operating surplus, while providing a high standard of services across the board. Detailed financial information is available on pages 184-279.

Council's commitment to supporting the community continued. In 2016/17, we provided more than \$950,000 in community grants, supporting the wonderful work being undertaken by many community organisations.

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

Cr Jilly Gibson
Mayor of North Sydney

General Manager's Report



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

This report provides a clear picture of our performance set against our strategic priorities and State Government-set targets.

Most importantly, this document should be considered against the standards that you, our community, expect in the delivery of more than 100 services and programs.

This year was the last of our Delivery Program 2013/14-2016/17 and saw Council achieve a net operating surplus of \$27.4 million. Excluding capital grants and contributions, fair value adjustments and net losses from the disposal of assets, the surplus was \$8.4 million - the largest adjusted net operating surplus for many years.

We also met all State Government-set target performance ratios, showing Council is fit for purpose and delivering a high standard of services well within budget.

As detailed on page 36, Council invested \$51.3 million on capital works, the majority of which was spent on infrastructure projects including roads, footpath and public domain upgrades.

As well as achieving sound financial results, by 30 June 2017 Council had delivered the majority of the actions earmarked for completion in 2016/17.

We achieved 97% of environmental performance targets, 97% of economic targets, 100% of social targets and 93% of governance targets as set out in the Delivery Program.

We also delivered several major projects, including the renovation of Bon Andrews Oval, significant upgrades to North Sydney Oval, a new Brett Whiteley Place and a new playground at Forsyth Park.

You will find detailed reporting on pages 105-278.

These results, which show Council is well on target in all key areas, and is a testament to the hard work of our staff.

We understand that people are key to our success and continued to invest in development, leadership and wellbeing programs for our staff. In the coming year, we will be conducting a staff satisfaction survey to help further understand how we can make North Sydney Council a more desirable place to work, ensuring we retain our workforce and attract the best new candidates.

With the uncertainty surrounding proposed Council amalgamations now removed and a new Council elected, we can start developing Council's long-term planning documents, being the Community Strategic Plan, as well as a Delivery Program for the current term of Council. These will set out the initiatives, projects and targets to help us create an even better North Sydney for our community.

With new Metro stations in North Sydney CBD and Crows Nest on the way, Council will continue to work to ensure this new infrastructure is beneficial to the community while looking to maximise on new opportunities that arise as a result of these developments.

Construction of the Coal Loader Centre for Sustainability's new green roof is also nearing completion and will provide a new multi-purpose recreational space, with vegetable plots, performance space and stunning views over the harbour.

Of course, we will continue our commitment to improving our essential infrastructure, with significant funding being allocated to roads, footpaths, drainage and public domain upgrades.

Other key projects include implementing the St Leonards Park Masterplan, further renovations to North Sydney Oval, the creation of a new Mitchel Street Plaza in St Leonards, and upgrading Council's website to make it more user-friendly.

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

With the new term of Council commencing in 2017/18, I also extend my thanks to the outgoing members of Council for their service and commitment to North Sydney over the past five years.

I look forward to working with the newly elected Council and the community in the year ahead.

Adrian Panuccio
Acting General Manager

Financial Report

The following information presents a summary of financial results for 2016/17. For more detail please refer to the Financial Statement on pages 293-415.

Council's financial results for 2016/17 were better than those achieved in the previous year and budgeted for.

2016/17 Financial Results Overview

	(\$000)
Total Income	133,517
Total Expenses	106,152
Net Operating Result	27,365
Operating Result before Capital Income	8,885
Total Assets	1,001,440
Total Liabilities	47,691
Net Assets	953,749
Total Cash and Investments	80,778

Net Operating Result

Council's Income Statement (see page 302) shows whether Council's operations were in surplus or deficit during 2016/17, and is calculated using the formula:

Total income - total expenses = net result.

The net result for 2016/17 as reported in the financial statements, is a surplus of \$27.4 million (\$8.9 million before capital grants and contributions). This is a decrease of \$34.2 million from the result achieved in 2015/16 (\$5 million before capital grants and contributions) and \$19.4 million higher than that forecast in the original budget (\$7.1 million before capital grants and contributions). The better than expected operating result can be primarily attributed to greater than expected revenue from developer contributions, construction zone and hoarding permit fees, on and off-street parking fees, the receipt in advance of 50% of our 2017/18 Financial Assistance Grant and a larger than expected increase in the fair value of our investment property portfolio.

We have achieved a net operating surplus in each of the last five years.

Net Operating Result (\$ million)

Net Operating Result	2012/13	2013/14	2014/15	2015/16	2016/17
Operating Result before Capital Income	-\$2.27m	-\$510,000	\$7.03m	\$14m	\$9m
Net Operating Result	\$18m	\$27m	\$23m	\$62m	\$27m

Revenue decreased by \$27.3 million. The main reason for the decrease was that in 2015/16 Council received a one-off \$34.3 million non-cash contribution reflecting the increase in the value of the Woolworths/Alexander Street Car Park site in Crows Nest after its redevelopment.

Council's total expenditure for 2016/17 was \$106.1 million. Total expenditure increased by \$6.9 million from the previous year predominantly due to net losses of \$5.2 million from the disposal of assets.

Council's Income Statement shows how much Council has earned during 2016/17. It details where Council receives its income and where it is spent.

Income: where our money came from

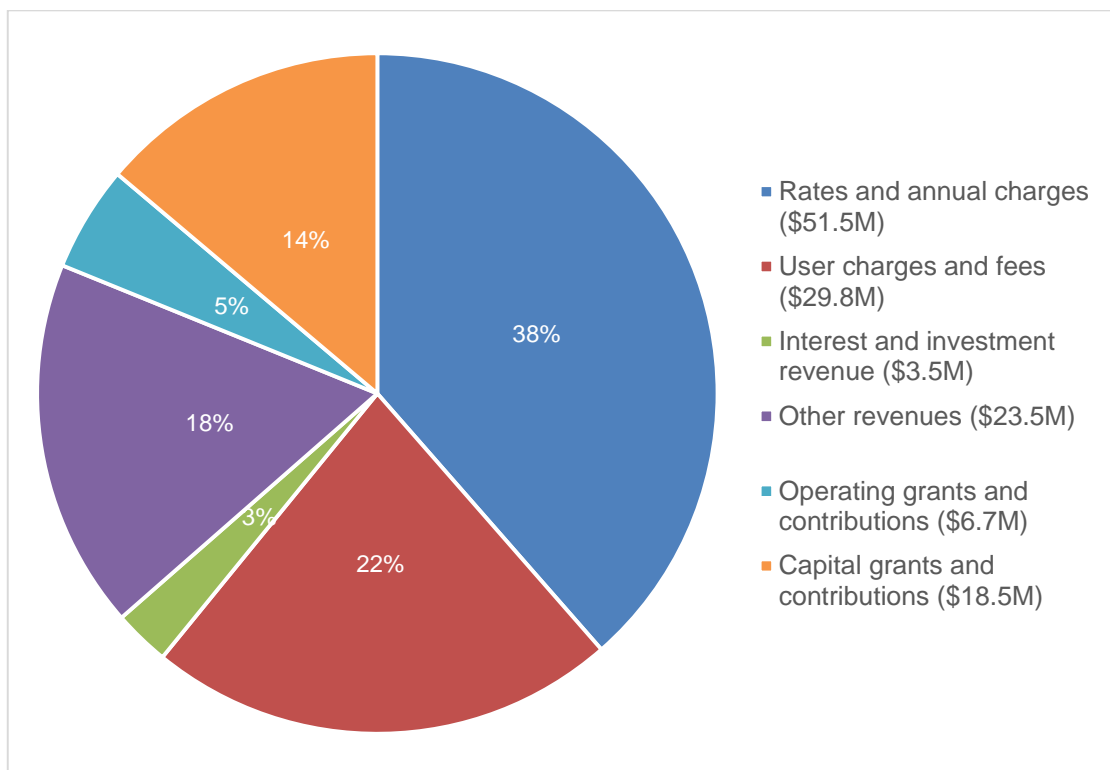
Council's total income for 2016/17 was \$133.5 million, a decrease of \$27.3 million from the previous year. The main reason for the decrease was that 2015/16 revenue included a one-off \$34.3 million non-cash contribution reflecting the increase in Council's interest in the Woolworths/Alexander Street Car Park development in Crows Nest.

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

This year, our main sources of income, other than rates, was from user charges and fees of \$30 million or 22% compared to \$25 million or 16% in 2015/16.

In 2016/17, the largest contribution to income Council received was from rates and annual charges (38%).

Total Income (\$)



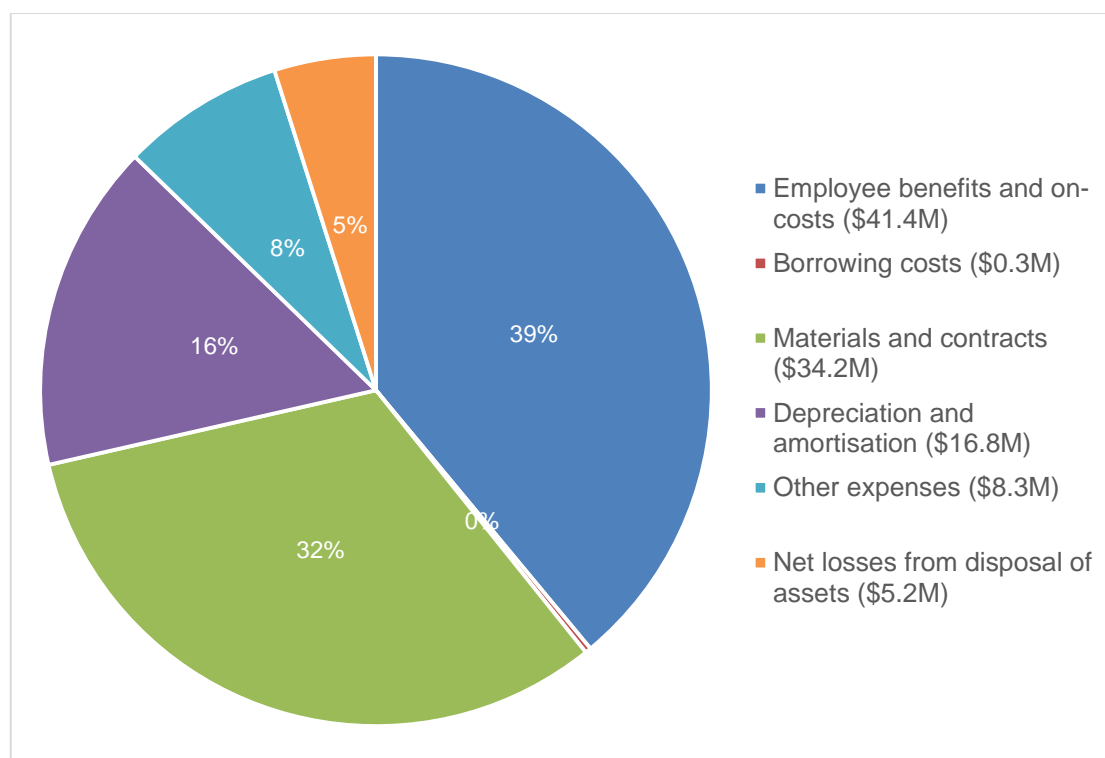
Total Income	2012/13	2013/14	2014/15	2015/16	2016/17
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Rates and Annual Charges	40,789	43,550	46,336	49,000	51,477
Fees and Charges	21,056	22,709	24,812	25,474	29,814
Interest and Investment	4,280	4,022	4,613	3,968	3,561
Other Income	29,797	35,005	20,184	28,507	23,496
Operating Grants and Contributions	3,841	3,457	4,656	6,118	6,689
Capital Grants and Contributions	3,443	11,414	15,543	47,704	18,480
Gains Asset Disposal	1,542	0	75	25	0
Share in Joint Venture	0	0	0	0	0
Total	104,748	120,157	116,219	160,796	133,517

Expenses: where our money went

Council's total expenditure for 2016/17 was \$106.1 million. Total expenditure increased by \$6.9 million from the previous year predominantly due to net losses of \$5.2 million from the disposal of assets.

In 2016/17, the primary expense was employee benefits which accounted for 39% of expenses.

Total Expenses (\$)



Council's total expenditure for 2016/17 was \$106.1 million. Total expenditure increased by \$6.9 million from the previous year predominantly due to net losses of \$5.2 million from the disposal of assets.

Total Expenses	2012/13 (\$000)	2013/14 (\$000)	2014/15 (\$000)	2015/16 (\$000)	2016/17 (\$000)
Employee Benefits	34,811	35,559	38,756	40,544	41,367
Borrowing Costs	-	-	-	-	302
Materials and Contracts	27,757	29,275	30,891	277	34,159
Depreciation and Amortisation	15,044	15,283	15,684	34,421	16,786
Other Expenses	8,704	8,442	8,308	15,536	8,343
Loss Asset Disposal	0	0	-	8,436	5,194
Loss in Joint Venture	0	4	5	22	1
Total	86,324	93,414	93,644	99,236	106,152

Expenses against Revenue

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

	2012/13 (\$000)	2013/14 (\$000)	2014/15 (\$000)	2015/16 (\$000)	2016/17 (\$000)
Revenue	104,748	120,157	116,219	160,796	133,517
Expenses	86,324	93,414	93,644	99,236	106,152
Net result	18,424	26,743	22,575	61,560	27,365
Less capital revenue not available to fund operations	3,443	11,414	15,543	47,704	18,480
Net Operating Result	14,981	15,329	7,032	13,856	8,885

Our Financial Position is Sound

As at 30 June 2017, Council's financial position was sound with net assets of \$954 million, including cash and investments of \$80.8 million. Of this \$80.8 million, \$25.6 million was externally restricted for specific purposes and \$49.8 million was internally restricted for specific purposes. The remaining \$5.4 million was unrestricted.

Available working capital was \$3.4 million, a level sufficient to comfortably manage Council's day to day operations and provide a buffer against unforeseen and unbudgeted expenditures after taking into consideration the nature and level of internally restricted reserves.

The unrestricted current ratio provides a measure of the adequacy of working capital and the degree to which unrestricted current assets can satisfy the organisation's short term commitments. As at 30 June 2017, Council's unrestricted current ratio was 3.51 times, well above the industry benchmark of 1.5 times. This means that for every \$1 of current liabilities to be funded from unrestricted or internally restricted cash, \$3.51 of unrestricted or internally restricted cash was available.

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

Budgeting

We are budgeting for a \$16.3 million surplus in 2017/18. Revenue is expected to be \$117 million, \$16.5 million lower than in 2016/17 due to less revenue from capital contributions and a more modest increase in the fair value of Council's investment property portfolio. We expect our expenditure to be \$100.7 million, \$5.5 million lower than 2016/17, the net losses of \$5.2 million from the disposal of assets incurred in 2016/17 is not forecast to be incurred in 2017/18.

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

The Statement of Financial Position (see page 304) shows what we own (our assets), what we owe (our liabilities) and our net worth.

Financial Strength: our net worth

Council's financial strength, indicated by net assets (what we own less what we owe) has increased by \$27.4 million to \$953.7 million.

Assets: what we own

The major components of our assets include:

- Cash and investments of \$80.8 million
- Infrastructure, property plant and equipment valued at \$812.5 million.
- Investment properties valued at \$97.6 million.

These components make up 99% of our total assets.

Total assets increased in 2016/17 by \$31.8 million (3.3%) primarily due to increased capital expenditure and increases in the fair value of our investment properties.

Total Assets (\$000)

	2012/13	2013/14	2014/15	2015/16	2016/17
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Cash and Cash Equivalents	3,081	5,108	8,607	5,521	6,172
Investments	68,514	90,510	94,534	95,434	74,606
Receivables	5,547	6,603	5,829	6,840	10,223
Inventories	43	51	43	43	46
Prepaid Expenses	43	59	228	226	273
Infrastructure, Property, Plant and Equipment	600,893	608,323	711,182	769,132	812,464
Investment in Shorelink Library Network	65	61	56	34	33
Investment Property	77,680	74,650	79,570	92,390	97,623
Total Assets	755,866	785,365	900,049	969,620	1,001,440

Liabilities: what we owe

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

Our total liabilities at 30 June 2017 were \$47.7 million, a decrease of \$3.5 million (6.8%).

Total Liabilities (\$000)

	2012/13	2013/14	2014/15	2015/16	2016/17
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Payables	13,213	15,475	18,802	25,290	20,309
Borrowings	-	-	172	9,720	9,500
Provisions	13,043	13,537	14,788	16,139	1,844
Total Liabilities	26,256	29,012	33,762	51,149	16,038

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

The Statement of Cash Flows (see page 306) shows Council's cash inflows and outflows. This statement shows our ability to pay our bills to continue normal operations, pay off our debts and have money available for the construction of assets. Our year ending cash balance was \$80.8 million, \$20.2 million less than that of the previous year. This decrease can be attributed to the funding of our capital works program.

Cash Balance (\$000)

	2016/17
	(\$000)
Cash and Cash Equivalents	6,172
Investments	74,606
Total Cash, Cash Equivalents and Investments	80,778

Financial Ratios

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

Explanations for each of the indicators, together with the calculations for each, are contained in note 13 to the Financial Statements (pages 344-346) of this Annual Report.

	2012/13	2013/14	2014/15	2015/16	2016/17
Operating Performance Ratio	-2.70%	-0.58%	1.96%	1.46%	7.66%
Own Source Operating Revenue Ratio	91.67%	85.05%	81.81%	63.67%	80.31%
Unrestricted Current Ratio	2.34:1	2.25:1	4.95:1	3.30x	3.51x
Debt Service Cover Ratio	0.00	0.00	0.00	62.39x	84.31x
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	0.93%	0.63%	0.74%	1.05%	1.13%

Operating Performance Ratio

This indicator measures the extent to which revenue raised covers operational expenses. A positive ratio will indicate that rates collected are sufficient to cover operational expenditure while helping to fund proposed capital expenditure. At 7.66%, it was well above the breakeven position of 0%, an indication that operating expenditure was entirely funded from operating income. This has been the case for the last three years. At least a breakeven position should be achieved, on average, over the long term to prevent a further deterioration in Council's financial position.

Own Source Operating Revenue Ratio

This ratio provides a measure of Council's reliance on external funding sources such as grants and contributions. At 80.31%, it was comfortably above the industry benchmark of 60%, as has been the case in each of the last five years. This indicates an adequate degree of reliance on Council's own source revenue as opposed to revenue from external sources.

Unrestricted Current Ratio

For every \$1 Council owned we had \$3.51 to cover it, which is more than adequate to meet our financial obligations in the short term. It is generally accepted that a ratio above 1:1 is satisfactory, meaning that Council has liquid assets that can meet short term liabilities as they fall due.

Debt Service Ratio

This ratio measures the availability of operating cash to service Council's borrowings. Excluding capital grants and contributions and non-cash items from the operating result, the net operating surplus was sufficient to cover annual interest payments 84.3 times, significantly better than the industry benchmark of 2 times. This was partially due to repayments consisting of interest only until 31 July 2018.

Rate and Annual Charges Outstanding

The ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of our recovery efforts. While it deteriorated slightly from 1.05% to 1.13%, it still compares very favourably with the industry benchmark of 5%, a reflection of the ongoing effectiveness of our recovery efforts.

Cash Expenses Cover Ratio

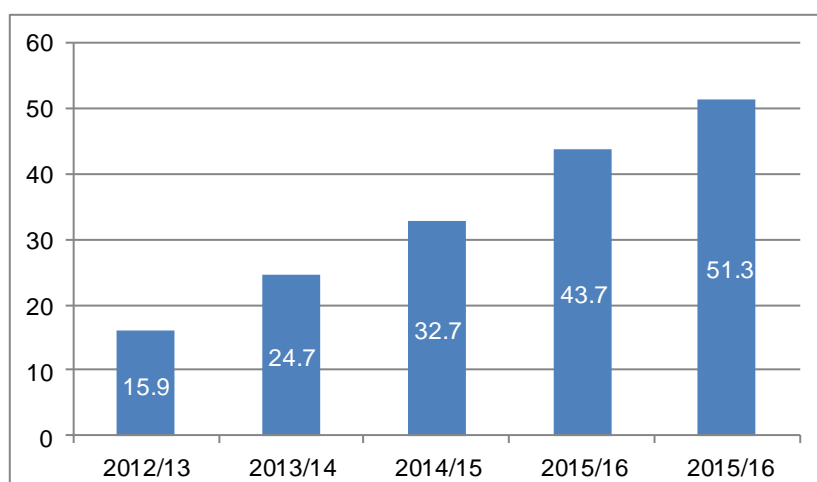
This ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow. It exceeded the benchmark of a minimum of 3 months as it has for many years. At 30 June 2017, Council had sufficient cash and funds invested in term deposits which could potentially be redeemed if required to continue paying for our immediate expenses for 7.8 months in the absence of any additional cash inflows.

Capital Works Expenditure

Council has an extensive capital works program to renew, upgrade and provide new assets. Council spent \$51.3 million on capital works in 2016/17 (excluding plant replacement) compared to \$43.7 million in 2015/16. Among the most significant works were:

- Coal Loader Platform - \$11.5M;
- North Sydney CBD public domain improvements - \$9.1M;
- Road pavement renewal - \$5.3M;
- Bicycle facilities - \$2.9M;
- North Sydney Oval refurbishment - \$2.4M;
- Education Precinct Masterplan implementation - \$2.2M;
- Retaining wall stabilisation - \$1.9M;
- Footpath renewal - \$1.6M;
- Lavender Bay Jetty refurbishment - \$1.3M;
- Storm water drainage improvements - \$1.1M;
- Crows Nest public domain improvements - \$1M;
- Kerb & gutter renewal - \$1M;
- Lavender Bay parklands improvements - \$1M;
- Bon Andrews Oval Pavilion upgrade - \$700K;
- Road safety barrier renewal - \$700K; and
- Crows Nest Community Centre refurbishment - \$600K.

Capital Works Expenditure (\$ Million)



Timely Creditor Payments

During the year we paid 95% of our creditors on time. We are expected to pay all our creditors within 30 days, unless contracts state otherwise.

For more detail on our performance with creditor payments, see page 274.

Future Planning and Trends

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

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

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

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

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

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

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

The Long Term Financial Plan is available on Council's website at www.northsydney.nsw.gov.au.

Major Projects

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

Our major projects help drive activity to achieve our strategic directions. During 2016/17, our major projects included the following:

- Upgrade of Walker Street, North Sydney (see page 180)
- Renewal of Brett Whitely Place in North Sydney CBD (see page 180)
- Upgrade of North Sydney Oval (see page 139)
- Undertaking consultation on Transport Strategy (see page 165)
- Upgrade of education precinct public domain (see page 139)
- Installation of public art trail (see page 192)
- Reconstruction of 'Welcome to North Sydney' sign (see page 148)

Overall, major projects have progressed satisfactorily during the year.

Future Major Projects

Other major projects to commence or continue in 2017/18 include:

- Upgrade of North Sydney Olympic Pool complex
- Upgrade of St Leonards East public domain
- Hume Street Park expansion and embellishment
- Upgrade of Mitchell Street Plaza public domain in St Leonards
- Greening of roof at Coal Loader Centre for Sustainability

For further information visit Council's website at www.northsydney.nsw.gov.au.

Contents

Introduction	3
About this Report	3
Our Vision, Mission, Values and Charter.....	6
Our Stakeholders	8
Year in Review	13
Mayor’s Message.....	26
General Manager’s Report	28
Financial Report.....	29
Major Projects.....	39
Our Community	43
North Sydney Profile.....	43
Key Challenges and Issues	50
Our Council	59
Our Councillors	59
Decision Making	61
Our Organisation	71
Our Management Approach to Sustainability.....	73
Strategic Planning Framework and Process	78
Management Executive	82
Our Staff	90
Corporate Governance	96
Our Performance	105
Our Performance against the Delivery Program 2013/14-2016/17	105
Our Performance against the Operational Plan 2016/17	105
Statutory Information	279
Financial Statements	293
Appendix	417
Annual Report 2016/17 Feedback Form	417
Terms Used in this Plan and Statutory Index	419
Mayor and Councillor Facilities and Benefits Policy.....	429
Contact details	inside front cover

Our Community

North Sydney Profile

Location, Boundaries, Key Features and History

The North Sydney Council area is located in Sydney's inner northern suburbs, about 3 kilometres from the Sydney GPO. The local government area includes the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahon's Point, Milsons Point, Neutral Bay, North Sydney, St Leonards (part), Waverton and Wollstonecraft. It is bounded by Willoughby local government area in the north, the Mosman local government area in the east, Port Jackson in the south and the Lane Cove local government area in the west.

North Sydney at a Glance		
Population	2016	2026
	73,514	79,356
Land area	1,049 hectares (10km ²)	
Population density	70.09 persons per hectare	
Source: Australia Bureau of Statistics and NSW Department of Planning and Infrastructure		



The North Sydney Council area is predominantly residential, but also has substantial commercial areas. The LGA encompasses a total land area of about 11 square kilometres. Major features of the North Sydney Council area include the North Sydney CBD, HMAS Waterhen, Admiralty House, Kirribilli House, May Gibbs' Nutcote Cottage, Luna Park, North Sydney Olympic Pool, North Sydney Oval, TAFE NSW Northern Sydney Institute (St Leonards Campus), Australian Catholic University (MacKillop Campus), Mater Hospital and the Sydney Harbour Bridge.

The North Sydney Council area is served by the Bradfield Highway, the Pacific Highway, the Warringah Freeway and the North Shore railway line.

The municipality of North Sydney was formed on 29 July 1890.

North Sydney is named for the area north of the Sydney CBD, which was named by Captain Arthur Phillip after Viscount Sydney, Thomas Townsend, who was British Home Secretary at the time.

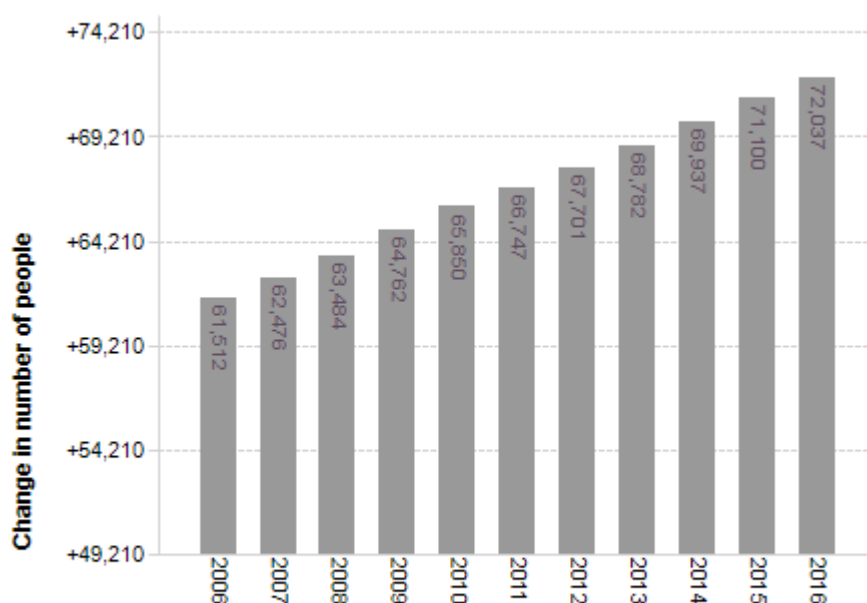
The original inhabitants were the Guringai Tribe and Cammeraygal Clan.

Demographic Profile

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

- The estimated resident population in 2016 was 73,514 people.

Estimated Resident Population, North Sydney Council area

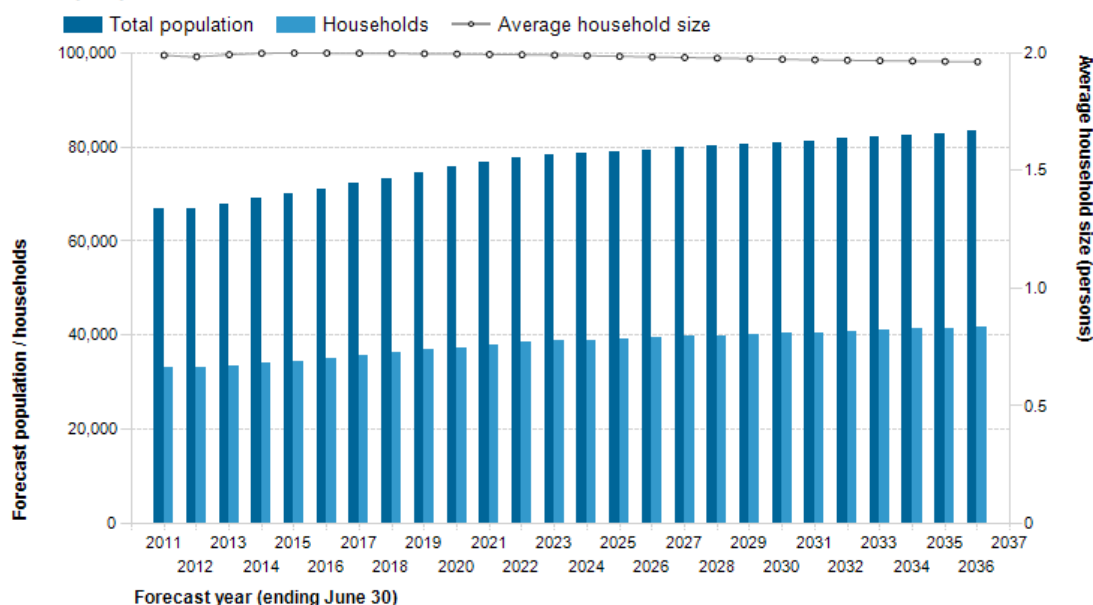


Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts

- The North Sydney population is expected to increase to 83,212 people by 2036 – a 15.4% increase during this period.

Forecast population, households and average household size

North Sydney Council area



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, September 2015.



Portrait of North Sydney

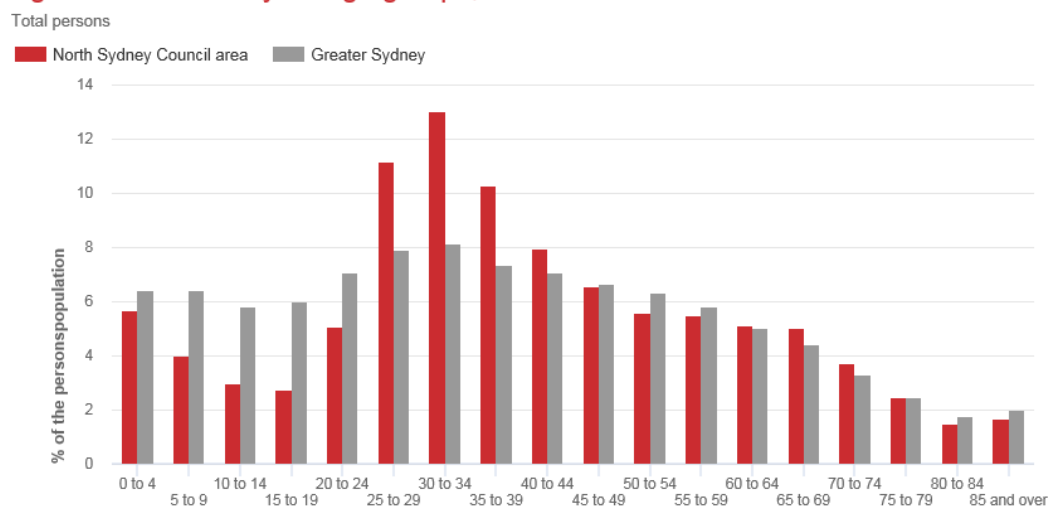
2016	North Sydney LGA	Greater Sydney
Median age	37	38
Median weekly household income	\$2,360	\$1,486
Residents who are:		
Male	47%	49%
Female	53%	51%
Under age 20	15%	25%
Age 20-34	29%	21%
Age 35-59	36%	33%
Age 60 and older	20%	22%
Couples with children	34%	46%
Couples without children	54%	37%
Medium and high density housing	84%	32%
Born overseas	46%	35%
Speaks a language other than English at home	25%	27%
Bachelor or Higher degree 2011	49%	24%
Public transport (to work) 2011	37%	20%
Unemployment	3.1%	5.0%
SEIFA index of disadvantage 2011	1105	1011

Age profile

- 33% of the population is aged 20-34.
- The largest age group is 30 to 34 year olds (13%). North Sydney has a larger percentage of 25 to 34 year olds (26.6%) compared to the Greater Sydney average (15.5%).
- 18% of people are over 60.
- In North Sydney compared to Greater Sydney there is a lower proportion of people in the younger age groups (0 to 17 years) and a similar proportion of people in the older age groups (60+ years).

- Compared to Greater Sydney, we have a relatively high proportion of people aged 25 to 29 and 30 to 34 years.

Age structure - five year age groups, 2016



- North Sydney has a lower proportion of pre-schoolers and a similar proportion of persons at post retirement age than Greater Sydney.
- Compared to Greater Sydney, North Sydney has a lower proportion of children and teenagers and a similar proportion of people in the older age groups (65 years and over).

Cultural and linguistic diversity

- Overall, 37.8% of the population was born overseas, compared with 36.7% for Greater Sydney; 22.8% are from a non-English speaking background, compared with 29.3% for Greater Sydney.
- The largest non-English speaking country of birth in North Sydney was China, where 2.9% of the population, or 1,961 people, were born.
- The most common countries of birth were England with 7%, New Zealand (3%) and China (3%). 6.6% or 4,461 of North Sydney's residents were born in England.
- In 2016, 70% of the North Sydney population only spoke English at home, while 25% spoke a non-English language, compared with 58% and 38% respectively for Greater Sydney.
- Mandarin is spoken by 3% of, or 2,276 residents, making it the second most common language in North Sydney after English, followed by around 3% of, or 1,658 residents who speak Cantonese.

Household income

- Wage earners in North Sydney earn more than the average income across Sydney. The median weekly household income is \$2,356.
- In North Sydney, 42% of households earn an income of \$2,500 or more per week.
- Compared to Greater Sydney there is a larger proportion of high income households (those earning \$2,500 per week or more) and a lower proportion of low income households (those earning less than \$600 per week) in North Sydney.

Education

- Overall, 66.9% of the population hold tertiary qualifications compared with 43% for Greater Sydney.

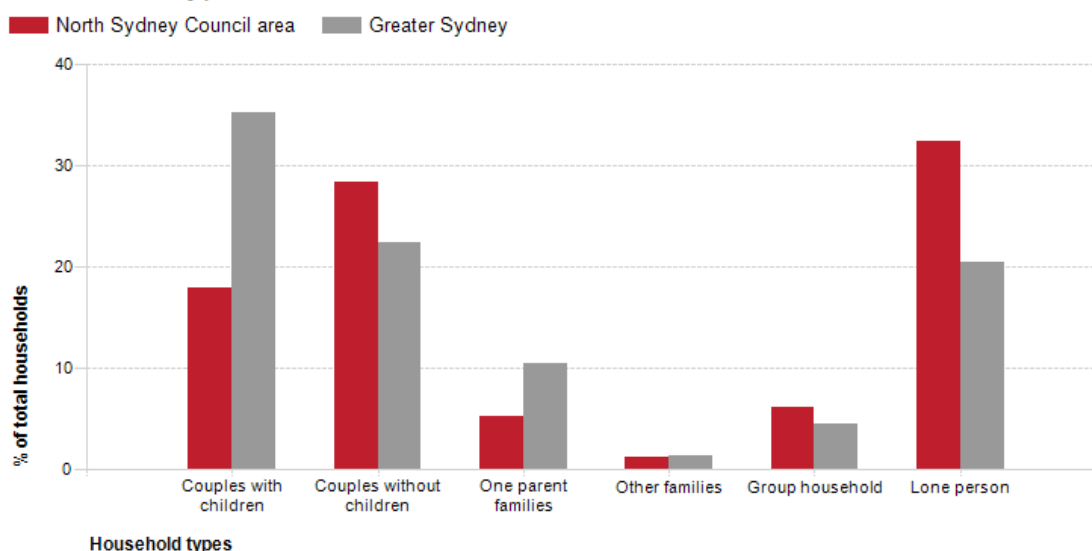
Family composition

- The majority of families in North Sydney are Couple family without children.
- There is a higher proportion of Couple family without children families. Overall, the proportion of Couple family without children families was 53.9% compared to 33.4% in Greater Sydney while the proportion of Couple family with children families was 33.8% compared to 49.5% in Greater Sydney.

Households

- In North Sydney, 15% of households are made up of couples with children, compared with 35% in Greater Sydney.
- There is a lower proportion of couple families with child(ren) as well as a lower proportion of one-parent families.
- There are a higher proportion of lone person households and a higher proportion of couples without children.
- The majority of households in North Sydney are Family households.
- There is a higher proportion of one person households. Overall, the proportion of Lone households was 35.4% compared to 21.6% in Greater Sydney while the proportion of Family households was 57.9% compared to 73.6% in Greater Sydney.

Household type, 2016



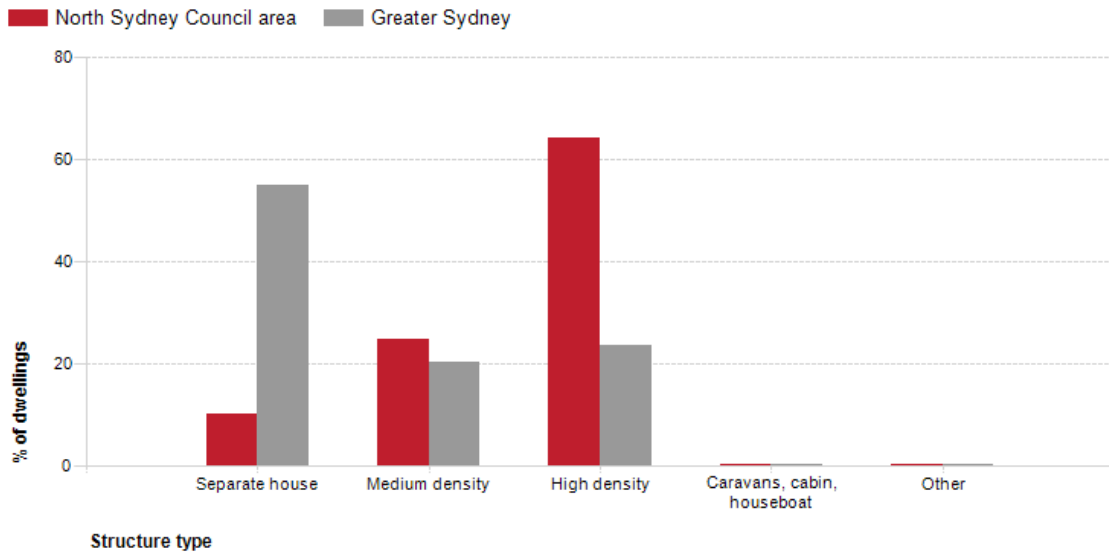
Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Enumerated data)
Compiled and presented in profile.id by .id, the population experts.



Dwelling type

- In 2016 the North Sydney population was living in 36,785 dwellings. There are 3,764 (10.2%) separate houses in North Sydney, 9,196 (25%) medium density dwellings, and 23,629 (64.2%) high density dwellings.
- Dwelling density is higher in North Sydney than in other parts of Sydney with 86.5% residing in medium or high density dwellings, compared to 40% in Greater Sydney.

Dwelling structure, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Enumerated data)
Compiled and presented in profile.id by .id, the population experts.

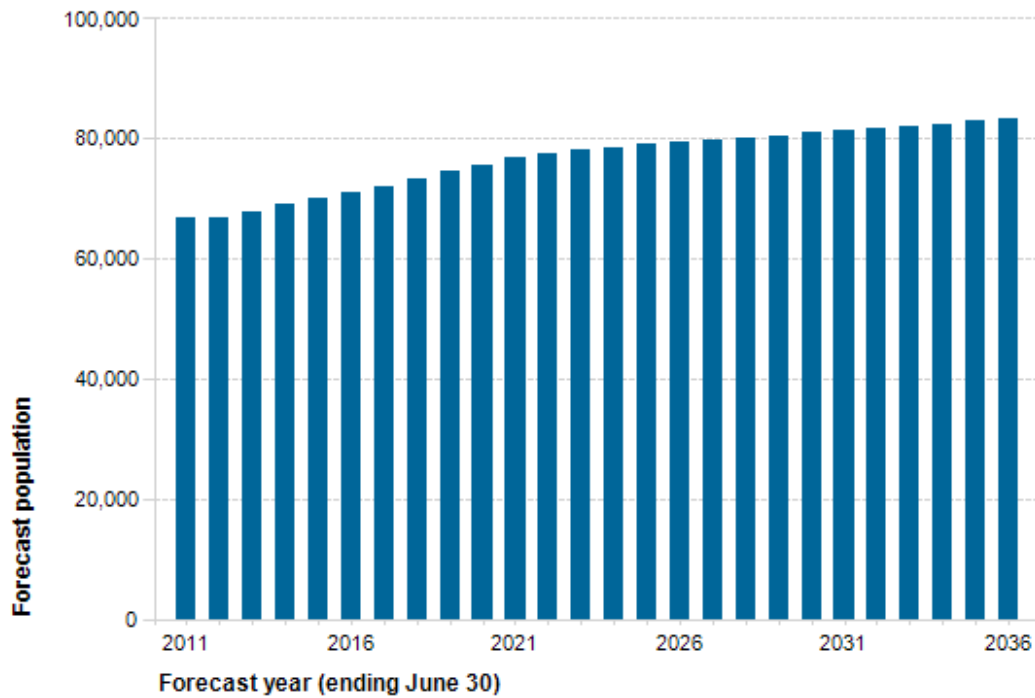


Population forecasts

- It is forecast the total population of North Sydney will increase by 12,600 people to 79,356 by 2026, at an average annual growth rate of 1.16%.

Forecast population

North Sydney Council area



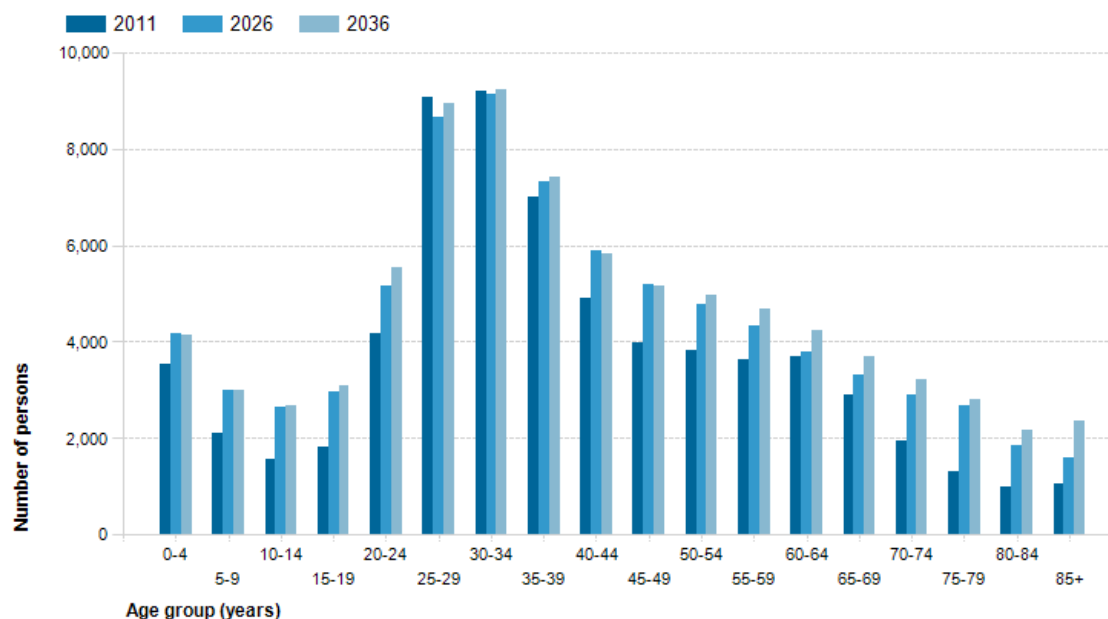
Population and household forecasts, 2011 to 2036, prepared by .id, September 2015.



- The largest forecast age group in 2026 will be 30 to 34 year olds, with a total of 9,148 persons.
- Between 2011 and 2026, the age structure forecasts for North Sydney indicate a 36.0% increase in population under working age, a 50.5% increase in population of retirement age, and a 11.4% increase in population of working age.
- The largest increase in persons between 2011 and 2026 is forecast to be in ages 75 to 79, which is expected to increase by 1,361 and account for 3.4% of the total persons.

Forecast age structure - 5 year age groups

North Sydney Council area - Total persons



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, September 2015.



- It is expected the number of dwellings in North Sydney will grow from 35,183 in 2011 to 41,547 in 2026.
- The largest increase in household type between 2011 and 2026 is forecast in 'Lone person households'.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2016; and .id, the population experts 2017.

For more information about North Sydney's demographic characteristics, please refer to the demographic profile at www.northsydney.nsw.gov.au.

Key Challenges and Issues

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

Environmental Sustainability

Greater Pressure on Natural Resources

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

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

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

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

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

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

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

Economic Sustainability

Financial Sustainability

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

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

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

The continued use of rate pegging in NSW imposes a fundamental constraint on the ability of councils to raise revenue. Obtaining permission from the Independent Pricing and Regulatory Tribunal (IPART) to raise rates beyond the prescribed level requires a strong case to be made

by the council, is difficult to achieve and removes the final decision making away from the local community. In North Sydney, rates have been kept at a very low level for a number of years. Council has an excellent rate base with its large commercial area but the revenue received is relatively low because of the low average rates.

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

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

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

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

Growing Community Expectations and Remaining Financially Sustainable

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

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

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

Financial Management

As at 30 June 2017, Council's financial position was sound with net assets of \$954 million, including cash and investments of \$80.8 million. Of this \$80.8 million, \$25.6 million was externally restricted for specific purposes and \$49.8 million was internally restricted for specific purposes. The remaining \$5.4 million was unrestricted.

Available working capital was \$3.4 million, a level sufficient to comfortably manage Council's day to day operations and provide a buffer against unforeseen and unbudgeted expenditures after taking into consideration the nature and level of internally restricted reserves.

The unrestricted current ratio provides a measure of the adequacy of working capital and the degree to which unrestricted current assets can satisfy the organisation's short term commitments. As at 30 June 2017, Council's unrestricted current ratio was 3.51 times, well above the industry benchmark of 1.5 times. This means that for every \$1 of current liabilities to be funded from unrestricted or internally restricted cash, \$3.51 of unrestricted or internally restricted cash was available.

Council's finances are well managed with Council financially sustainable. Council achieved a net operating surplus of \$27 million in 2016/17.

Council's operating expenditure was \$106.2 million with an operating performance ratio of 7.7% in 2016/17, well above the breakeven position of 0%. This has been the case for the last three years. Operating performance ratio measures the extent to which revenue raised covers operational expenses. A positive ratio will indicate that rates collected are sufficient to cover operational expenditure while helping to fund proposed capital expenditure. At least a breakeven position should be achieved, on average, over the long term to prevent a further deterioration in Council's financial position.

Rates and annual charges coverage ratio was <1.13, better than the industry benchmark of <5%. This ratio indicates the percentage of operating expenses funded by rates. This ratio is an indication of Council's dependence upon revenue from sources other than rates and annual charges ie those that are subject to fluctuations in the business cycle.

Unrestricted current ratio is 3.51, well above 1.5, the benchmark considered satisfactory by the industry. This indicates that Council has more than adequate capacity to meet its financial obligations in the short term such as paying for goods and services supplied.

Council's building and infrastructure ratio is greater than 100%, meaning that, during 2016/17 sufficient funds were allocated to the renewal of Council's building and infrastructure assets to offset the amount by which they depreciated. The additional funds generated by the introduction of a special rate variation should see this ratio improve in future years.

Council's debt service ratio was 84.31% The debt service ratio assesses the degree to which revenues from continuing operations are committed to the repayment of debt. The Office of Local Government's benchmark is that a ratio of greater than or equal to 2% is satisfactory.

Cost Shifting

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

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

Resource Sharing

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

Alternative options to achieve better financial sustainability include reducing the existing level and standard of service delivery which surveys indicated would not be well received by the community. The sourcing of new revenue streams is the other option and this could be done

through disposal of under utilised assets or lobbying for changes to inter-governmental funding arrangements. Ongoing and increased participation with other councils in collaborative resource sharing arrangements, such as joint purchasing and contracting projects and activities, appears a more widely acceptable and immediately productive avenue to achieve financial sustainable goals.

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

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

Working Capital Indicator

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

As at 30 June 2017, Council had working capital of \$3.4 million which was more than sufficient to cover known commitments.

Funding from Other Levels of Government

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

Long Term Financial Plan

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

Remaining Competitive and Creating a Stronger Economy

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

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

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

Social Sustainability

Growing and Changing Population

As indicated on pages 43-49, North Sydney, with a current population of 69, 248 people, is expected to increase to over 76,861 people by 2031. In North Sydney the number of people aged over 65 is expected to increase by 50.6%, and represent 14.8% of the population by 2031. It is forecast that the most populous age group will be 30-34 year olds.

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

Ageing Infrastructure

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

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

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

Moving in and Around North Sydney

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

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

Healthy, Safe and Connecting Communities

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

Housing Affordability and Choice

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

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

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

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

Growing Demand for Sport, Recreation and Open Space

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

Governance Sustainability

Governance

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

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

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

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

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

Leadership

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

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

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

Other areas in which Council has assumed a leadership role include valuing our community. Sustainable communities are those that can respond effectively to increasing diversity, changes in demographics and areas of particular need. Council facilitates this process by having a customer service based approach, regularly reviewing and responding to community

needs, and ensuring frequent and timely consultation and engagement on issues that affect the community. Maintaining an awareness of policy and legislative changes and ensuring local government has a voice in these processes, particularly where they will directly impact on the community, is also a priority.

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

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

Communication and Engagement

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

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

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

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

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

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

Organisational Culture

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

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

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

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

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

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

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

Human Resource Management

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

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

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

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

Employer of Choice

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

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

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

- Retaining mature age employees - As the "baby boomers" consider retirement, employers risk losing a wealth of knowledge and experience. Council employees in this age range comprise 26% of the total workforce. Council will need to promote phased retirement, part

time employment, particularly at senior levels, and ensure policies are in place that encourages such options to be taken.

- Management/leadership programs for women - Women continue to be underrepresented in senior positions across Council. Career development and leadership programs that target women and address this imbalance will be important.
- Appealing career opportunities - Enhancing the appeal of local government to prospective employees presents many challenges for Council. Changes in policy, career structures, management styles and organisational culture will be needed to attract new generations of workers.

Greater Collaboration between all Stakeholders

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

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

Our Council

Our Councillors

Electoral Representation

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

The North Sydney local government area comprises four wards - Cremorne, Tunks, Victoria and Wollstonecraft – each represented by three elected councillors. Visit Council's website at www.northsydney.nsw.gov for information about Council's Ward boundaries. Local government elections to elect councillors and directly elect a mayor are held every four years. From September 2017 the elected Council will comprise 10 councillors (including the Mayor) across three wards.

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

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

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

Mayor and Councillors 2016/17

Mayor Jilly Gibson

Cremorne Ward

Councillor Stephen Barbour

Tunks Ward

Councillor MaryAnn Beregi

Councillor Veronique Marchandean

Victoria Ward

Councillor Virginia Bevan

Councillor Tony Carr

Councillor Michel Reymond

Wollstonecraft Ward

Councillor Zoë Baker

Deputy Mayor Melissa Clare

Councillor Jeff Morris

The Role of Council

Council operates under the *Local Government Act 1993*. The Council is responsible for providing leadership, monitoring the performance of Council, overseeing the allocation of the Council's resources and determining policies of Council.

Changes to Council Structure in 2016/17

There were nil changes to Council's structure in 2016/17.

Mayor and Councillor Allowances, Fees and Expenses

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

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

The allowances and fees are:

Allowance and Fees	Amount \$
Mayor allowance	63,640
Councillors' fees and allowances	239,500
Total	303,140

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

Councillor Expenses	Amount \$
Office equipment and stationery	2,333
Telecommunication costs	3,409
Conference and seminars	19,655
Sustenance	1,291
Transport costs	3,311
Sundries	1,293
Total	31,292

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

Training Councillors

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

Councillor	Number of Councilor Training/Development Activities Attended
Jilly Gibson	(0) (1)
Michel Reymond	(0) (1)
Virginia Bevan	(0) (0)
Jeff Morris	(0) (0)
Melissa Clare	(0) (2)
Veronique Marchandean	(0) (1)
Zoe Baker	(0) (2)
Stephen Barbour	(0) (0)
MaryAnn Beregi	(0) (2)
Tony Carr	(0) (0)

Decision Making

Council, Committee and Reference Group Meetings

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

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

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

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

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

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

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

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

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

Committees of Council
Governance
Legal and Planning
Traffic

Each committee is made up of councillors.

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

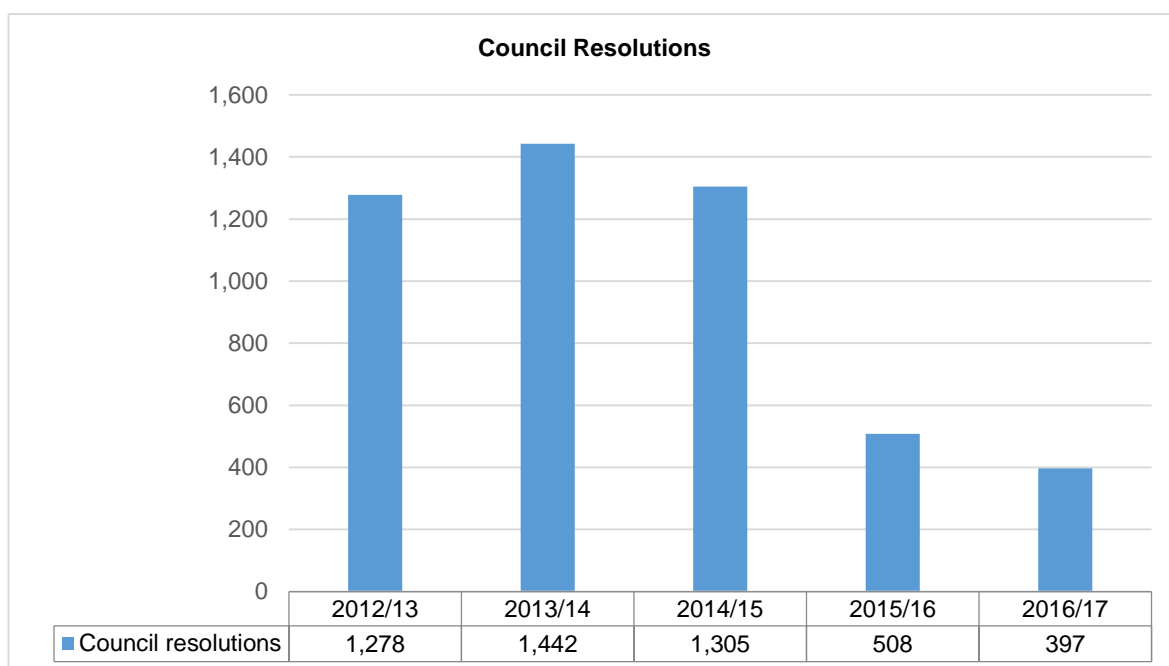
Reference Groups of Council
Access and Community Safety Reference Group
Community Services Reference Group
Environment Reference Group
Sport and Recreation Reference Group
Sustainable Transport Reference Group

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

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

Members of the public with an interest in an agenda item are welcome to attend and address meetings. Those wishing to speak at a meeting are advised to contact Council prior to the meeting by telephoning Council on 9936 8100 or in person prior to commencement of the meeting at the Council Chamber. Speakers are limited to three minutes. Meetings are not normally held in January or late December.

During 2016/17, 11 Council meetings and 26 Committee meetings were held with a total of 397 resolutions made by Council compared with 508 in the previous year.



Council Meeting Attendance

Attendance at Council Meetings from 1 July 2016 to 30 June 2017 was as follows:

Councillor	Number of Council and Extraordinary Meetings Attended (Leave of Absence Granted)
Jilly Gibson	(11) (0)
Michel Reymond	(9) (1)
Virginia Bevan	(10) (1)
Jeff Morris	(9) (1)
Melissa Clare	(10) (1)
Veronique Marchandean	(9) (2)
Zoe Baker	(11) (0)
Stephen Barbour	(9) (2)
MaryAnn Beregi	(11) (0)
Tony Carr	(10) (1)

Delegations

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

Councillor Briefings

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

Policies

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

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

Policies adopted by Council are available on Council's website at www.northsydney.nsw.gov.au.

Code of Conduct

Council has adopted a Code of Conduct that applies to all councillors. The code provides an overview of the councillors' responsibilities and includes guidelines for rules of conduct, decision making and the use of North Sydney Council's resources. Council received two Code of Conduct complaints from the public about councillors in 2016/17.

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

The Code also includes guidance on conflicts of interest. A conflict of interest is defined as arising when a person carries out a particular function with two or more interests in conflict. In their capacity as members of Council, a conflict of interest exists when a councillor has a

private interest in a decision where they also have a public role as an elected member. In such a case the public role and private interest are in conflict. The result can be a poor decision because their private concerns, that have nothing to do with their private duty, have influenced the decision.

The Code is available for public inspection at Council's Customer Service Centre, Stanton Library and on its website at www.northsydney.nsw.gov.au.

Further information on the Code of Conduct is available on page 96.

Community Participation and Engagement

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

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

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

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

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

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

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

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

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

Project-based Community Consultation

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

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

Public Exhibition

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

Community Ward Forums

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

Streetscape Committees

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

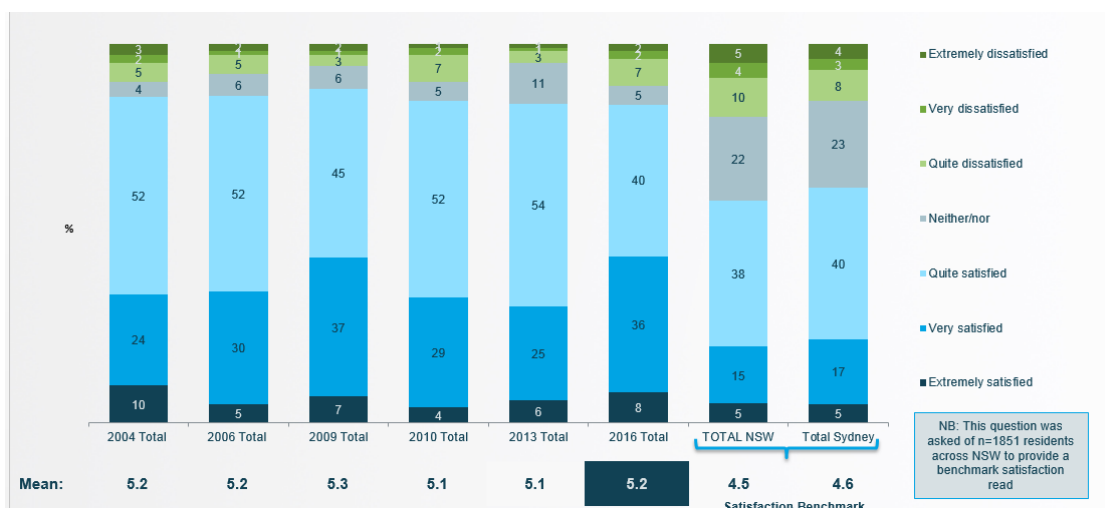
Precinct Committees

The North Sydney Community Precinct System, comprised of neighbourhood committees, is regularly involved in Council's community consultation activities. Membership of precincts is open to all members of the North Sydney community, and provides a valuable way for Council to seek the views of a cross-section of the community in an efficient and timely manner. Precinct Committees are governed by Council's Code of Conduct for Volunteers and Community Representatives, which can be accessed via Council's website at www.northsydney.nsw.gov.au.

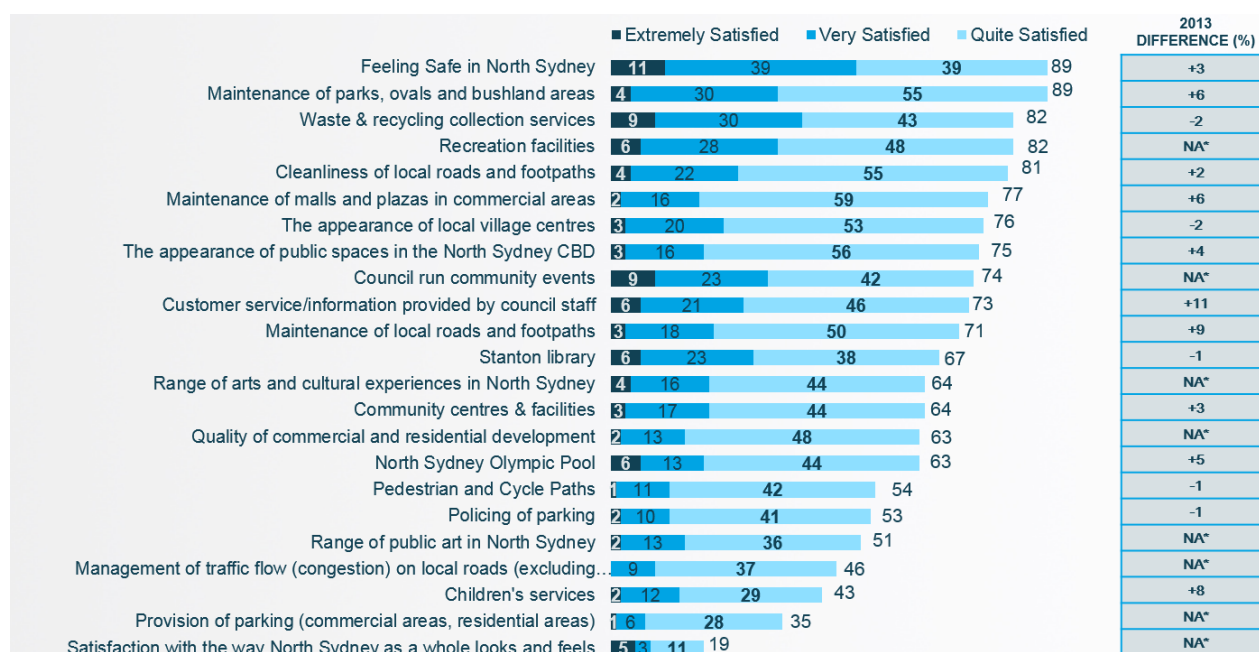
Customer Satisfaction Survey

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

Overall Satisfaction with North Sydney Council



Satisfaction in Relation to Key Service Areas (Positive)



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

Further information on community engagement is available on page 75 and on Council's website.

Customer Service

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

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

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

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

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

Further information on customer service is available on page 241 and on Council's website.

Complaints and other Feedback

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

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

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

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

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

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

- completing the online feedback form available on Council's website at www.northsydney.nsw.gov.au or at Council's Customer Service Centre
- email Council at council@northsydney.nsw.gov.au
- telephone 9936 8100
- fax 9936 8177; or
- write to the General Manager, PO Box 12, North Sydney, NSW 2059.

Further information on complaints is available on page 243 and on Council's website.

Communication

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

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

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

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

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

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

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

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

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

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

Further information on communications is available on page 240.

Advocacy

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

Further information on advocacy is available on page 241.

Civic Functions

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

Citizenship

During the year, Council hosted 13 citizenship ceremonies welcoming 937 residents as Australian citizens. This included a special citizenship ceremony as part of celebrations to mark Australia Day.

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

Australia Day Community Awards

Council calls for nominations for Australia Day Community Awards for a number of categories and a ceremony to present these awards is held with the community on Australia Day annually. In 2017, the award winners were:

Citizen of the Year
Bryce Gunn

Young Citizen of the Year
Alice Zhang

Community Group of the Year
Community Connect Transport Services

Our Organisation

Sustainability

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

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

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

Defining Sustainability

In its broadest sense, sustainability is defined as:

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

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

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

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

Living Sustainably

On behalf of their communities councils are required to:

- properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
- have regard to the long term and cumulative effects of its decisions¹,
- take into consideration the principles of ecologically sustainable development (ESD) in carrying out their responsibilities; and
- under the Integrated Planning and Reporting Framework, adequately address environmental, economic, social and civic leadership considerations. This approach is referred to as the 'quadruple bottom line'.

¹ Councils Charter: Section 8 of the *Local Government Act, 1993*

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

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

Organisational Sustainability Policy

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

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

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

Council sees the principles of sustainability as follows:

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

Legislation Relating to Sustainability

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

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

Our Management Approach to Sustainability

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

Direction 1: Our Living Environment

Climate Change

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

Cities for Climate Protection Program (CCPP)

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

Water Campaign

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

Water Reuse and Irrigation Projects

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

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

Biodiversity Conservation

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

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

Reducing our Environmental Impact

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

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

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

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

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

All inbound physical mail is scanned and distributed electronically.

Sustainable Procurement

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

Education for Sustainability

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

Genia McCaffery Centre for Sustainability at the Coal Loader

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

For details on Our Living Environment outcomes, strategies and performance refer to pages 107-136.

Direction 2: Our Built Environment

Environmentally Sustainable Design

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

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

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

Asset Management Policy

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

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

Asset Renewal

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

For details on Our Built Environment outcomes, strategies and performance refer to pages 137-174.

Direction 3: Our Economic Vitality

Supporting Business

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

For details on Our Economic Vitality outcomes, strategies and performance refer to pages 175-188.

Direction 4: Our Social Vitality

Planning for the Changing Community

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

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

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

For details on Our Social Vitality outcomes, strategies and performance refer to pages 189-236.

Direction 5: Our Civic Leadership

Effective Governance

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

Council has a compliance process in place to ensure we meet our statutory responsibilities. Statutory registers are maintained and regular audits conducted to ensure compliance is met. Refer to page 97 for more information on Council's compliance program.

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

Community Engagement

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

Community consultation and engagement is an integral component of Council's commitment to sustainable governance and transparent processes, and is vital to the effective representation of our community in Council's decision making processes. Refer to page 239 for more information on Council's community engagement program.

Human Resource Management

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

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

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

Long Term Financial Plan

As part of the process of developing our Community Strategic Plan, Council reviewed its Long Term Financial Plan. We assessed financial strategies and the organisation's ongoing financial sustainability and made minor adjustments to the plan. Refer to page 37 for more information on Council's Long Term Financial Plan.

Sustainability Capacity Building Program

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

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

Sustainability Health Check

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

Development of Council Plans

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

Procurement Policy

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

Creating an Environmentally Responsible Work Culture

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

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

For details on Our Civic Leadership outcomes, strategies and performance refer to pages 252-278.

Coordinating Sustainability

To assist Council to better coordinate and integrate sustainability issues into its decision making processes, we have established an Organisational Sustainability Working Group. Key

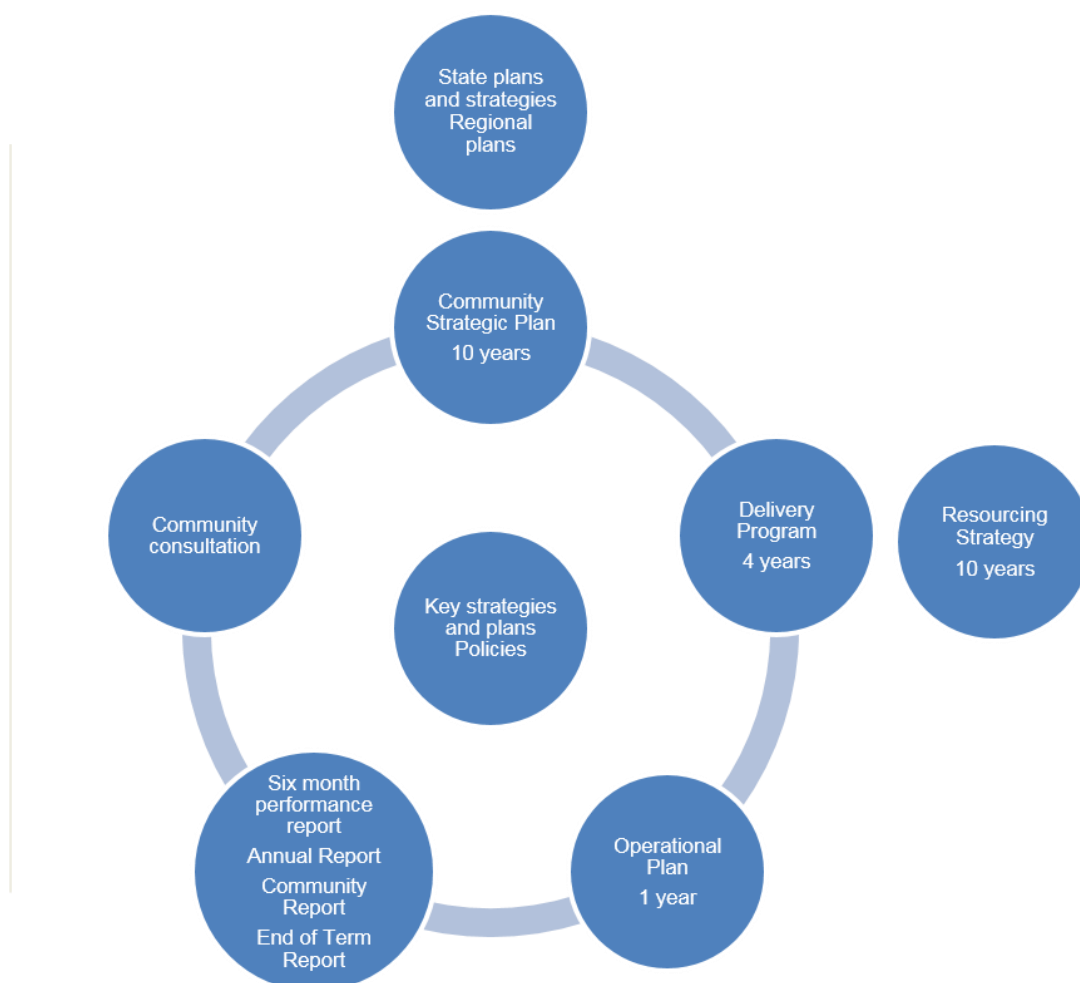
sustainability projects are presented to the group on a regular basis, ensuring greater collaboration, communication and integration of sustainability issues across the organisation.

Strategic Planning Framework and Process

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

Council's strategic planning process involves four layers:

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



The Community Strategic Plan

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

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

Strategic Priorities

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

Our Living Environment

Outcomes for 2013-2023:

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

See pages 107-136 for further details.

Our Built Environment

Outcomes for 2013-2023:

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

See pages 137-174 for further details.

Our Economic Vitality

Outcomes for 2013-2023:

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

See pages 175-188 for further details.

Our Social Vitality

Outcomes for 2013-2023:

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

See pages 189-236 for further details.

Our Civic Leadership

Outcomes for 2013-2023:

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

See pages 252-278 for further details.

The Delivery Program

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

The Delivery Program is developed by the newly elected Council and reviewed annually. The review of the Delivery Program occurs in conjunction with the development of the budget and the annual Operational Plan.

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

The Operational Plan

Annual departmental Operational Plans are formed from the Delivery Program. Our services and projects are identified and planned in the annual Operational Plan contained within the three year Delivery Program and aligned to the overall outcomes of the Community Strategic Plan.

Budgeting

Income for Council is generated by a combination of rates, state and federal government grants and subsidies, fees and charges and interest and investments Council has 38,901 rateable properties and an operating budget of \$103 million. Budgets are prepared every year and the rates are set in July as per the requirements of the *Local Government Act 1993*.

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

Reporting on our Progress

Reporting on the Operational Plan

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

Biannual Reviews

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

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

Annual Report

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

Management Executive

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

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

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

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



Adrian Panuccio
Acting General Manager

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

Services provided by this division include:

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



Joseph Hill
Director City Strategy

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

Services provided by this division include:

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



Martin Ellis
Director Community and Library Services

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

Services provided by this division include:

- Aged and disability services
- Arts and cultural programs and facilities

- Children's and family services
- Community development
- Community facilities
- Community grants
- Community safety
- Community transport
- Family services
- Historical services and museums
- Immunisation
- Library services
- Social planning
- Youth services.



Sandra Moore
Acting Director Corporate Services

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

Services provided by this division include:

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



Duncan Mitchell

Director Engineering and Property Services

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

Services provided by this division include:

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



Robert Emerson

Director Open Space and Environmental Services

The Open Space and Environmental Services Division's responsibilities include waste management, environmental services and sustainability, natural resource management and parks and reserves management. North Sydney Olympic Pool and the North Sydney Oval

and Function Centre, recreational planning, Aboriginal heritage, street cleaning, and landscaping planning and design are also managed by this division.

Services provided by this division include:

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

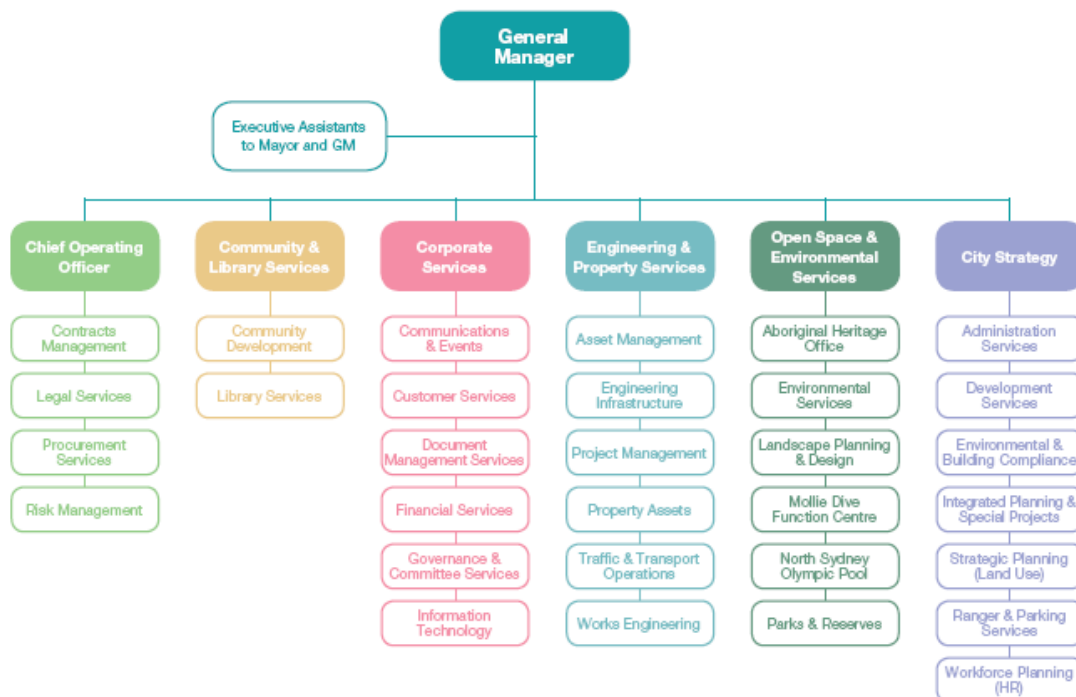
Staff per division as at 30 June 2017

General Manager's Office	City Strategy	Community and Library Services	Corporate Services	Engineering and Property Services	Open Space and Environmental Services
11 (2.8%)	102 (25.6)	53 (13.3%)	70 (17.6%)	53 (13.3%)	109 (27.4%)

Changes to the Organisation Structure in 2016/17

There were nil changes to Council's organisational structure in 2016/17.

Organisational structure as at 30 June 2017



Overseas Visits

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

Functions Delegated by Council to External Bodies

Council did not delegate functions to any external bodies during 2016/17.

Controlling Interest in Companies

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

Partnerships, Cooperatives and Joint Ventures

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

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

Purchasing Decisions

Purchasing decisions are made in compliance with Section 55 of the *Local Government Act*

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

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

The total value of Council's major contracts (>\$150,000 each) awarded was \$18.4 million.

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

Contractor	Goods and Services Supplied	Amount \$
Adaptive Interiors	Stanton Library lobby and information desk	219,790
Admir & Safeta Selmovic T/As Sasex Painting	North Sydney Oval grandstands roof repair	198,000
Ally Property Services Pty Ltd	Regional cycleway construction	765,100
Beaver Air Conditioning Service Pty Ltd	Replacement of chiller	180,000
Bedrule Pty Ltd	Relocation of Substation Kiosk Ernest St	449,879
Bermagui Construction Pty Ltd	Duncan Thompson Stand internal refurbishment	1,176,665
Citywide Civil Engineering NSW Pty Ltd	Regional Cycleway Route 2	1,253,627
Civil Works (NSW) Pty Ltd	Sea Wall Works at Milsons Point	182,790
Civil Works (NSW) Pty Ltd	Retaining Wall Works (Milson Rd)	482,169
Dept of Finance & Services	Seawall and Backfill Condition	189,992
Elite Commercial Solutions Pty Ltd	Adaptive Fitout of Level 4 Crows Nest Centre	334,238
Evergreen Turf NSW Pty Ltd	Forsyth Oval #2 reconstruction	184,491
Evergreen Turf NSW Pty Ltd	Forsyth Oval #2 reconstruction	184,491
Ezy-Pave Pty Ltd	Grosvenor Street Public Domain Upgrade	369,660
ITS PipeTech Pty Ltd	Stormwater Drainage Relining Works	421,364
James Mather Delaney Design Pty Ltd	Hume Street Park Expansion project	220,154
Moduplay Group Pty Ltd	Construction of playground for Forsyth Park	252,804
Ozpave (Aust) Pty Ltd	Miller Street North Sydney pavement rectification	1,393,152
Patrick Collins Constructions Pty Ltd	High Street access stair upgrade	246,000
Regal Innovations Pty Ltd	Mitchell Street Plaza, St Leonards public domain	4,887,169
Shamrock Developments International	Kerb and gutter construction works	319,613
Stateline Asphalt Pty Ltd	Kerb and gutter construction works	1,537,861
Structural Building Maintenance	Bicentennial fence reconstruction	1,736,370
Ybern Pty Ltd	Supply of licence plate recognition based access	1,256,505

Social Procurement

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

Competition Policy

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

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

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

Name	Description of Activity
Waste management services	Domestic and trade waste and recyclables collection and disposal
Commercial property management	Managed rental property portfolios

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

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

The Special Purpose Financial Reports for the year ended 30 June 2017 disclose the operating results for category 1 and category 2 activities.

Council did not receive any competitive neutrality complaints this year.

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

Our Staff

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

Productivity

Our Performance Management Framework

This year we continued to leverage our performance management framework and build closer links to our remuneration process. As a result, the performance expectations were more consistent, enabling management to better calibrate remuneration outcomes and reward staff appropriately.

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

Remuneration

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

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

All Council employees have regular performance reviews to ensure they are meeting the organisational and individual objectives which are assessed against agreed priorities. The General Manager's and Directors' performance plans are closely linked with the Operational Plan which sets out the projects to be delivered by the organisation.

The total amount of money payable in respect to the employment of senior staff, including money payable for salary, the provision of fringe benefits, and for all other costs associated with their employment, was \$2,082,199.

The total remuneration packages for Council's senior staff for the period 1 July 2016 to 30 June 2017 was:

Position	Total Remuneration (\$)
General Manager	388,206
Directors	1,693,993
Total	2,082,199

Staffing and Recruitment

Retaining and Attracting High Quality Employees

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

The number of full time equivalent permanent staff has decreased slightly over the year from 398 to 389.

Number of Staff (FTE)

	2012/13	2013/14	2014/15	2015/16	2016/17
Total staff full time equivalent ²	384	372	368	398	389

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

*Includes full time, part time and casuals

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

Creating Development Opportunities

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

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

All new employees complete an induction.

Employee turnover was 16 per cent, 6 per cent higher than the 10 per cent in 2016/17. We facilitated a smooth transition of people and knowledge to ensure effective business continuity.

Staff Turnover (%)

	2012/13 %	2013/14 %	2014/15 %	2015/16 %	2016/17 %
Permanent full time equivalent employees leaving the organisation	14	9	12	10	16

In 2016/17 Council retained 84% of its workforce. 66 employees terminated their employment, equalling a staff turnover rate of 16% for the year, which is an increase from the previous year. This is due to an increase in staff retirements and temporary appointments concluding.

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

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

Staff Turnover by Gender and Age Group as at 30 June 2017

Age	Male	Female	Total
<25	2 (5.6%)	2 (6.7%)	4 (6.1%)
25-34	13 (36.1%)	6 (20%)	19 (28.8%)
35-44	4 (11.1%)	9 (30%)	13 (19.7%)
45-54	5 (13.9%)	3 (10%)	8 (12.1%)
55-64	7 (19.4%)	6 (20%)	13 (19.7%)
65+	5 (13.9%)	4 (13.3%)	9 (13.6%)

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

² Source: Financial Statements

Leadership Development

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

Workforce Planning

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

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

Joint Consultative Committee

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

Employee Surveys

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

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

Ensuring Equity and Diversity in Employment

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

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

The number of women as a percentage of the total workforce has remained constant at 45% per cent. The representation of women within middle management has remained stable at 25%.

Women in Middle Management/Executive and Management Positions Held by Women as at 30 June 2017

2014/15	2015/16	2016/17
10 (2.5%)	10 (2.7%)	9 (25%)

The majority of employees are positioned at the officer level (94 per cent) with senior management representing 2 per cent of the total workforce.

Employee Category as at 30 June 2017

	Male	Female	Total
Executive*	6 (85.7%)	1 (14.3%)	7 (1.5%)
Managerial	17 (70.8%)	9 (29.2%)	24 (5.0%)
Non-managerial	252 (57.0%)	190 (42.9%)	442 (93.4%)

*Comprises General Manager and directors

Return to Work Retention Rates after Parental Leave

	2012/13	2013/14	2014/15	2015/16	2016/17
Male	0 (0%)	1 (100%)	0 (100%)	1 (100%)	1 (100%)
Female	5 (80%)	3 (100%)	10 (100%)	9 (100%)	4 (100%)

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

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

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

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

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

Data collected from the EEO surveys is shown below:

EEO Profile as at 30 June 2017

EEO Target Group	North Sydney Council 2013/14* %	North Sydney Council 2014/15* %	North Sydney Council 2015/16* %	North Sydney Council 2016/17* %	North Sydney Local Government Area** %
Women	44	44	42.5	45.2	52.4
Indigenous people	2	2	1.2	2	0.2
People from culturally and linguistically diverse backgrounds	13.8	13.8	13.4	13.5	19.6
People with disabilities	1.8	1.8	5	1.3	1.9

*indicative, based on EEO survey data

**ABS 2011

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

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

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

In 2016/17, Council prioritised the following EEO policies and programs:

- Disability Inclusion Plan

Multicultural Policies and Services

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

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

For more information on multicultural policies and services, see page 191.

Disability Action Plan

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

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

Supporting our Staff

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

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

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

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

Celebrating Achievements

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

Student Placements

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

Keep Employees Informed

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

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

Social Committee

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

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

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

Workplace and Environment

Workplace Health and Safety

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

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

Council records all WHS incidents in a register of injuries.

There were 95 incidents and 22 workers compensation claims during 2016/17. The lost time injury frequency rate for 2016/17 was less than 1 per cent. Further information on our work health and safety performance is available on page 246.

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

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

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

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

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

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

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

Corporate Governance

Setting Strategic Direction

Our Community Strategic Plan

Our Community Strategic Plan adopted by the Council in 2013 outlines the strategic directions for the North Sydney community. Council tracks progress toward achieving the overall outcomes on a quarterly basis.

Ethical and Responsible Decision Making

High Standards of Conduct are Instilled

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

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

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

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

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

Anti-Corruption

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

Protecting Privacy

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

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

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

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

These documents are available at Council's Customer Service Centre and on Council's website at www.northsydney.nsw.gov.au.

Compliance Management

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

- *Anti Discrimination Act 1977*
- *Building and Construction Industry Long Service Payments Act 1986*
- *Building Services Corporation Act 1989*
- *Bush Fires Act 1949*
- *Charitable Fundraising Act 1991*
- *Children (Care and Protection) Act 1987*
- *Clean Air Act 1961*
- *Coastal Protection Act 1979*
- *Commons Management Act 1989*
- *Community Land Development Act 1989*
- *Community Land Management Act 1989*
- *Companion Animals Act 1998*
- *Construction Safety Act 1912*
- *Contaminated Land Management Act 1997*
- *Conversion of Cemeteries Act 1974*
- *Conveyancing Act 1919*
- *Copyright Act 1968 (Commonwealth)*
- *Crimes Act 1900*
- *Crown Lands Act 1989*
- *Dangerous Goods Act 1975*
- *Disability Discrimination Act 1992 (Commonwealth)*
- *Disorderly House Amendment Act 1995*
- *Dividing Fences Act 1991*
- *Electricity Safety Act 1945*
- *Electricity Supply Act 1995*
- *Environmental Offences and Penalties Act 1989*
- *Environmental Planning and Assessment Act 1979*
- *Environmental Protection Act*
- *Environmentally Hazardous Chemicals Act 1985*
- *Essential Services Act 1988*
- *Financial Institutions (New South Wales) Act 1992*
- *Fines Act 1996*
- *Fire Brigades Act 1989*
- *Fluoridation of Public Water Supplies Act 1957*
- *Food Act 2003*
- *Fringe Benefits Tax Act 1986*
- *Geographical Names Act 1966*
- *Government Information (Public Access) Act 2009*
- *Health Records and Information Privacy Act 2002*
- *Heritage Act 1977*
- *Home and Community Care Act 1985 (Commonwealth)*
- *Human Rights and Equal Opportunity Act 1992 (Commonwealth)*
- *Impounding (Penalty Notice Offences) Regulation 1993*
- *Impounding Act 1993*
- *Income Tax Act (various) (Commonwealth)*

- *Interpretation Act 1987*
- *Justices (amendment) Act 1985*
- *Justices Regulation 1993*
- *Land Acquisition (Just Terms) Compensation Act 1991*
- *Library Act 1939*
- *Liquor Act 1982*
- *Noise Control Act 1975*
- *Noxious Weeds Act 1993*
- *Ombudsman Act 1974*
- *Pollution Control Act 1970*
- *Privacy and Personal Information Protection Act 1998*
- *Protected Disclosures Act 1994*
- *Protection of the Environment Operations Act 1997*
- *Public Health Act 1991*
- *Public Works Act 1912*
- *Real Property Act 1993*
- *Recreational Vehicles Act 1983*
- *Road Rules 2008*
- *Road Transport (Safety and Traffic) Act 1999*
- *Roads (General) Regulation 2005*
- *Roads (Transport (Safety and Traffic Management) Regulation 1009*
- *Roads Act 1993*
- *Roads Regulation 2008*
- *Roads Transport (General) Act 2005*
- *Rural Fires Act 1997*
- *Sales Tax (Exemptions and Classifications) Act 1992 (Commonwealth)*
- *State Authorities Superannuation Act 1987*
- *State Emergency and Rescue Management Act 1989*
- *State Emergency Services Act 1989*
- *State Records Act 1998*
- *Strata Schemes (Freehold Development) Act 1973*
- *Strata Schemes (Leasehold Development) Act 1986*
- *Strata Titles Act 1973*
- *Swimming Pools Act 1992*
- *Swimming Pools Regulation (no.2) 1992*
- *Sydney Water Act 1994*
- *Threatened Species Conservation Act 1995*
- *Trade Practices Act 1974*
- *Traffic Act 1909*
- *Unclaimed Money Act 1995*
- *Unhealthy Building Land Act 1990*
- *Unhealthy Building Land Regulations 1991*
- *Valuation of Land Act 1916*
- *Waste Minimisation and Management Act 1995*
- *Waste Recycling and Processing Service Act 1970*
- *Water Management Act 2000*
- *Work and Health Safety Act 2011*
- *WorkCover Administration Act 1989*
- *Workers Compensation Act 1987*

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

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

Council's compliance program includes:

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

New Legislation

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

Probity in Procurement, Contracts and Tendering

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

Financial Reporting

Audit and Risk Committee

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

Internal Audit

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

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

External Audit

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

Disclosure

Accountability and Transparency

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

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

Open Access Information

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

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

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

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

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

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

Information about development applications is available as follows:

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

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

Refer to page 279 for details of requests for information held by Council made under the GIPA Act for 2016/17.

Registers

The following is a list of registers kept by Council:

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

- Section 94 Contributions Register
- Service Stations Register
- Skin Penetration Register
- Skip Permits Register
- Smash Repairs Register
- Street Opening Permits Register
- Swimming Pools Register
- Work Zone Permits Register

Public Interest Disclosures

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

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

No PIDs were made for the period 1 July 2016 to 30 June 2017.

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

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

A brochure summarising the key roles and responsibilities of the policy is available to all staff. Council's Disclosures Coordinator and Disclosures Officers are responsible for receiving PIDs. Depending on the incident, either internal and/or external investigations are carried out including utilising the services of both internal and external auditors.

Managing Gifts and Benefits

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

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

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

Recognising and Managing Risk

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

Formal Risk Management

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

Informal Risk Management

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

Record Keeping

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

Our Performance

Our Performance against the Delivery Program 2013/14-2016/17

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

The following pages detail the performance, highlights, challenges and disappointments of Council during 2016/17 in each of our strategic directions and outcomes and briefly outline our plans for 2017/18.

Overall performance toward the directions for 2016/17 was 97 per cent.

Our Performance against the Operational Plan 2016/17


Our Operational Plan 2016/17 responds to our Delivery Program, providing an overview of the priorities and activities to be undertaken, along with the resources to implement these, during the fourth year of our Delivery Program.

Our Operational Plan 2016/17 identified 549 deliverables to progress our Delivery Program. Each deliverable is linked to the directions, outcomes and strategies set in the Community Strategic Plan. This year 97 per cent of planned activities were completed or on track.

This Annual Report relates to activities identified in the Operational Plan 2016/17.

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

Row and Column Information

Term	Definition
Progress	The percentage of item(s) completed for the financial year.
QBL Link	Element of QBL project or service directly contributes to.
Strategy Code	Strategy in the 2020 Vision project or service directly contributes to.
Project	A specific initiative that Council proposes to implement to achieve an objective. Projects have a short term focus, generally within a set budget and having a finite duration defined by planned start and finish dates.
Service	The activities Council carries out on an ongoing basis. How the outputs (the actual deliverables of services) will be achieved.
Start Date	Start date of project.
Target Date	Proposed finish date of project.
Traffic Light	Project: Performance status for financial year.
 Green Traffic Light	Direction: Performance for the year is on track or better. Outcome: Performance for the year is on track or better. Action: Performance status (timeframe/scope) for the year is on track or better in terms of deliverables, scope, and timeframe. Completion of 90%+ of the scheduled requirements for the year. Key Performance Indicator: Target for the KPI has been met (90%+) or exceeded.

● Amber Traffic Light

Direction: Performance for the year is delayed but can get back on track in the next reporting period.

Outcome: Performance for the year is delayed but can get back on track in the next reporting period.

Action: Performance status for the year delayed but can get back on track in the next reporting period. Remedial action needs to be taken. Completion of 75-89% of the scheduled requirements for the year.

Key Performance Indicator: Target for the KPI was 75-89% met.

● Red Traffic Light

Direction: Performance for the year is in danger of not finishing/did not finish on time or may be/was not delivered.

Outcome: Performance for the year is in danger of not finishing/did not finish on time or may be/was not delivered.

Action: Performance status for the year is in danger of not finishing/did not finish on time or may be/was not delivered. This is addressed by commentary. Performance is rated as less than 75% of the scheduled requirements for the year.

Key Performance Indicator: Target for the KPI was not met (<75%).

“This project is not yet scheduled to commence”

Action was not scheduled to commence this year.

Key Performance Indicators

Details of each KPI (performance measure) for services.

Target

Service: Level of achievement to be attained for each KPI.

Actual

Service: KPI actual for financial year.

'na'

A number of key performance indicators do not currently have data available and are displayed as na. These measures are removed from the calculation of progress.

Trend

Work undertaken for which there is no pre-set target.

Direction 1 Our Living Environment

Refer to pages 107-136 for full details of Council's performance under this Direction.

Council Services

The following Council services contribute to this Direction:

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

407 street trees planted

35,824 gigajoules of energy used by Council

3,312 tonnes of greenhouse gas emissions by Council

103kg residential waste sent to landfill per person

90kg residential recyclables collected per person

22kg greenwaste diverted from landfill per person

22,257 kilolitres of water recycled and reused by Council

124,391 kilolitres of water consumed by Council

2,255 participants in residential, school, community groups and business sustainability programs

63% of low/alternative fuel vehicles in our vehicle fleet

7 sportsgrounds

1 skate park

12 playgrounds

1 swimming pool complex

369,763 visits at North Sydney Olympic Pool

Our Achievements

Bushfire Hazard Reduction

Land managers and owners are responsible for conducting hazard reduction to protect assets susceptible to fire. In coordination with NSW Fire and Rescue, Council conducted one broad-area hazard reduction burn in Badangi Reserve Wollstonecraft during 2016/17. Additional manual hazard reduction works and fire management access improvements were carried out in Gore Cove Reserve (Wollstonecraft); Balls Head Reserve (Waverton); Brightmore Reserve (Cremorne), Primrose Park (Cremorne) and Tunks Park (Camberay).

Biodiversity

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

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

Around 400 street trees were planted during 2016/17.

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

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

Land

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

Stormwater Management

Council levied an annual charge for stormwater management services.

Stormwater projects completed during 2016/17 included drainage repairs or replacement at the following sites:

- Aubin Street, Neutral Bay
- Balls Head Road, Waverton
- Montpelier Street, Neutral Bay

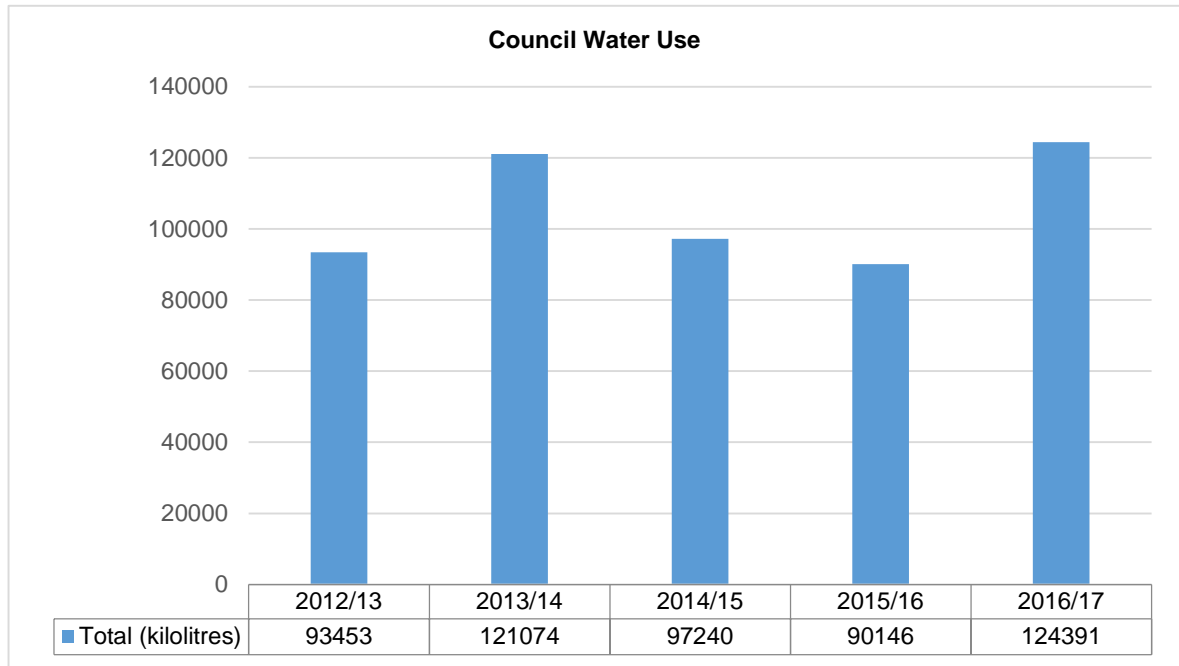
Coastal Protection Services

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

Water Management

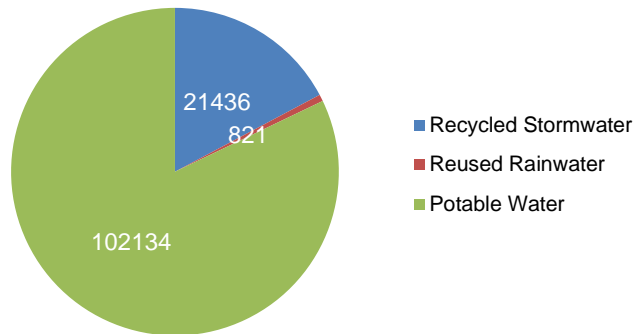
A total of 124,391 kilolitres of water was consumed by Council in 2016/17.

Council's water consumption increased compared to the previous year.



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

Council Water Withdrawal by Council by Source (Kilolitres)



Energy Use

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

Council energy use was 35,824 gigajoules in 2016/17.

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

Council Greenhouse Gas Emissions by Source (Gigajoules)

Electricity	Gas	Fuel
2,704 MWh	9,752 gigajoules	12,986 gigajoules

Reducing Greenhouse Emissions

Council's greenhouse gas emissions for top three sites was 3,312 tonnes of carbon in 2016/17 compared with 3,132 tonnes in 2015/16. The increase in reported emissions is due

to the gas boiler had to be used instead of the heat pumps while the main seawater pump was out of action at North Sydney Olympic Pool.

Council Greenhouse Gas Emissions

Emissions Source	2016/17
Building (gigajoules)	34,982
Street lighting (gigajoules)	842
Total	35,824

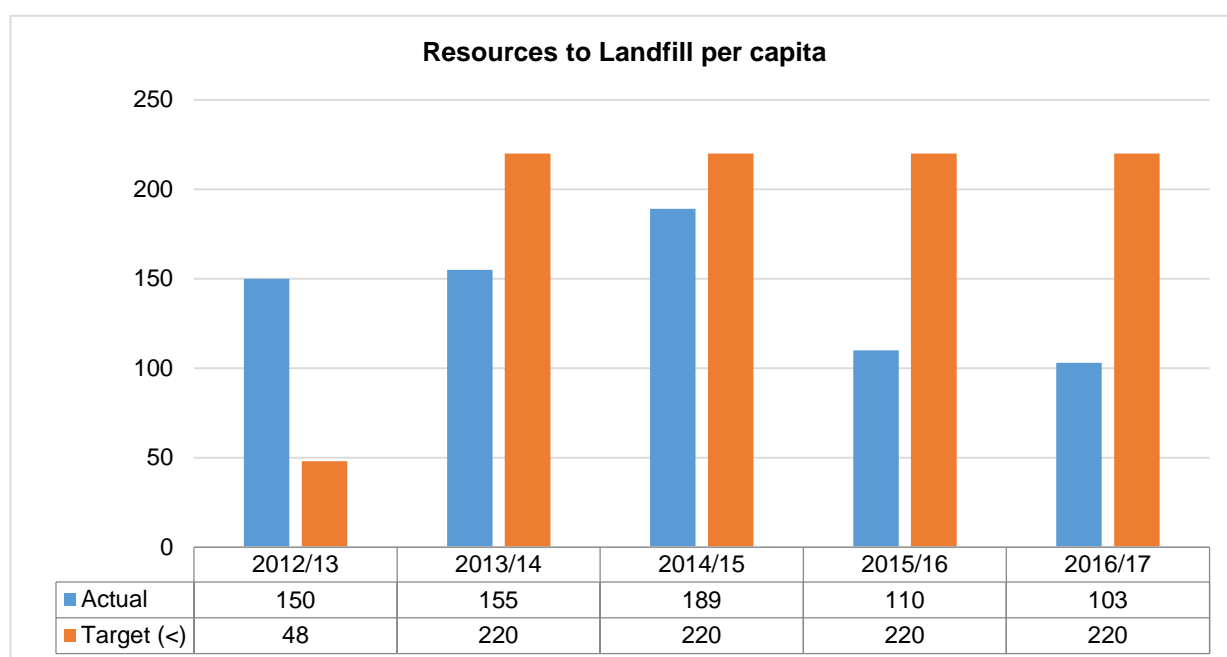
Sustainable Building

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

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

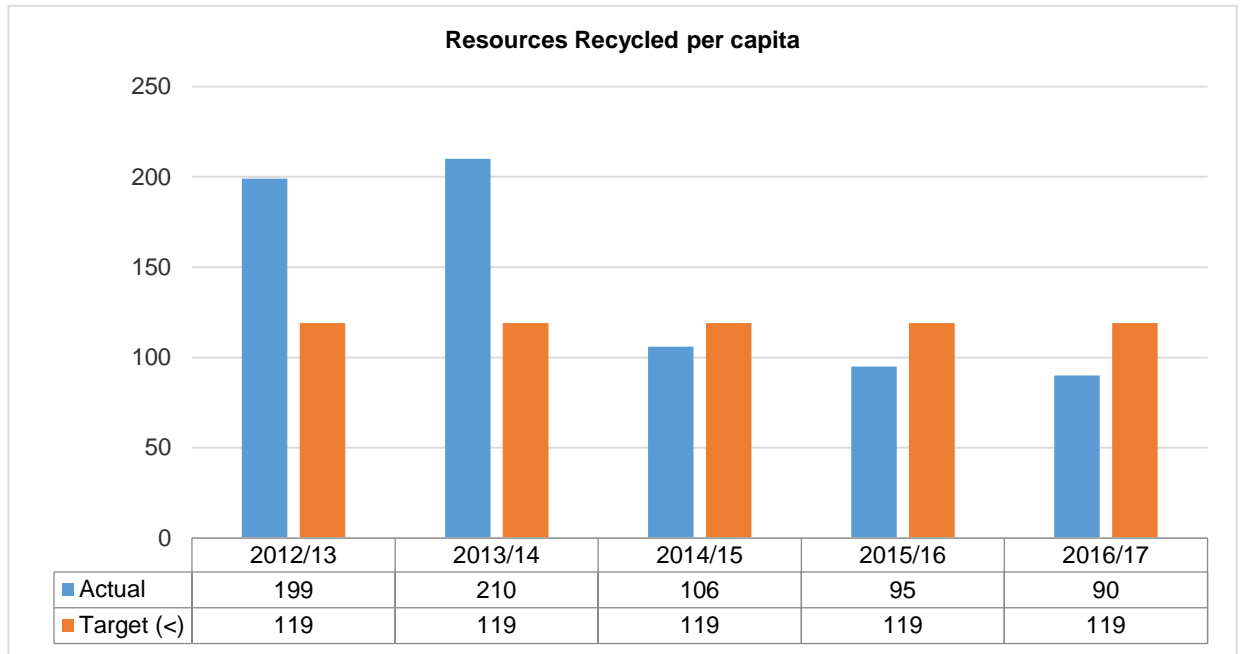
Waste Reduction

Approximately 103kg of residential waste per person in North Sydney was disposed to landfill in 2016/17. This is a decrease from 110kg per person in 2015/16.

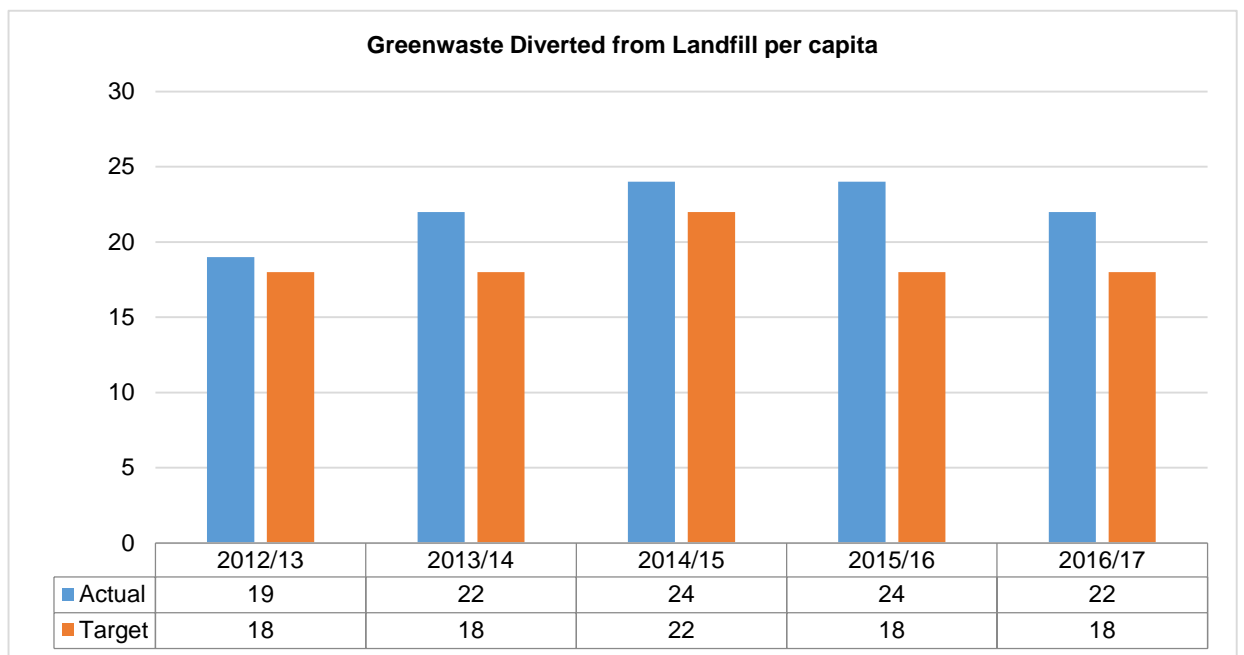


More than 60% of material collected was diverted from landfill for alternative disposal such as recycling or composting.

The total resources recycled per capita decreased from 95kg to 90kg per person in 2016/17.



Greenwaste diverted from landfill was 22kg per person a year. This is has fallen slightly since 2015/16.



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

Air Quality

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

Waste Services

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

Environmental Awareness and Engagement

300 people participated in Council's environmental sustainability education programs. Council's environmental education program incorporates a range of education initiatives targeting schools, residents and the broader community to address key environmental issues and to encourage greater environmental stewardship by the community. Focusing on the themes of biodiversity, energy, water, waste and transport, the following initiatives and events were undertaken in 2016/17:

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

Behaviour change is also a key component of achieving a cultural shift reflecting our sustainability core value. Water Dragons Council's environmental sustainability staff volunteers' initiatives this year included Plastic Free July and Sustainable Christmas gift wrapping workshops.

Renewable Energy Masterplan

This year Council adopted the Renewable Energy Masterplan which outlines how Council's electricity, heating and cooling can come from renewable energy sources, such as solar, wind and energy from waste.

North Sydney Sustainability Awards

In 2016 the winners of the North Sydney Sustainability Awards were Alex Moors (individual category) and Brenda Lousich (individual category) and Neutral Bay Uniting (community category). In addition, Robert Fraser and Vera Yee were awarded highly commended awards.

Green Fleet

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

Open Space

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

Upgrading our Parks

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

- upgrading Cammeray Park synthetic sportsfield and lighting
- reconstructing change room amenities in Anderson Park

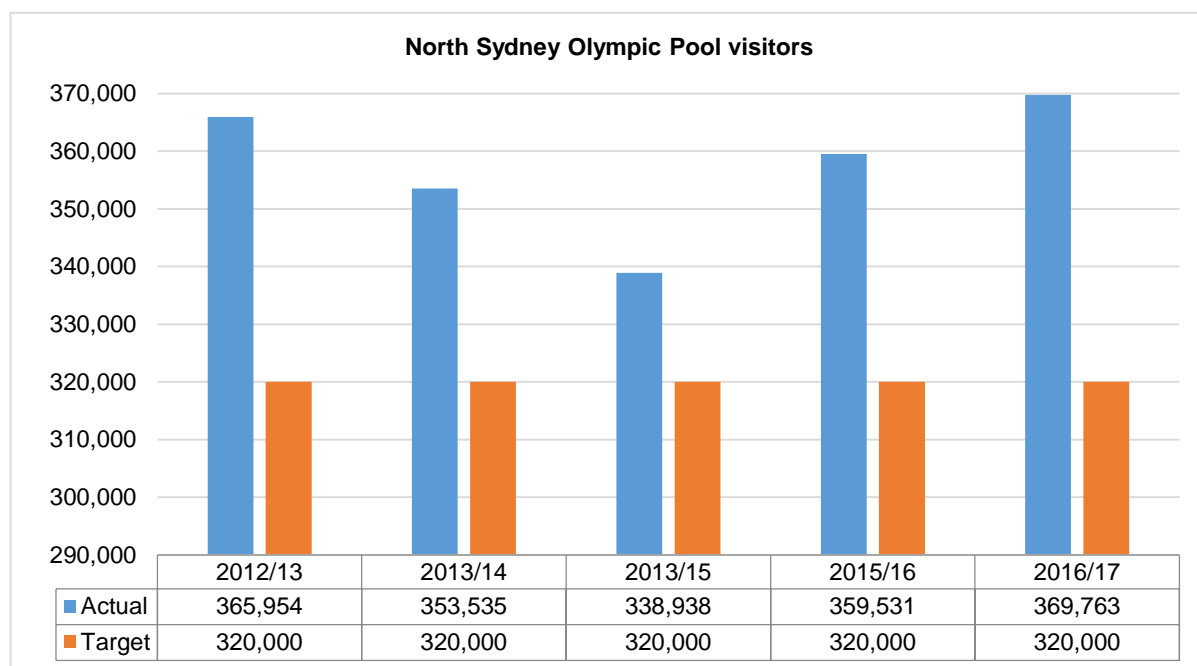
- implementing Smoothey Park lighting improvements
- refurbishing Skate Plaza, Cammeray
- refurbishing public amenities in Lavender Bay Parklands
- implementing Lavender Bay Parklands Masterplan
- resurfacing St Leonards Park hard courts
- upgrading Cammeray Park synthetic sportsfield and lighting
- constructing second synthetic sportsfield and lighting
- installing shade structures at Ilbery Reserve
- preparing Bradfield Park sandstone heritage shelters conservation report and undertake remedial repairs
- restoring bow of HMAS Sydney
- restoring St Leonards Park cenotaph
- upgrading Bon Andrews Oval pavilion
- upgrade Watt Park playground
- refurbishing Bradfield Park Sydney Harbour Foreshore Bicentennial fence
- installing Tunks Park sportsfield lighting
- undertaking levelling, drainage and irrigation of Forsyth Park
- implementing drop in cricket wicket technology at North Sydney Oval
- upgrading sportsfield lighting at North Sydney Oval
- restoring Sawmillers Reserve timber lookout
- upgrading irrigation at North Sydney Oval
- installing solar pathway lighting in Jeaffreson Jackson Reserve
- undertaking landscaping of Bradfield Park North
- replacing pedestrian bridge at Captain Waterhouse Reserve
- improving drainage at Bradfield Park
- upgrading walking track at Dr Mary Booth Reserve foreshore

Playground Upgrade Works

Upgrade works were completed for a number of playgrounds including Berry Island Reserve playground, Forsyth Park playground, Ilbery Reserve playground, Green Park playground, Watt Park playground, playground at Hodgson's Lookout and playground within Cammeray Childcare Centre.

North Sydney Olympic Pool

North Sydney Olympic Pool continued to experience significant utilisation this year. Total attendances for 2016/17 reached 369,763.



North Sydney Oval

Picturesque North Sydney Oval holds a number of sporting matches throughout the year including cricket, soccer, rugby league, rugby union and Australian Rules football. The ground also hosts regional cricket games for the NSW Blues. North Sydney Oval represents not only a prime location for sporting endeavours but is also an important location for large cultural events including the Sunset Cinema.

Our Challenges

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

- Maintaining parks and sportsgrounds to meet increasing demand and community expectations

Disappointments




- Preparation of Tunks Park Plan of Management was delayed due to Council resolving not to accept any of the tenders and that staff negotiate with the highest ranked tenderers. Project is now expected to be completed in 2017/18
- Preparation of Anderson Park Masterplan and Plan of Management was delayed due to Council resolving not to accept any of the tenders and that staff negotiate with the highest ranked tenderers. Project is now expected to be completed in 2017/18
- Installation of lighting at Tunks Park was deferred by Council due to public objection. Project has since been given development application approval. Project is now expected to be completed in 2017/18
- Preparation of St Leonards Park Masterplan was delayed. Project is now expected to be completed in 2017/18
- Upgrade of North Sydney Olympic Pool was deferred by Council to consider options. Project is now expected to commence in 2017/18
- Preparation of detailed design for Bradfield Park South was delayed. Project is now expected to be completed in 2017/18
- Construction of bar, kiosk and merchandising facilities at North Sydney Oval was held up due to delay with consideration of the most suitable brief and is now expected to be completed in 2017/18
- Upgrade of stair access to Milson Park to High Street was delayed. Project is now expected to be completed in 2017/18
- Review of small water craft storage opportunities was delayed. Project is now expected to be completed in 2017/18








Our Plans for the Year Ahead

- Council will continue to invest in sustainability programs
- Council will continue to reduce the amount of water required in its parks and open space by using efficient irrigation systems where irrigation is required and installing water reuse systems
- Continue water saving programs and energy efficiency projects at Council facilities
- Council will continue programs to encourage residents and businesses to reduce their environmental impacts by saving water, reducing energy consumption and improving recycling
- Council will continue to work towards developing a sustainable vehicle fleet. Key actions include continued sharing of fleet vehicles, reductions in vehicle size and using alternative fuels and technologies
- Council will continue to promote sustainability through the ongoing activities of the Coal Loader Sustainability Centre. Council will also continue to support key events including Clean Up Australia Day and National Tree Day
- Council will continue to work with neighbouring councils and other land managers to accommodate regional demand for sporting facilities


- Upgrade of North Sydney Olympic Pool complex
- Works programs to upgrade parks and open spaces include:
 - North Sydney Oval
 - Kesterton Park
 - Brennan Park
 - Kurraba Reserve
 - Cremorne Reserve




Our Performance

Direction 1	Our Living Environment		97%
Outcome: 1.1	Protected, enhanced and rehabilitated native vegetation communities and ecosystems		100%
Strategy: 1.1.1	Rehabilitate bushland areas and monitor and address threats to biodiversity using best practice.		100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
1.1.1.1	Rehabilitate bushland areas and monitor and address threats to biodiversity using best practice	1.1.1.1.1	Enhance bushland vegetation and asset data in Geographical Information System (GIS)	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%
		1.1.1.1.2	Update comprehensive flora and fauna database	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%
1.1.1.2	Map flora species and vegetation communities and assess ecological condition	1.1.1.2.1	Undertake annual condition assessment of bushland	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%
1.1.1.3	Manage bushland and green corridors	1.1.1.3.1	Conduct the feral animal control program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%
		1.1.1.3.2	Review Bushfire Hazard Reduction Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%
1.1.1.4	Implement bush regeneration and revegetation programs	1.1.1.4.1	Promote community partnerships and involvement in Bushcare	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%
		1.1.1.4.2	Manage the Bushland Rehabilitation Plans for Middle Harbour and Port Jackson	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%

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

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
1.1.2.1	Expand the Coal Loader community nursery	1.1.2.1.1	Promote the Coal Loader community nursery	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	 100%	
1.1.2.2	Engage home biodiversity programs, promoting use of local native plants	1.1.2.2.1	Promote and expand Native Havens Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	 100%	
		1.1.2.2.2	Promote and expand Wildlife Watch Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	 100%	

Outcome: 1.2 Quality urban greenspaces ● 98%

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

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.2.1.1	Implement canopy enhancement program	1.2.1.1.1	Implement Street Tree Strategy	Env	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	●	100%	
		1.2.1.1.2	Review and update Street Tree Strategy	Env	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 3	●	100%	This project completed in previous period
		1.2.1.1.3	Implement Urban Forest Strategy	Env	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	●	100%	
		1.2.1.1.4	Assess and determine tree preservation order applications	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 1.2.2 Encourage community gardening. ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.2.2.1	Support the establishment of community gardens, pocket herb gardens and permaculture	1.2.2.1.1	Implement Streets Alive Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%	
		1.2.2.1.2	Implement Sustainable Food Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%	
		1.2.2.1.3	Hold Garden Competition	Env	OSE	Parks and Reserves	Q2 Yr 2	Q2 Yr 2	●	100%	This project completed in previous period
							Q2 Yr 3	Q2 Yr 3			
							Q2 Yr 4	Q2 Yr 4			

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	1.2.2.1.4	Support Wendy Whiteley's Garden, Lavender Bay		Env	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 1.2.3 Develop and implement green roof rooftops and hard surfaces. 95%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.2.3.1	Develop and implement green rooftops and hard surfaces	1.2.3.1.1	Seek funding for Coal Loader green roof platform project	Env	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4		95%	Project is nearing completion and will be completed in October 2017

Outcome: 1.3 Healthy and clean local waterways 100%

Strategy: 1.3.1 Implement water quality improvement. 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.3.1.1	Implement water quality improvement projects	1.3.1.1.1	Implement catchment community education program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	
		1.3.1.1.2	Advocate for improved sewage infrastructure	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	
		1.3.1.1.3	Monitor local creeks and waterways water quality	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	
1.3.1.2	Conduct stormwater rehabilitation works	1.3.1.2.1	Capture and remove gross pollutants from stormwater	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	
1.3.1.3	Implement regulatory and enforcement strategies in accordance with legislation	1.3.1.3.1	Respond immediately to water pollution incidences	Env	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4		100%	



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

100%

Strategy: 1.4.1 Promote sustainable energy, water and waste practices

100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
1.4.1.1	Effectively communicate and promote sustainable energy, water and waste to the community	1.4.1.1.1	Implement community education and capacity building programs at the Coal Loader Centre for Sustainability	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
		1.4.1.1.2	Implement waste reduction community education programs	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
		1.4.1.1.3	Implement e-waste collection service	Env	OSE	Environmental Services	Q1 Yr 1	Q1 Yr 1	●	100%
							Q1 Yr 2	Q1 Yr 2		
							Q1 Yr 3	Q1 Yr 3		
Q1 Yr 4	Q1 Yr 4									
1.4.1.1.4	Provide public place recycling facilities	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%		
1.4.1.1.5	Coordinate Clean Up Australia Day in North Sydney	Env	OSE	Environmental Services	Q3 Yr 1	Q3 Yr 1	●	100%		
					Q3 Yr 2	Q3 Yr 2				
					Q3 Yr 3	Q3 Yr 3				
					Q3 Yr 4	Q3 Yr 4				

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
		1.4.1.1.6 Promote Household Chemical Collection Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	 100%	
		1.4.1.1.7 Hold a sustainability themed public event	Env	OSE	Environmental Services	Q3 Yr 1	Q3 Yr 1	 100%	
						Q3 Yr 2	Q3 Yr 2		
						Q3 Yr 3	Q3 Yr 3		
						Q3 Yr 4	Q3 Yr 4		
		1.4.1.1.8 Implement the Sustainable Apartments Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	 100%	
1.4.1.2	Demonstrate sustainable business practices in Council's own activities, including improved environmental performance of existing buildings	1.4.1.2.1 Implement Water Management Plan	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	 100%	
		1.4.1.2.2 Increase stormwater, rainwater and waste water harvesting	Env	EPS OSE	Engineering Infrastructure Environmental Services	Q1 Yr 1	Q4 Yr 1	 100%	This project completed in previous period
		1.4.1.2.3 Review fleet management options to reduce fuel consumption	Env	EPS	Works Engineering	Q1 Yr 1	Q4 Yr 1	 100%	This project completed in previous period
		1.4.1.2.4 Develop Environmental Design Guidelines for Council's property	Env	EPS OSE	Environmental Services Property Assets	Q1 Yr 3	Q4 Yr 4	 100%	
		1.4.1.2.5 Develop Renewable Energy Masterplan	Env	OSE	Environmental Services	Q1 Yr 3	Q4 Yr 4	 100%	
1.4.1.3	Reduce energy consumption and greenhouse gas emissions	1.4.1.3.1 Implement Greenhouse Action Plan	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	 100%	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	1.4.1.3.2	Implement additional use of GreenPower		Env	EPS	Property Assets	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period
	1.4.1.3.3	Install energy cogeneration at North Sydney Olympic Pool		Env	EPS OSE	Property Assets Environmental Services	Q1 Yr 1	Q1 Yr 1		100%	This project completed in previous period

Strategy: 1.4.2 Effectively manage waste collection and disposal contracts 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.4.2.1	Effectively manage waste collection and disposal contracts	1.4.2.1.1	Investigate regional opportunities for waste disposal collection	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	
		1.4.2.1.2	Pursue resource recovery and advanced waste treatment technologies	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 1.4.3 Advocate for container deposit legislation and extended producer responsibility 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.4.3.1	Advocate for container deposit legislation and extended producer responsibility	1.4.3.1.1	Advocate for container deposit legislation and extended producer responsibility	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 1.4.4 Facilitate community stewardship through environmental sustainability programs ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
1.4.4.1	Facilitate community stewardship through environmental sustainability programs	1.4.4.1.1	Implement greeNSchool Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		1.4.4.1.2	Implement the Sustainable Business Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		1.4.4.1.3	Lead and coordinate Environment Reference Group	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 1.4.5 Recognise community champions in environmental sustainability ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
1.4.5.1	Recognise community champions in environmental sustainability	1.4.5.1.1	Conduct Sustainability Awards	Env	OSE	Environmental Services	Q3 Yr 1	Q4 Yr 1	● 100%	
							Q3 Yr 1	Q4 Yr 1		
							Q3 Yr 1	Q4 Yr 1		
							Q3 Yr 1	Q4 Yr 1		
		1.4.5.1.2	Promote local achievements in sustainable design	Env	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%	

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

100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.4.6.1	Prepare for the impacts of climate change and sea level rise	4.1.6.1.1	Participate in professional/regional local government cooperatives to address climate change	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	
		1.4.6.1.2	Advocate to address local impacts of climate change	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	

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

100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.4.7.1	Ensure development does not detrimentally impact on air and noise quality is mitigated	1.4.7.1.1	Respond immediately to air and noise pollution incidences	Env	CIS	Environmental and Building Compliance Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4		100%	
		1.4.7.1.2	Undertake environmental audits of businesses	Env	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4		100%	











Outcome: 1.5 Public open space, recreation facilities and services that meets community needs ● 86%

Strategy: 1.5.1 Provide a range of recreational facilities and services for people of all ages and abilities ● 64%










4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.5.1.1	Review all Plans of Management	1.5.1.1.1	Review and update North Sydney Oval Plan of Management	Soc	OSE	Landscape Planning and Design	Q1 Yr 2	Q4 Yr 4	●	100%	This project completed in previous period
		1.5.1.1.2	Review and update Bushland Plan of Management	Env	OSE	Landscape Planning and Design	Q1 Yr 2	Q4 Yr 2	●	100%	This project completed in previous period
		1.5.1.1.3	Prepare Whole of Reserve Plan for Christie Street Reserve, St Leonards	Env	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 1	●	100%	This project completed in previous period
		1.5.1.1.4	Prepare Tunks Park Plan of Management	Env	CIS	Strategic Planning	Q4 Yr 4	Q4 Yr 4	●	10%	Tenders were called in March 2017 and a report prepared for the May Council meeting. Council resolved not to accept any of the tenders and that staff negotiate directly with the highest ranked tenderers. This process continues and we expect that a consultant team(s) will be appointed in late July/early August 2017
		1.5.1.1.5	Prepare Anderson Park Masterplan and Plan of Management	Env	CIS	Strategic Planning	Q4 Yr 4	Q4 Yr 4	●	10%	Tenders were called in March 2017 and a report prepared for the May Council meeting. Council resolved not to accept any of the tenders and that staff negotiate directly with the highest ranked tenderers. This process continues and we expect that a consultant team(s) will be appointed in late July/early August 2017










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











 97%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.5.2.1	Improve open space and recreation facilities through capital improvement projects	1.5.2.1.1	Improve Cremorne Reserve pedestrian facilities	Soc	OSE	Parks and Reserves	Q3 Yr 2	Q4 Yr 2		100%	This project completed in previous period
		1.5.2.1.2	Improve lighting in Bon Andrews Oval	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q3 Yr 1		100%	This project completed in previous period
		1.5.2.1.3	Install new barbecue facilities at Berry Island Reserve	Soc	OSE	Parks and Reserves	Q2 Yr 1	Q2 Yr 1		100%	This project completed in previous period
		1.5.2.1.4	Prepare concept masterplan for upgrade of North Sydney Olympic Pool	Soc	EPS	Project Management	Q1 Yr 2	Q3 Yr 2		100%	This project completed in previous period
		1.5.2.1.5	Manage Indoor Sports Centre lease	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4		100%	
		1.5.2.1.6	Upgrade Brightmore Reserve trike track	Soc	OSE	Landscape Planning and Design	Q2 Yr 1	Q2 Yr 2		100%	This project completed in previous period
		1.5.2.1.7	Reconstruct change room amenities in Anderson Park	Soc	OSE	Landscape Planning and Design	Q2 Yr 1	Q3 Yr 1		100%	This project completed in previous period
		1.5.2.1.8	Implement Smoothey Park lighting improvements	Soc	OSE	Parks and Reserves	Q2 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		1.5.2.1.9	Upgrade Berry Island Reserve playground	Soc	OSE	Landscape Planning and Design	Q3 Yr 1	Q4 Yr 4		100%	This project completed in previous period
		1.5.2.1.10	Plan for staged development of an expanded Hume Street Park, Crows Nest	Soc	CIS	Strategic Planning	Q3 Yr 1	Q4 Yr 4		100%	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
1.5.2.1.11	Refurbish Skate Plaza, Cammeray	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period
1.5.2.1.12	Refurbish/rebuild public amenities in Lavender Bay Parklands	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 2		100%	This project completed in previous period
1.5.2.1.13	Implement Lavender Bay Parklands Masterplan	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 3		100%	This project completed in previous period
1.5.2.1.14	Resurface St Leonards Park hard courts	Soc	OSE	Parks and Reserves	Q4 Yr 2	Q4 Yr 2		100%	This project completed in previous period
1.5.2.1.15	Undertake Waverton Park sportsground lighting	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q2 Yr 2		100%	This project completed in previous period
1.5.2.1.16	Upgrade Cammeray Park synthetic sportsfield and lighting	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q2 Yr 2		100%	This project completed in previous period
1.5.2.1.17	Construct second synthetic sportsfield and lighting	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 3		100%	This project completed in previous period
1.5.2.1.18	Upgrade Ilbery Reserve playground	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q3 Yr 2		100%	This project completed in previous period
1.5.2.1.19	Install shade structures at Ilbery Reserve	Soc	OSE	Landscape Planning and Design	Q1 Yr 2	Q3 Yr 2		100%	This project completed in previous period
1.5.2.1.20	Prepare Bradfield Park sandstone heritage shelters conservation report and undertake remedial repairs	Soc	OSE	Parks and Reserves	Q2 Yr 2	Q2 Yr 3		100%	This project completed in previous period
1.5.2.1.21	Restore bow of HMAS Sydney	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period
1.5.2.1.22	Restore St Leonards Park cenotaph	Soc	OSE	Parks and Reserves	Q2 Yr 2	Q3 Yr 2		100%	This project completed in previous period





4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
1.5.2.1.23	Upgrade Bon Andrews Oval pavilion	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 3	 100%	This project completed in previous period	
1.5.2.1.24	Upgrade Watt Park playground	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 3	 100%	This project completed in previous period	
1.5.2.1.25	Refurbish Bradfield Park Sydney Harbour Foreshore Bicentennial fence	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 3	 100%	This project completed in previous period	
1.5.2.1.26	Install Forsyth Park sportsfield lighting	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 4	 75%	Project has been given DA approval. It has been to tender and a contractor has been appointed for construction. Construction to start in July and be completed by end of August	
1.5.2.1.27	Install Tunks Park sportsfield lighting	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 4	 100%		
1.5.2.1.28	Construct Forsyth Park playground	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 4	 95%	Open for use in July 2017.	
1.5.2.1.29	Prepare St Leonards Park Masterplan	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 4	 80%	The Consultants are currently developing a series of guiding principles and concept ideas for St Leonards Park to test publicly via a series of 'drop-in' events to be held in St Leonards Park and in nearby Civic Park, as well as an online survey and stakeholder workshop. This stage is nearing completion	
1.5.2.1.30	Prepare Civic Park Fountain conservation report and undertake remedial repairs	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 3	 100%	This project completed in previous period	
1.5.2.1.31	Upgrade North Sydney Olympic Pool	Soc	EPS	Project Management	Q1 Yr 3	Q4 Yr 4	 88%	Council has resolved to hold a further workshop to consider options. Council to hold workshop	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.5.2.1.32	Undertake levelling, drainage and irrigation of Forsyth Park	Soc	OSE	Landscape Planning and Design	Q1 Yr 4	Q4 Yr 4		95%	Sand slitting to improve drainage at the completion of the winter sports season to complete	
1.5.2.1.33	Prepare and implement Bradfield Park South detail design	Soc	OSE	Landscape Planning and Design	Q1 Yr 4	Q4 Yr 4		75%	Work progressing to undertake all the required site audit condition surveys	
1.5.2.1.34	Implement drop in cricket wicket technology at North Sydney Oval	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 3	Q4 Yr 3		100%	This project completed in previous period	
1.5.2.1.35	Construct bar, kiosk and merchandising facilities at North Sydney Oval	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 3	Q4 Yr 3		75%	Improvement works completed in the Mollie Dive Stand, tender for remaining kiosk improvements prepared and being advertised	
1.5.2.1.36	Upgrade sportsfield lighting at North Sydney Oval	Soc	OSE	Landscape Planning and Design	Q1 Yr 3	Q4 Yr 3		100%	This project completed in previous period	
1.5.2.1.37	Restore Sawmillers Reserve timber Lookout	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q2 Yr 3		100%	This project completed in previous period	
1.5.2.1.38	Install exercites in appropriate parks	Soc	OSE	Landscape Planning and Design	Q1 Yr 3	Q4 Yr 4		100%		
1.5.2.1.39	Upgrade irrigation at North Sydney Oval	Soc	OSE	Landscape Planning and Design	Q1 Yr 3	Q4 Yr 3		100%	This project completed in previous period	
1.5.2.1.40	Install solar pathway lighting in Jeaffreson Jackson Reserve	Soc	OSE	Landscape Planning and Design	Q1 Yr 3	Q4 Yr 3		100%	This project completed in previous period	



4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
		1.5.2.1.41 Undertake Bradfield Park Sandstone Heritage Shelters Stage 2	Soc	OSE	Landscape Planning and Design	Q1 Yr 4	Q4 Yr 4	 100%	
		1.5.2.1.42 Upgrade stair access to Milson Park to High Street	Soc	OSE	Landscape Planning and Design	Q2 Yr 4	Q3 Yr 4	 75%	Design and tender process completed and contractor appointed. Project will be completed in August 2017
		1.5.2.1.43 Undertake landscaping of Bradfield Park North	Soc	OSE	Landscape Planning and Design	Q1 Yr 4	Q2 Yr 4	 100%	This project completed in previous period
		1.5.2.1.44 Replace pedestrian bridge at Captain Waterhouse Reserve	Soc	OSE	Landscape Planning and Design	Q1 Yr 4	Q4 Yr 4	 100%	This project completed in previous period
		1.5.2.1.45 Improve drainage at Bradfield Park	Soc	OSE	Landscape Planning and Design	Q2 Yr 4	Q3 Yr 4	 100%	This project completed in previous period
		1.5.2.1.46 Refurbish automated public toilet	Soc	OSE	Landscape Planning and Design	Q2 Yr 4	Q3 Yr 4	 100%	
		1.5.2.1.47 Upgrade playground at Hodgson's Lookout	Soc	OSE	Landscape Planning and Design	Q2 Yr 4	Q4 Yr 4	 100%	
1.5.2.2	Access areas of land not dedicated as public open space	1.5.2.2.1 Pursue partnerships to access areas of land not dedicated as public open space	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	 100%	
		1.5.2.2.2 Pursue land swap and lease agreements	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	 100%	
		1.5.2.2.3 Advocate for the release of Crown Land holdings for public recreation	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	 100%	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
		1.5.2.2.4	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4		100%	
1.5.2.3	Improve access to sporting facilities	1.5.2.3.1	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4		100%	
		1.5.2.3.2	Soc	OSE CIS	Parks and Reserves Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4		100%	
		1.5.2.3.3	Soc	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4		100%	
Strategy: 1.5.3 Pursue opportunities to enhance and upgrade foreshore access 96%										

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.5.3.1	Pursue opportunities to enhance and upgrade foreshore access	1.5.3.1.1	Soc	OSE	Landscape Planning and Design	Q3 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		1.5.3.1.2	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		1.5.3.1.3	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4		100%	
		1.5.3.1.4	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q2 Yr 4		90%	Project is scheduled for completion in October 2017

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
1.5.3.1.5	Construct Coal Loader to harbour link steps	Soc	OSE	Landscape Planning and Design	Q1 Yr 3	Q4 Yr 3		100%		
1.5.3.1.6	Construct Coal Loader to Carradah Park link steps	Soc	OSE	Landscape Planning and Design	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period	
1.5.3.1.7	Upgrade walking track at Dr Mary Booth Reserve foreshore	Soc	OSE	Landscape Planning and Design	Q2 Yr 4	Q4 Yr 4		100%		
1.5.3.1.8	Undertake review of small water craft storage opportunities	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4		80%	Draft strategy currently on public exhibition	

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
1	Percentage of residents satisfied with the maintenance of parks, ovals and bushland areas	1.1	Env	N/A	N/A	N/A	OSE	Parks and Reserves Environmental Services	N/A	N/A
2	Number of Bushcare volunteers	1.1	Env	N/A	N/A	200 volunteers	OSE	Environmental Services	na	N/A
3	Number of hazard reduction activities undertaken	1.1	Env	N/A	na	2 activities	OSE	Environmental Services	na	N/A
4	Number of participants in Native Havens Program	1.1	Env	60 participants	na	60 participants	OSE	Environmental Services	na	N/A
5	Number of participants in Wildlife Watch Program	1.1	Env	25 participants	na	25 participants	OSE	Environmental Services	na	N/A
6	Number of threatened species under active recovery management	1.1	Env	8 species	na	8 species	OSE	Environmental Services	na	N/A

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
7	Number of community gardens	1.1	Env	4 community gardens	4 community gardens	4 community gardens	OSE	Environmental Services		100%
8	Number of Streets Alive projects	1.2	Env	54 projects	na	107 projects	OSE	Environmental Services	na	N/A
9	Number of participants in residential, school, community groups and business sustainability programs	1.4	Env	1,251 participants	na	1,000 participants	OSE	Environmental Services	na	N/A
10	Percentage of participants satisfied with sustainability programs	1.4	Env	na	na	95%	OSE	Environmental Services	na	N/A
11	Residential waste (kg) disposed to landfill per capita	1.4	Env	48kg	na	<219.5kg	OSE	Environmental Services	na	N/A
12	Residential recyclables (kg) collected per capita	1.4	Env	44kg	na	>118.8kg	OSE	Environmental Services	na	N/A
13	Residential greenwaste (kg) collected per capita	1.4	Env	11kg	na	>18kg	OSE	Environmental Services	na	N/A
14	Percentage of residential waste diverted from landfill	1.4	Env	62%	na	60%	OSE	Environmental Services	na	N/A
15	Percentage reduction from previous year in Council's electricity consumption	1.4	Env	N/A	na	8%	OSE	Environmental Services	na	N/A
16	Tonnes of CO ₂ generated by Council	1.4	Env	4,114 tonnes	na	8,700 tonnes	OSE	Environmental Services	na	N/A
17	Tonnes of CO ₂ generated by Council fleet	1.4	Env	470 tonnes	903 tonnes	1,000 tonnes	EPS	Works Engineering		100%
18	Percentage reduction from previous year of kilolitres of water used by Council properties	1.4	Env	N/A	na	5%	OSE	Environmental Services	na	N/A
19	Total volume (kilolitres) of water recycled and reused by Council	1.4	Env	14,040kl	na	12,000kl	OSE	Environmental Services	na	N/A

na=not available

N/A=not applicable

Trend=no specific target

Baseline=target to be determined following first information collection

Direction 2 Our Built Environment

Refer to pages 137-174 for full details of Council's performance under this Direction.

Council Services

The following Council services contribute to this Direction:

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

\$51.3m capital works expenditure

138km local roads

3km shared user paths

95km drains

66 crossings

66,847m² roads resheeted

11,901m² of footpaths constructed or improved

27 properties owned by Council

735 dwellings approved

\$600m worth of development approved

645 development applications received

690 development applications determined

64 per cent of development applications determined within 65 working days

59 average number of days taken to determine each received development application

10 dog attacks investigated

Our Achievements

Capital Works Projects

The majority of Council's annual budget is spent on building, maintaining and designing the local government area's infrastructure. In 2016/17, Council invested \$51.3m on capital works. The program included a broad range of major street upgrades, road and footpath resurfacing projects, public street lighting, public art restoration and building construction. Among the most significant works were:

- Coal Loader Platform - \$11.5M;
- North Sydney CBD public domain improvements - \$9.1M;
- Road pavement renewal - \$5.3M;
- Bicycle facilities - \$2.9M;
- North Sydney Oval refurbishment - \$2.4M;
- Education Precinct Masterplan implementation - \$2.2M;
- Retaining wall stabilisation - \$1.9M;
- Footpath renewal - \$1.6M;
- Lavender Bay Jetty refurbishment - \$1.3M;
- Storm water drainage improvements - \$1.1M;
- Crows Nest public domain improvements - \$1M;
- Kerb & gutter renewal - \$1M;
- Lavender Bay parklands improvements - \$1M;
- Bon Andrews Oval Pavilion upgrade - \$700K;
- Road safety barrier renewal - \$700K; and
- Crows Nest Community Centre refurbishment - \$600K.

Information on capital works projects planned for 2017/18 can be found in our Operational Plan 2017/18 at www.northsydney.nsw.gov.au.

Asset Management and Maintenance

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

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

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

Roads and Streetscapes

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

During 2016/17, 66,847m² of road were resheeted. This included:

- 116 Miller Street, North Sydney, Swa Restoration
- 242 Miller Street, North Sydney, south of Ridge Street
- Albany Street, St Leonards, Pacific Highway to Oxley Street
- Alexander Street, Crows Nest
- Alexander Street, Crows Nest, from Falcon Street to Ernest Street
- Alexander Street, Crows Nest, from Pacific Highway to Falcon Street

- Aubin Street, Kurraba Point, from Ben Boyd Rd to Spruson Street
- Avon Street, Cammeray, Carter Street to Warwick Avenue
- Bay Road, Waverton, from Edward Street to Priory Road
- Bay Road, Waverton, from Pacific Highway to Edward Road
- Bay Road, Waverton, Priory Avenue to Waverton Avenue
- Benelong Road, Cremorne, Gerard Road to Brightmore Road
- Beulah Street, Kirribilli
- Bridgeview Avenue, Cammeray, Near Hamilton Lane
- Cammeray Road, Cammeray, from Park Avenue to Carter Street
- Cammeray Road, Cammeray, from Warringa Road to Park Avenue
- Cammeray Road, Cammeray, No 80-82
- Carter Street (No 14), Cammeray
- Colindia Avenue, Neutral Bay, Spruson Street to cul-de-sac
- David Street, Crows Nest, Pacific Highway to Hayberry Street
- Echo Street, Cammeray, from Amherst Street to cul-de-sac
- Eden Street (No 1a), North Sydney
- Edwin Street, Crows Nest, Rosalind Street to cul-de-sac
- Falcon Lane, Crows Nest, from Sophia Street to Alexander Lane
- Florence Lane, Cremorne from Murdoch Street to Reed Street
- Grafton Street, Cammeray
- Harbourview Crescent, Milsons Point
- Hayberry Street, Crows Nest (Near West Street)
- Hipwood Street, Kirribilli, Mcdougall Street to Bradly Avenue
- Holbrook Avenue (No 4), Kirribilli
- Kurraba Road, Kurraba Point, Wycombe Road to Hollowforth Avenue
- Lambert Street, Cammeray, Cammeray Road to cul-de-sac
- Larkin Street, Waverton, from Woolcott Avenue to Wood Street
- Lavender Cr, Lavender Bay
- Lavender Street, Milsons Point, At Crossing Between Alfred Street South and Harbourview Crescent
- Mackenzie Street, Lavender Bay, Miller Street to Walker Street
- Macpherson Street, Cremorne, from Awaba to Wyong
- Middle Street, McMahons Point, 24 M2 Patch at No 68
- Middle Street, McMahons Point, East Crescent Street to Parker Street, McMahons Point
- Middle Street, McMahons Point, Parker Street to cul-de-sac, McMahons Point
- Milner Crescent, Wollstonecraft, from Selwyn Street to Russell Street
- Milray Avenue, Wollstonecraft, Property No. 45 to Bdy No. 33-35
- Milson Road, Cremorne Point, concrete slab repairs to Cremorne Road intersection only
- Milson Road, Cremorne Point, from Sirius Street to House No 50 Milson (Towards Rialto Avenue) inclusive
- Montpelier Street, Neutral Bay, from Premier Street to Spruson Street
- Murdoch Street, Cremorne, from Bannerman Street to start of Milson Road (at House No. 152 Milson Road)
- Palmer Street, Crows Nest, West Street to Hamilton Avenue
- Peel Street (No 17a), Kirribilli
- Phillips Street, Neutral Bay, Ben Boyd Road to Undercliff Street
- Queens Avenue, McMahons Point, Victoria Street to Mitchell Street
- Rawson Street, Neutral Bay
- Reed Lane, Cremorne
- Regional Roads. Bannerman Street, Cremorne, Shellcove Road to Murdoch Street
- Regional Roads. Miller Street, North Sydney, from McLaren Street to Ridge Street
- Riley Street, North Sydney, Edward Street to cul-de-sac
- Ryries Parade, Cremorne, from Lodge Road to cul-de-sac
- Thomas Street, McMahons Point, from Union Street to Victoria Street
- Walker Street, Lavender Bay, Lavender Street to Middlemiss Street
- Walker Street, North Sydney
- West Crescent Street, McMahons Point, at Blues Point Road

- Westleigh Lane, Neutral Bay, Westleigh Street to End
- William Street, North Sydney, from Blue Street to Mount Street

Paving works were undertaken at:

- Brett Whiteley Place
- Crows Nest Public Domain Upgrade - Pacific Highway, Hume Street to Oxley Street
- Education Precinct - Napier, Charles, Berry Streets

New or Replaced Footpaths

11,901m² of footpaths were constructed or maintained.

- Aubin Street, Neutral Bay
- Balls Head Road, Waverton, west side, Wood Street to Woolcott Street Burlington Street
- Balls Head Road, Waverton, east side, Wood Street to Woolcott Street and both sides, Balls Head Drive to Waterhen Drive
- Balls Head Road, west side, Waverton, from Woolcott Avenue to Waterhen Drive
- Waterhen Drive, Waverton, Balls Head Road to bend
- Aubin Street, Neutral Bay, Thrupp Street to Wycombe Road
- Boyle Street, Cremorne
- Ellalong Road, Cremorne, Lodge Road to Macpherson Street
- Falcon Lane, Crows Nest
- Illiliwa Lane, Cremorne, Illiliwa Street to Reynolds Street
- Iredale Avenue, Cremorne
- Paling Street, Cremorne
- Penshurst Avenue, Kurraba Point, Wycombe Road to end
- Rosalind Street, Cammeray
- Ancrum Street, North Sydney, stairs
- Anderson Street, Neutral Bay, stairs near Raymond Road
- Doris Lane, North Sydney, footpath
- Doris Lane, North Sydney, stairs
- Kareela Road, Cremorne Point, footpath
- Kareela Road, Cremorne Point, stairs
- Little Young Street, Cremorne, stairs
- Falcon and Alexander Streets - Woolworths defective paving repairs
- Footpath Restoration - various locations
- 33 Cremorne Road, Cremorne
- Bogota Avenue, Cremorne Point
- Doris Street, North Sydney (Upper level)
- Jefferys Street, Kirribilli
- Kirribilli Avenue, Cremorne
- Murdoch Street (No 12 to No 30), Cremorne Point
- Murdoch Street, Cremorne Point from Bogota Avenue to Prior Avenue
- Prior Avenue, Cremorne Point
- Queens Avenue, McMahons Point
- Thomas Street, McMahons Point
- Bellevue Street, Cammeray
- Carlow Street, North Sydney
- Ellalong Road, Cremorne
- Grasmere Road, Cremorne
- Jenkins Street, Cammeray
- Levick Street, Cremorne
- Sirius Street, Cremorne
- Walker Street, North Sydney

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

Asset Condition

Footpath	2.75
Roads	2.2

- 1 Excellent - No work required (normal maintenance)
- 2 Good - Only minor maintenance work required
- 3 Average – Maintenance work required
- 4 Poor - Renewal required
- 5 Very Poor – Urgent renewal/upgrading required

Refer to pages 409-412 for detailed reporting of condition of assets.

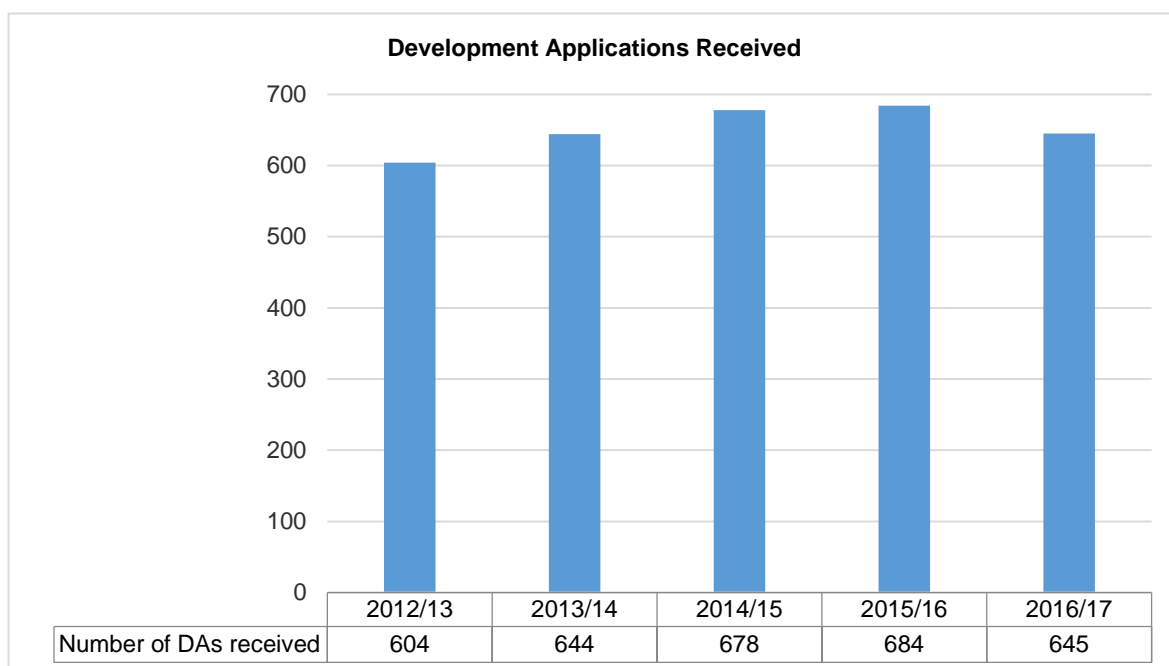
Utilisation of Council Plant

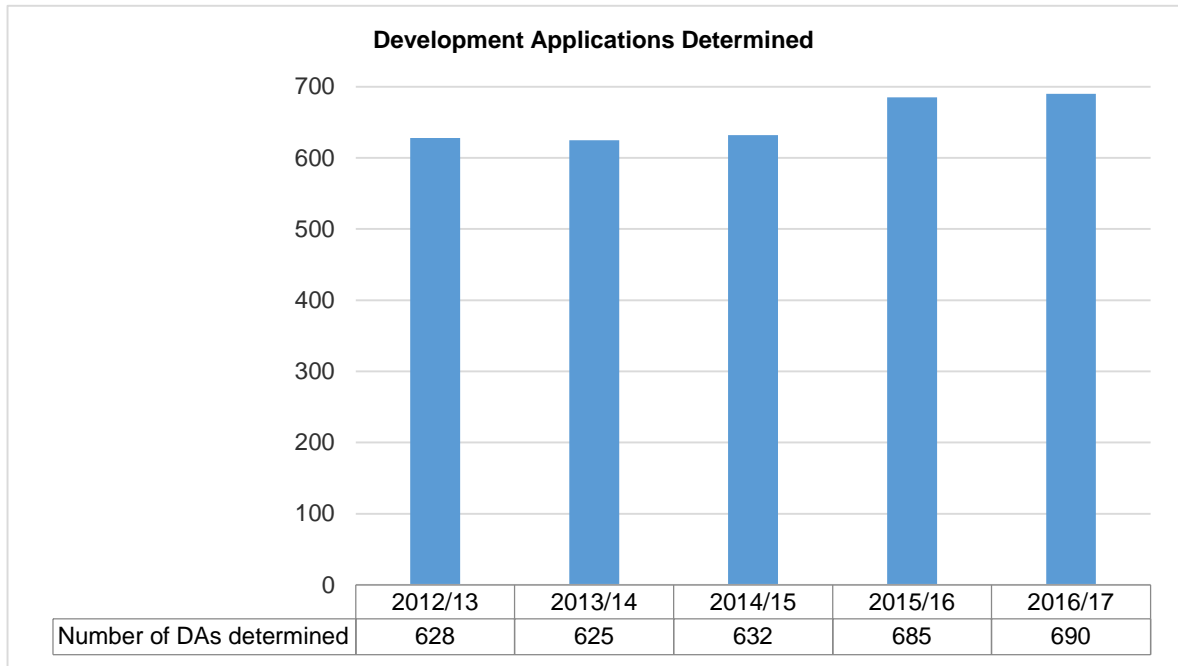
Council’s fleet of vehicles, trucks, plant and equipment is continuously monitored for suitability in terms of type, capacity, numbers and contemporary technology. The operational demands of our projects and services are met by balancing the reallocation, hire, lease, replacement and purchase of fleet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

Processing of Development Applications (DAs)

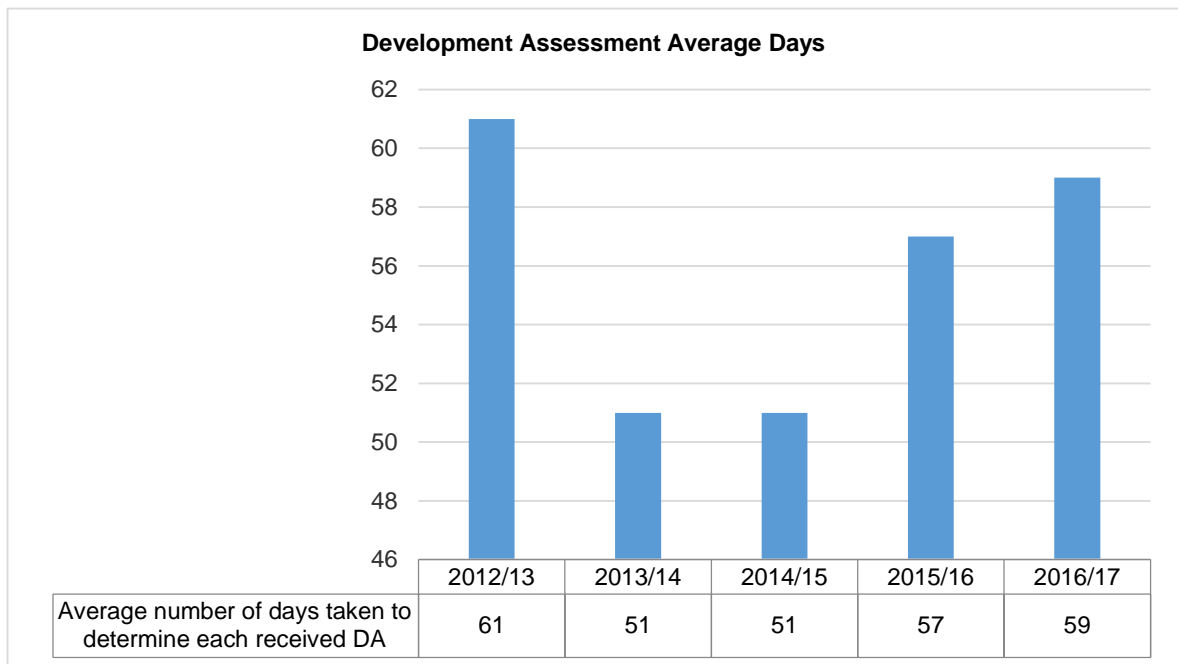
Council operates a fully comprehensive building and development approval service that assesses all applications to build, demolish or develop properties. The service includes the issuing of building certificates and development approvals, building inspections and advice on building regulations. The service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

During 2016/17 Council received 645 development applications and determined 690 development applications with a combined value of more than \$600 million. North Sydney continues to attract a high number of complex, large-scale commercial developments.





Council has continued its efficiency in the processing of DAs, with the average time taken for the assessing of development applications determined over the past year remaining static at 59 days.



Council aims to process DAs within 65 working days. Council resolved 61 per cent of DAs within this timeframe.

Land Use and Construction

Type of DAs in 2016/17					
Year	Number of Commercial DAs	Number of Industrial DAs	Number of Residential DAs	Number of aged persons housing DAs	Other
2012/13	137	0	408	0	85
2013/14	135	0	188	0	309
2014/15	161	0	379	0	92
2015/16	131	0	479	0	75
2016/17	118	0	416	0	111

The total number of residential DAs in North Sydney remains relatively static over the past six years. Residential DAs represent 64 per cent of all DAs processed by Council with commercial DAs making up the next largest group at 18 per cent of all DAs processed.

A total of 735 dwellings were approved by Council in 2016/17.

New Dwellings Approved

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of new dwellings approved	313	272	419	176	262	735

Stimulating Development

As an indicator of the steady growth within the North Sydney municipality, 2016/17 saw a number of large scale development proposals lodged with a combined total for estimated cost of works well over \$447 million.

9 major developments are currently under construction. These include the following:

- 100 Mount Street North Sydney
- 1 Denison Street (77 Berry Street) North Sydney
- 101-103 Willoughby Road Crows Nest
- 229 Miller Street North Sydney
- 231 Miller Street North Sydney
- 221 Miller Street North Sydney
- 150 Pacific Hwy North Sydney
- 352-358 Military Road Cremorne
- 84 Alfred Street South Milsons Point

Contribution Plans

During 2016/17, Council received \$25.2 million in funding from specific purpose contributions. This was a \$28.6 million decrease from the \$53.8 million received in 2015/16.

Of the \$25.2 million received in 2016/17, \$7.7 million was for developer contributions levied under Section 94 of the Environmental Planning & Assessment Act and \$8.1 million was for contributions levied under Section 93F of the Act.

Land Use Planning

Council prepares, maintains and reviews planning policies and strategies so that sustainable growth is achieved and the heritage, environment and cultural values of the local government area are protected. This includes managing the local government area's land and population based data, processing re-zoning and amendments to the Local Environment Plan and coordinating a range of planning and urban design projects. During the year urban design

studies were completed for the Ward Street precinct in North Sydney, the Crows Nest/St Leonards precinct and the new Metro precincts in Victoria Cross, North Sydney and Crows Nest. Council also commenced an urban design study for the Alfred Street precinct in North Sydney.

Design Excellence Panel

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

DA Tracking

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

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

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

Council entered into the following planning agreements during the 2016/17 financial year:

- 31-33 Albany Street, Crows Nest to facilitate a monetary contribution of \$1,150,000 for the purposes of providing new open space within the precinct and a setback of 3 metres from Hume Lane to allow for increased footpath width and greater separation to buildings to the east of the site.

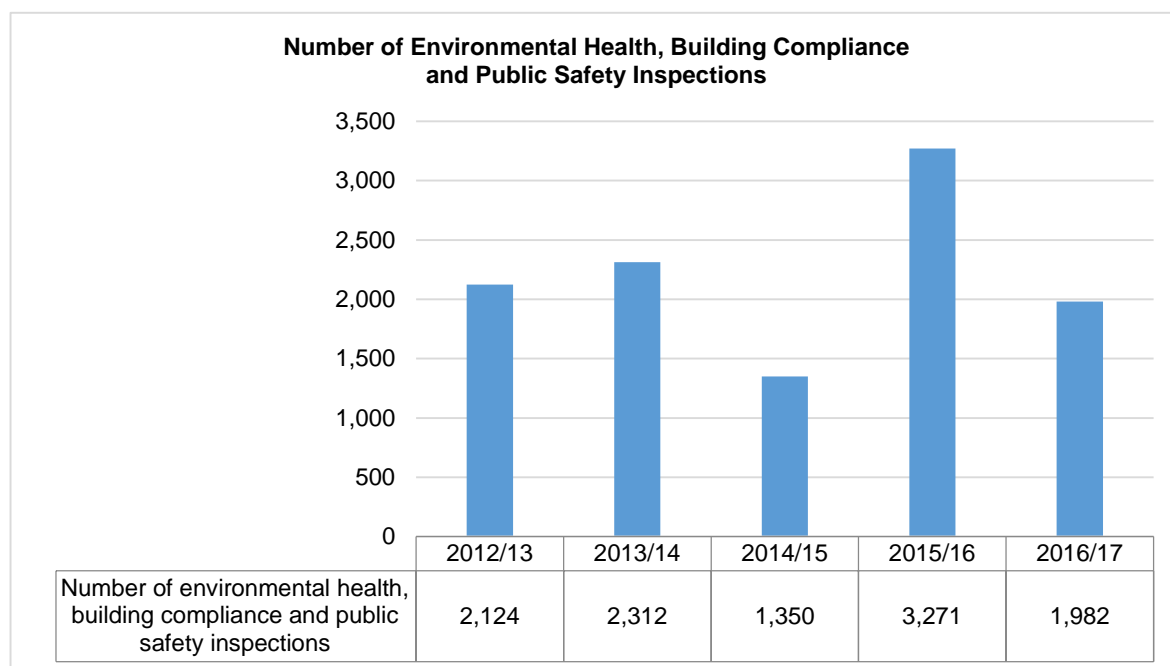
Design Excellence Panel

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

Maintaining Public Health

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

Council conducted approximately 1,982 environmental health, building compliance and public safety inspections during 2016/17.



Animal Management

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

During 2015/16, Council received 10 reports of alleged dog attack incidents. As required, all dog attacks were reported to the Division of Local Government within 72 hours of being advised of an attack.

Thirteen companion animals were impounded. They were all returned to their owners or rehomed.

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

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

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

Council spent approximately \$84,827 on companion animal management activities. Council received \$15,524 in companion animal fund money.

Environmentally and People Friendly Transport

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

Cycling Strategy

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

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

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

Traffic and Parking Strategy

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

Providing Parking

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

Public Transport

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

Sustainable Transport

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

Car Share

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

Local Area Traffic Management

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

- Kerb extensions at three intersections along Ben Boyd Road
- Cycleway along Sutherland Street and Park Avenue between Ernest Street and Young Street
- Kerb extensions at two intersections in Balls Head Road
- Upgrade of cycle path at Lodge Road
- Traffic and parking signs and lines throughout the LGA

'Welcome to North Sydney' sign

The 'Welcome to North Sydney' sign at Alfred Street South, Milsons Point was reconstructed during the year. The heritage listed sign and archway, were originally constructed in 1935.

Works involved the demolition of the two existing concrete columns and the reconstruction of a new archway and sign structure on the existing site using reinforced concrete columns and a steel framed sign clad in metal with LED illumination.

Recreational and Community Facilities Upgrades

North Sydney Oval grandstands were upgraded during the year as part of improvements to the ground with the aim to attract sporting events and increase attendance figures.

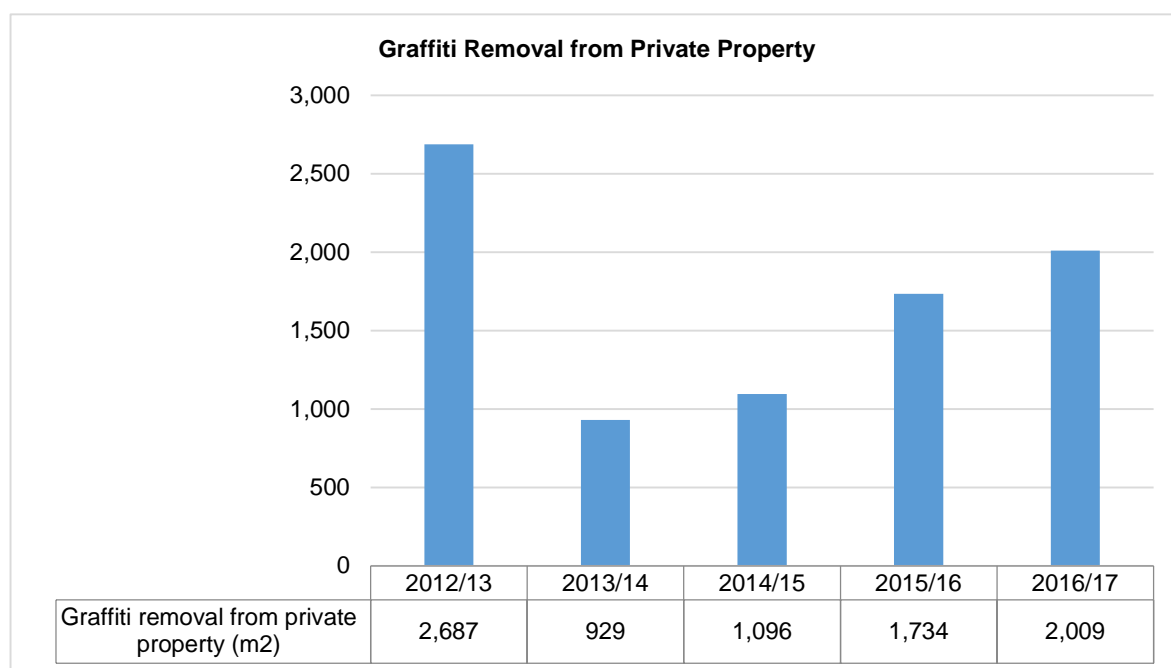
Crows Nest Community Centre was also refurbished during the year.

Public Amenities Strategy

Council owns, manages and maintains over 30 public amenities in the LGA. The Public Amenities Strategy adopted by Council in 2016/17 ensures that Council has a framework in place to improve its network of public amenities and that they are placed in locations that best the community's needs and are designed to meet best practice standards.

Graffiti Management

Council offers a graffiti removal service to remove reported graffiti on Council on private property at no cost to property owners. In 2016/17 Council's contractor received 1,444 requests and removed 2,009m² of graffiti from private properties. The total estimated value of this work is \$45,302.



Our Challenges

- Ensuring all our assets are maintained to a reasonable level to meet the needs of the community with much of our infrastructure built over 40 years ago
- Investing in and managing assets and infrastructure in a constrained financial environment is an ongoing challenge

- Continuing to work with shareholders to create more opportunities to share existing facilities and make better use of Council's building assets
- Balancing the approach to land use, residential amenity, business development and environmental issues
- Implementing the state government's Metropolitan Strategies at a local level through planning and development decisions which require a balance between planning for change and maintaining North Sydney's liveability. As the nature of the reforms become clearer, we will investigate our options and determine the appropriate way to manage our municipality's built form and neighbourhoods into the future
- Traffic and parking management across North Sydney

Disappointments

- Finalisation of the Ward Street Masterplan was delayed due to nature of submissions received during its public exhibition and consideration of those submissions
- Installation of new sign at Council car parks delayed due to delay in installation of car parking equipment

Our Plans for the Year Ahead

- Our investment in capital works projects will top \$60 million. Major projects include the upgrade of roads, footpath and drainage, revitalisation of North Sydney CBD and upgrade of North Sydney Olympic Pool
- Identify traffic congestion areas and issues across the municipality and make recommendations
- Upgrade to Council's development application tracking system
- Upgrade of St Leonards East public domain
- Finalisation and implementation of Ward Street Masterplan
- Refine and implement CBD Transport Masterplan
- Install traffic calming devices
- Continue to maximise multiple opportunities of our community assets
- Council will continue to advocate for sustainable transport options which will help make North Sydney a pleasant place to live and also help reduce our carbon footprint
- Continue to promote use and adaption of heritage and other existing buildings through the development application process












Our Performance













Direction 2 **Our Built Environment** ● 100%

Outcome: 2.1 Infrastructure, assets and facilities meets current and future community needs ● 100%

Strategy: 2.1.1 Develop a program of infrastructure asset acquisition and creation, maintenance, renewal and disposal to minimise whole of life cost. ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.1.1.1	Implement Asset Management Strategy	2.1.1.1.1	Review and update Asset Management Plans, including condition surveys for all asset classes	Soc	EPS	Asset Management Property Assets	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.1.1.1.2	Enhance Asset and Infrastructure Management (AIM) System, including mobile solutions	Soc	COS	Financial Services	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.1.1.1.3	Administer Infrastructure Levy	Soc	EPS	Asset Management	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.1.1.1.4	Administer Stormwater Management Charge	Soc	EPS	Asset Management	Q1 Yr 2	Q4 Yr 4	●	100%	
		2.1.1.1.5	Advocate for adequate funding for asset maintenance and improvement	Soc	EPS	Asset Management	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.1.1.1.6	Administer street cleaning services program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.1.1.1.7	Upgrade fire safety at Stanton Library	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 2	●	100%	This project completed in previous period
		2.1.1.1.8	Upgrade lift at Council Chambers	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 4	●	100%	This project completed in previous period

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
	2.1.1.1.9 Implement improvements to Council Chambers accommodation and amenities	Gov	EPS	Property Assets	Q1 Yr 4	Q4 Yr 4	 100%	
	2.1.1.1.10 Conduct feasibility of upgrade of North Sydney Oval Grandstands	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.11 Upgrade North Sydney Oval Grandstands	Soc	EPS OSE	Property Assets North Sydney Oval and Function Centre	Q1 Yr 2	Q4 Yr 4	 100%	This project completed in previous period
	2.1.1.1.12 Refurbish Crows Nest Community Centre	Soc	EPS	Property Assets	Q1 Yr 4	Q4 Yr 4	 100%	This project completed in previous period
	2.1.1.1.13 Implement capital works program for roads	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.14 Maintain roads	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.15 Implement capital works program for footpaths	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.16 Maintain footpaths	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.17 Implement capital works program for drainage	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.18 Maintain drainage	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.19 Implement capital works program for kerb and gutter	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.20 Maintain kerb and gutter	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
	2.1.1.1.21 Implement capital works program for sea walls and marine structures	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.22 Maintain sea walls and marine structures	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.23 Implement capital works program for retaining walls	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.24 Maintain retaining walls	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.25 Implement capital works program for street furniture	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.26 Maintain street furniture	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.27 Implement capital works program for safety fences and barriers	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.28 Maintain safety fences and barriers	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.29 Implement capital works program for timber fences	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.30 Maintain timber fences	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	 100%	
	2.1.1.1.31 Upgrade Rangers' office and North Sydney Oval depot accommodation	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 2	 100%	This project completed in previous period
	2.1.1.1.32 Refurbish Forsyth Park Community Centre and North Sydney Family Day Care	Soc	CLS	Community Development	Q2 Yr 2	Q4 Yr 2	 100%	This project completed in previous period

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	2.1.1.1.33	Reconstruct Lavender Bay jetty and boardwalk	Soc	EPS	Engineering Infrastructure	Q1 Yr 3	Q2 Yr 4		100%	
	2.1.1.1.34	Implement bus shelter upgrade program	Soc	EPS	Engineering Infrastructure	Q1 Yr 3	Q4 Yr 4		100%	
	2.1.1.1.35	Prepare Public Amenities Strategy	Soc	EPS	Property Assets	Q3 Yr 3	Q4 Yr 4		100%	This project completed in previous period
	2.1.1.1.36	Install public toilets in Neutral Bay	Soc	EPS	Property Assets	Q2 Yr 2	Q2 Yr 4		100%	This project completed in previous period
	2.1.1.1.37	Renovate North Sydney Oval Function Centre commercial kitchen	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 4	Q4 Yr 4		100%	This project completed in previous period
	2.1.1.1.38	Install CCTV system at North Sydney Oval	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 3	Q4 Yr 3		100%	This project completed in previous period


Strategy: 2.1.2 Expand capacity of existing community infrastructure



98%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.1.2.1	Use existing community infrastructure in new ways	2.1.2.1.1	Determine future use of Anzac Club site	Soc	EPS	Property Assets	Q1 Yr 1	Q4 Yr 1		100%
		2.1.2.1.2	Undertake strategic property review and plan for Council's property portfolio	Soc	EPS	Property Assets	Q4 Yr 1	Q2 Yr 2		100% This project completed in previous period
		2.1.2.1.3	Redevelop Alexander Street Car Park, Crows Nest	Soc	EPS CIS	Project Management	Q1 Yr 1	Q4 Yr 4		100% This project completed in previous period
		2.1.2.1.4	Investigate community uses on Council land	Soc	CIS	Strategic Planning	Q3 Yr 2	Q4 Yr 3		100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
		2.1.2.1.5	Prepare Ward Street Masterplan	Soc	CIS	Strategic Planning	Q3 Yr 3	Q4 Yr 3		85%	The Ward Street Masterplan was exhibited during the previous quarter and attracted approximately 30 submissions and generate public interest. An interim report was prepared to Council in May 2017 and staff continue to work through submissions with a view to refining the draft masterplan for further public exhibition. Some of the submissions received were particularly detailed and well considered. These have added real value to the process and challenge the some of the findings of the draft masterplan. As a result, additional consideration and review will need to be applied in formulating the next iteration of the masterplan. It is anticipated further draft for exhibition will be reported to Council in either late 2017 or early 2018
2.1.2.2	Acquire land and/or property to improve Council's effectiveness in providing services that best meet future community needs	2.1.2.2.1	Acquire property to fulfil Council's strategic priorities	Soc	EPS	Property Asserts	Q1 Yr 2	Q4 Yr 4		100%	
Strategy: 2.1.3											100%
4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.1.3.1	Advocate for improved state infrastructure	2.1.3.1.1	Advocate for improved state infrastructure	Soc	EPS	Director Engineering and Property Services	Q1 Yr 1	Q4 Yr 4		100%	



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

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.1.4.1	Advocate for and investigate energy efficient street and public domain lighting	2.1.4.1.1	Advocate for improved street lighting	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4		100%	
		2.1.4.1.2	Incorporate energy efficient LEDS into future lighting upgrades	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 2.1.5 Advocate for placing powerlines underground

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.1.5.1	Advocate for placing powerlines underground	2.1.5.1.1	Advocate for placing powerlines underground	Soc	EPS	Director Engineering and Property Services	Q1 Yr 1	Q4 Yr 4		100%	
		2.1.5.1.2	Pursue opportunities as they arise to place powerlines underground	Soc	EPS	Engineering Infrastructure	Q1 Yr 1	Q4 Yr 4		100%	

Outcome: 2.2 Improved mix of land use and quality development through design excellence ● 99%

Strategy: 2.2.1 Maintain a contemporary Local Environment Plan (LEP) ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.2.1.1	Complete review of strategic land use framework (LEP and DCP)	2.2.1.1.1	Complete standard LEP review	Soc	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 1	●	100%	This project completed in previous period
		2.2.1.1.2	Complete Development Control Plans (DCP) review	Soc	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 1	●	100%	This project completed in previous period
		2.2.1.1.3	Implement Ecologically Sustainable Development Best Practice project	Soc	CIS	Strategic Planning	Q2 Yr 1	Q4 Yr 4	●	100%	This project completed in previous period

Strategy: 2.2.2 Implement development contribution schemes/ agreements to support land use development ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.2.2.1	Implement development contribution schemes/ agreements to support land use development	2.2.2.1.1	Participate in the Department of Planning and Environment's preparation of the Sub Regional Plan	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.2.2.1.2	Review S94 Contributions Plan	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 3	●	100%	This project completed in previous period

Strategy: 2.2.3 Encourage sustainable design in future development and refurbishment of existing buildings for better environmental performance ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.2.3.1	Promote sustainable design in future private and public development	2.2.3.1.1	Lead and conduct Design Excellence Panel	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	●	100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	2.2.3.1.2	Promote retrofitting of business properties through Promote Better Business Partnership (BBP) Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 2.2.4 Implement effective processes and strategies to manage the impact of new and existing development 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.2.4.1 Implement effective processes and strategies to manage the impact of new and existing development	2.2.4.1.1	Assess and determine development applications and certificates	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4		100%	
	2.2.4.1.2	Review procedures manual in line with any new planning legislation	Soc	CIS	Administration Services	Q1 Yr 1	Q4 Yr 4		100%	
	2.2.4.1.3	Pilot North Sydney Independent Planning Panel (NSIPP)	Soc	CIS	Development Services	Q2 Yr 1	Q2 Yr 2		100%	This project completed in previous period

Strategy: 2.2.5 Administer and enforce the statutory regulations of health and safety of licensed activities 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.2.5.1 Inspect premises to ensure health and safety compliance with licensed activities	2.2.5.1.1	Implement food safety program for all food businesses including yearly inspection program	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4		100%	
	2.2.5.1.2	Inspect skin penetration premises	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4		100%	
	2.2.5.1.3	Inspect cooling towers	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4		100%	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.2.5.2	Implement regulatory and enforcement strategies in accordance with legislation	2.2.5.2.1	Implement regulatory building and development control compliance to ensure building work meets approved consents	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4		100%	
		2.2.5.2.2	Conduct swimming pool inspection program	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4		100%	
		2.2.5.2.3	Conduct fire safety inspection program	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4		100%	
		2.2.5.2.4	Enforce Companion Animals Act provisions	Soc	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4		100%	
		2.2.5.2.5	Enforce NSW Road Rules provisions	Soc	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 2.2.6 Ensure new residential development is well designed, for people with a disability or limited mobility, the elderly and is adaptable for use by different household types to encourage ageing in place. 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.2.6.1	Ensure new residential development complies with ageing and disability standards and codes	2.2.6.1.1	Enforce the provisions of the Access to Premises Standards (Building Code of Australia)	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4		100%	
		2.2.6.1.2	Enforce the provisions of the Residential Flat Design Code	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4		100%	
		2.2.6.1.3	Implement adaptable use principles for ageing and disability through comprehensive LEP	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4		100%	

Outcome: 2.3 Vibrant, connected and well maintained streetscapes and villages that build a sense of community ● 98%

Strategy: 2.3.1 Develop and implement Masterplans for villages ● 92%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
2.3.1.1	Develop and implement Masterplans for villages	2.3.1.1.1	Implement Crows Nest Streetscape Capital Works/Mainstreet Levy Program of Works	Soc	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	● 100%	
		2.3.1.1.2	Implement Neutral Bay Streetscape Capital/ Mainstreet Levy Program of Works	Soc	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	● 100%	
		2.3.1.1.3	Undertake Grosvenor Lane Planning Study	Soc	CIS	Strategic Planning	Q3 Yr 1	Q4 Yr 2	● 100%	This project completed in previous period
		2.3.1.1.4	Undertake Crows Nest/ St Leonards Planning Study Precincts 2 and 3	Eco	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 2	● 100%	This project completed in previous period
		2.3.1.1.5	Implement Crows Nest/St Leonards Planning Study	Soc	OSE	Landscape Planning and Design	Q3 Yr 1	Q3 Yr 1	● 100%	This project completed in previous period
							Q1 Yr 2	Q1 Yr 2		
							Q3 Yr 3	Q3 Yr 3		
							Q1 Yr 4	Q1 Yr 4		
		2.3.1.1.6	Expand and embellish Hume Street Park, St Leonards	Soc	OSE	Landscape Planning and Design	Q3 Yr 1	Q4 Yr 4	● 100%	
		2.3.1.1.7	Prepare Education Precinct Study	Soc	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 1	● 100%	This project completed in previous period

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
	2.3.1.1.8 Prepare and implement Education Precinct Masterplan	Soc	CIS EPS	Strategic Planning Engineering Infrastructure	Q2 Yr 1	Q4 Yr 4	100%	
	2.3.1.1.9 Prepare Whole of Waverton Peninsula Strategy	Soc	CIS	Strategic Planning	Q1 Yr 3	Q4 Yr 3	0%	Awaiting outcomes of Berry's Bay marina proposal
	2.3.1.1.10 Prepare Careening Cove Masterplan	Soc	CIS	Strategic Planning	Q3 Yr 2	Q4 Yr 2	100%	This project completed in previous period
	2.3.1.1.11 Construct gateway treatments for major entries to North Sydney local government area	Soc	EPS	Project Management	Q1 Yr 3	Q4 Yr 4	100%	
	2.3.1.1.12 Undertake Crows Nest/St Leonards Planning Study Precinct 4	Soc	CIS	Strategic Planning	Q1 Yr 4	Q4 Yr 4	100%	


Strategy: 2.3.2 Maintain and service village facilities through place management 100%





4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
2.3.2.1	Maintain and service village facilities through place management	2.3.2.1.1	Support Mainstreet Coordinators in Crows Nest and Neutral Bay	Soc EPS	Project Management	Q1 Yr 1	Q4 Yr 4	100%	

Strategy: 2.3.3 Improve pedestrian lighting and surveillance of the villages to reduce vandalism and graffiti 100%


4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
2.3.3.1	Regulate urban design to maintain and improve public safety	2.3.3.1.1	Implement under awning lighting program in Cremorne and Cammeray	Soc EPS	Project Management	Q1 Yr 1	Q4 Yr 2	100%	This project completed in previous period





Strategy: 2.3.4 Build pride in community assets that assists in maintenance








 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
2.3.4.1	Build pride in community assets that assists in maintenance	2.3.4.1.1	Administer the commercial centres cleaning contract	Soc	EPS	Works Engineering	Q1 Yr 1	Q4 Yr 4	 100%	
		2.3.4.1.2	Administer the graffiti management contract	Soc	EPS	Works Engineering	Q1 Yr 1	Q4 Yr 4	 100%	
		2.3.4.1.3	Administer the verge mowing contract	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	 100%	
		2.3.4.1.4	Reconstruct 'Welcome to North Sydney' sign at Alfred Street South	Soc	EPS	Engineering Infrastructure	Q2 Yr 3	Q2 Yr 4	 100%	This project completed in previous period

Strategy: 2.3.5 Increase community engagement in improving streetscapes, villages and commercial centres

 99%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
2.3.5.1	Implement Streetscape Program	2.3.5.1.1	Lead and coordinate Streetscape Committees	Soc	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	 100%	
		2.3.5.1.2	Upgrade public domain at Ernest Place and Burlington Street, Crows Nest	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 3	 100%	This project completed in previous period
		2.3.5.1.3	Upgrade public domain at Pacific Highway and Willoughby Road, Crows Nest	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 3	 100%	This project completed in previous period
		2.3.5.1.4	Upgrade St Leonards public domain	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 4	 100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
	2.3.5.1.5 Upgrade signage at Council car parks	Soc	EPS	Works Engineering	Q1 Yr 2	Q2 Yr 4	 89%	This work has been included in current Contract 28/2017 for the new car park equipment. This new equipment needs to be installed before the new signage. The new equipment is expected to be installed in the next quarter and the signage will follow
	2.3.5.1.6 Upgrade lighting at Grosvenor Lane and Young Lane, Neutral Bay	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 2	 100%	This project completed in previous period
	2.3.5.1.7 Install shared zone at Grosvenor Lane and Young Lane, Neutral Bay	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 3	 100%	This project completed in previous period
	2.3.5.1.8 Upgrade awning lighting in commercial areas	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 4	 100%	
	2.3.5.1.9 Upgrade public domain along Military Road	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 3	 100%	This project completed in previous period
	2.3.5.1.10 Undertake Wollstonecraft Village landscaping	Soc	EPS	Project Management	Q3 Yr 3	Q4 Yr 4	 100%	This project completed in previous period
	2.3.5.1.11 Relocate substation kiosk at Ernest Place, Crows Nest	Soc	EPS	Project Management	Q1 Yr 3	Q4 Yr 3	 100%	This project completed in previous period

Outcome: 2.4 North Sydney's heritage is preserved and valued ● 100%

Strategy: 2.4.1 Protect and promote the heritage values of residential amenity including significant architecture, objects, places and landscapes ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.4.1.1	Consider heritage value/impact in development applications, where appropriate	2.4.1.1.1	Consider heritage value/impact in development applications, where appropriate	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.4.1.1.2	Maintain the Heritage Register	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 2.4.2 Encourage the use and adaptation of heritage and other existing buildings ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.4.2.1	Encourage the use and adaptation of heritage and other existing buildings through the development application process	2.4.2.1.1	Promote use and adaption of heritage and other existing buildings through the development application process	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	●	100%	

Outcome: 2.5 Sustainable transport is encouraged ● 100%

Strategy: 2.5.1 Promote use of public transport and encourage use of alternative modes of transport ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
2.5.1.1	Support car share initiatives	2.5.1.1.1	Manage existing and implement new on-street spaces for car share schemes	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
2.5.1.2	Provide education programs and facilities to promote opportunities and advantages of reduce private motor vehicle usage	2.5.1.2.1	Promote Walk to Work Day	Soc	EPS	Traffic and Transport Operations	Q2 Yr 1	Q2 Yr 1	● 100%	
							Q2 Yr 2	Q2 Yr 2		
							Q2 Yr 3	Q2 Yr 2		
							Q2 Yr 4	Q2 Yr 2		
2.5.1.2.2	Promote Ride to Work Day	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q2 Yr 1	● 100%			
					Q1 Yr 2	Q2 Yr 2				
					Q1 Yr 3	Q2 Yr 3				
					Q1 Yr 4	Q2 Yr 4				
2.5.1.2.3	Install bicycle facilities	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 4	● 100%			
2.5.1.2.4	Install 'end of trip' facilities in Ridge Street Car Park	Soc	EPS	Traffic and Transport Operations	Q1 Yr 3	Q4 Yr 4	● 100%			

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	2.5.1.2.5	Develop North Sydney Transport Strategy	Soc	EPS	Traffic and Transport Operations	Q1 Yr 4	Q4 Yr 4		100%	
	2.5.1.2.6	Develop North Sydney Parking Strategy	Soc	EPS	Traffic and Transport Operations	Q1 Yr 3	Q2 Yr 3		100%	This project completed in previous period
	2.5.1.2.7	Plan for new North Sydney Metro Station	Soc	EPS	Traffic and Transport Operations	Q1 Yr 4	Q4 Yr 4		100%	

Strategy: 2.5.2 Increase incentives for the use of public transport, lower impact motor vehicles and changes to fringe benefit tax arrangements 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.5.2.1 Advocate for increased incentives for the use of public transport, lower impact motor vehicles and changes to fringe benefit tax arrangements	2.5.2.2.1	Advocate Federal and State Government for increased incentives for public transport	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4		100%	
	2.5.2.2.2	Advocate Federal and State Government for changes to fringe benefits tax	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 2.5.3 Increase the amount of street space dedicated to sustainable transport modes 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.5.3.1 Provide an integrated network of safe and accessible pedestrian and cycle paths	2.5.3.1.1	Implement Pedestrian Strategy	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4		100%	
	2.5.3.1.2	Review and implement Integrated Cycling Strategy	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4		100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
	2.5.3.1.3	Seek funding for HarbourLink project	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 4	100%
	2.5.3.1.4	Advocate for funding for additional/upgraded walking and cycling routes	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	100%
	2.5.3.1.5	Lead and coordinate Sustainable Transport Reference Group	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	100%
	2.5.3.1.6	Harbour Bridge - Neutral Bay to Cremorne cycle route	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	100%
	2.5.3.1.7	Install Route 2 Cycleway - Falcon Street North Sydney to Mosman	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	100%

Strategy: 2.5.4 Advocate for improved after hours transport services to assist workers and night time recreation 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
2.5.4.1	Advocate for improved after hours transport services to assist workers and night time recreation	2.5.4.1.1	Advocate for improved public transport and networks	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	100%

Strategy: 2.5.5 Improve 'end of trip' facilities for cyclists and walkers

100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
2.5.5.1	Improve 'end of trip' facilities	2.5.5.1.1	Investigate and provide pedestrian and cyclist 'end of trip' facilities	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%

Strategy: 2.5.6 Provide recharge facilities for electric vehicles at Council offices, facilities and car parks

100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
2.5.6.1	Provide recharge facilities for electric vehicles at Council offices, facilities and car parks	2.5.6.1.1	Investigate provision of electronic recharge facilities for community use	Soc	EPS	Traffic and Transport Operations	Q3 Yr 1	Q4 Yr 4	● 100%

Strategy: 2.5.7 Regulate Green Travel Plans for major developments

100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
2.5.7.1	Regulate Green Travel Plans for major developments	2.5.7.1.1	Review Green Travel Plans for major development applications	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%
		2.5.7.1.2	Prepare Green Travel Plans for Council buildings and community facilities	Env	EPS	Traffic and Transport Operations	Q4 Yr 1	Q4 Yr 4	● 100%

Outcome: 2.6 Improved traffic management ● 100%


Strategy: 2.6.1 Plan, design, investigate and manage traffic and transport in accordance with safety and community priorities ● 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.6.1.1	Plan, design, investigate and manage traffic and transport in accordance with safety and community priorities	2.6.1.1.1	Implement Integrated Traffic and Parking Strategy - Traffic and Parking Area Scheme (TAPAS)	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.6.1.1.2	Implement Traffic Committee recommendations	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.6.1.1.3	Participate in NSROC Transport Forums	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	●	100%	
		2.6.1.1.4	Prepare Crows Nest Local Area Traffic Management Plan (LATM)	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q2 Yr 1	●	100%	This project completed in previous period

Strategy: 2.6.2 Work with the State Government to develop and implement long-term transport strategy for the Spit Road/ Military Road corridor to the Northern Beaches ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.6.2.1	Lobby for improved public transport on Military Road/Spit Road transport corridor to the Warringah Peninsula and Northern Beaches	2.6.2.1.1	Advocate for improved public transport on Military Road/Spit Road transport corridor to the Warringah Peninsula and Northern Beaches	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 2.6.3 Secure additional grant funding for the upgrade of traffic facilities

 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
2.6.3.1	Apply for grant funding and lobby Federal and State Government for additional funding for traffic facilities	2.6.3.1.1	Apply for grant funding and lobby Federal and State Government for additional funding for traffic facilities	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	 100%	






Outcome: 2.7 Improved parking options and supply ● 100%

Strategy: 2.7.1 Provide integrated and efficient parking options in villages and retail and retail areas ● 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
2.7.1.1	Review on and off-street parking strategies including residential permits and enforcement	2.7.1.1.1	Review current parking restrictions	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1	● 100%	This project completed in previous period
		2.7.1.1.2	Prepare Integrated Parking Strategy for whole of North Sydney, including review resident parking permits	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1	● 100%	This project completed in previous period
		2.7.1.1.3	Review parking patrol operational strategies	Soc	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4	● 100%	This project completed in previous period
		2.7.1.1.4	Renew resident parking permits	Soc	COS	Customer Services	Q3 Yr 1	Q3 Yr 1	● 100%	
						Q3 Yr 2	Q3 Yr 2			
						Q3 Yr 3	Q3 Yr 3			
						Q3 Yr 4	Q3 Yr 4			
2.7.1.2	Lobby for changes to Road Rules regarding long term boat, trailer and caravan parking on local roads	2.7.1.2.1	Lobby for changes to Road Rules regarding long term boat, trailer and caravan parking on local roads	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	


Strategy: 2.7.2 Use technology to manage parking





 100%





4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.7.2.1	Use technology to manage parking	2.7.2.1.1	Update parking meters	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 2		100%	This project completed in previous period
		2.7.2.1.2	Introduce licence plate recognition (LPR) technology	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		2.7.2.1.3	Install variable message signs in car parks	Soc	EPS	Works Engineering	Q1 Yr 1	Q2 Yr 1		100%	This project completed in previous period
		2.7.2.1.4	Review management of Council's on-street car parks	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period
		2.7.2.1.5	Upgrade parking meters and implement sensor program	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period





Strategy: 2.7.3 Manage off-street parking in new developments through Development Control Plan (DCP)

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
2.7.3.1	Review and revise off-street parking in DCP	2.7.3.1.1	Review and revise off-street parking in DCP	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
20	Percentage of scheduled capital works progressing in accordance with agreed timeframes	2.1	Soc	na	90%	90%	All	All		100%
21	Percentage of residents satisfied with the maintenance of local roads and footpaths	2.1	Soc	N/A	N/A	N/A	EPS	Works Engineering	N/A	N/A
22	Percentage of businesses satisfied with the maintenance of local roads and footpaths	2.1	Soc	N/A	N/A	N/A	EPS	Works Engineering	N/A	N/A
23	Number of development applications (DAs) received	2.2	Soc	330 development applications	315 development applications	Trend	CIS	Development Services	N/A	N/A
24	Number of development applications (DAs) determined	2.2	Soc	330 development applications	347 development applications	Trend	CIS	Development Services	N/A	N/A
25	Percentage of delegated determined DAs assessed within 65 days	2.2	Soc	57%	64%	74%	CIS	Development Services		83%
26	Mean gross days for DAs determined	2.2	Soc	67 days	55 days	73 days	CIS	Development Services		100%
27	Median gross days for DAs determined	2.2	Soc	55 days	44 days	65 days	CIS	Development Services		100%
28	Number of construction certificates issued by Council	2.2	Soc	7 construction certificates	4 construction certificates	Trend	CIS	Development Services	N/A	N/A
29	Number of occupation certificates issued by Council	2.2	Soc	4 occupation certificates	5 occupation certificates	Trend	CIS	Development Services	N/A	N/A
30	Number of subdivision certificates issued by Council	2.2	Soc	7 subdivision certificates	1 subdivision certificates	Trend	CIS	Development Services	N/A	N/A
31	Number of complying development certificates determined by Council	2.2	Soc	5 complying development certificates	3 complying development certificates	Trend	CIS	Development Services	N/A	N/A

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
32	Number of building certificates determined by Council	2.2	Soc	20 building certificates	12 building certificates	Trend	CIS	Development Services	N/A	N/A
33	Number of environmental health, building compliance and public safety inspections completed	2.2	Soc	958 inspections	1,024 inspections	1,379 inspections	CIS	Environmental and Building Compliance		100%
34	Percentage of residents satisfied with land use and quality of development	2.2	Soc	N/A	N/A	Improve	CIS	Development Services Strategic Planning	N/A	N/A
35	Percentage of businesses satisfied with land use and quality of development	2.2	Soc	N/A	N/A	N/A	CIS	Development Services Strategic Planning	N/A	N/A
36	Number of graffiti incidents removed	2.3	Soc	1,423 incidents	Trend	Trend	EPS	Works Engineering		100%
37	Number of properties signed up for graffiti removal program	2.3	Soc	20 properties	39 properties	71 properties	EPS	Works Engineering		100%
38	Percentage of residents satisfied with the cleanliness of local roads and footpaths	2.3	Soc	N/A	N/A	N/A	EPS	Environmental Services	N/A	N/A
39	Percentage of businesses satisfied with the cleanliness of local roads and footpaths	2.3	Soc	N/A	N/A	N/A	EPS	Environmental Services	N/A	N/A
40	Number of attendees at Streetscape Committee meetings	2.3	Soc	26 participants	80 participants	80 participants	EPS	Project Management		100%
41	Percentage of residents satisfied with retention of heritage items	2.4	Soc	N/A	N/A	N/A	CIS	Strategic Planning	N/A	N/A
42	Percentage of businesses satisfied with retention of heritage items	2.4	Soc	N/A	N/A	N/A	CIS	Strategic Planning	N/A	N/A

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
43	Percentage of residents satisfied with pedestrian and cycle paths	2.5	Soc	N/A	N/A	N/A	EPS	Traffic and Transport Operations	N/A	N/A
44	Percentage of residents satisfied with traffic flow throughout North Sydney	2.6	Soc	N/A	N/A	N/A	EPS	Traffic and Transport Operations	N/A	N/A
45	Percentage of businesses satisfied with traffic flow throughout North Sydney	2.6	Soc	N/A	N/A	N/A	EPS	Traffic and Transport Operations	N/A	N/A
46	Number of resident parking permits issued	2.7	Soc	N/A	4,788 permits	5, 933 permits	COS	Customer Services		100%
47	Number of metered on-street parking spaces provided	2.7	Soc	N/A	2,658 spaces	2,665 spaces	EPS	Traffic and Transport Operations		100%
48	Up time for parking meters	2.7	Soc	100%	96%	96%	EPS	Traffic and Transport Operations		100%
49	Up time for parking stations	2.7	Soc	100%	96%	96%	EPS	Works Engineering		100%
50	Percentage of residents satisfied with parking provision	2.7	Soc	N/A	N/A	N/A	EPS	Traffic and Transport Operations	N/A	N/A
51	Percentage of businesses satisfied with parking provision	2.7	Soc	N/A	N/A	N/A	EPS	Traffic and Transport Operations	N/A	N/A

na=not available
 N/A=not applicable
 Trend=no specific target
 Baseline=target to be determined following first information collection

Direction 3 Our Economic Vitality

Refer to pages 175-188 for full details of Council's performance under this Direction.

Council Services

The following Council services contribute to this Direction:

- Economic development
- Festivals and events
- Land use planning
- Mollie Dive Function Centre
- North Sydney Oval
- Outdoor dining permits
- Place management
- Tourist information and support

88,170 jobs, local government area

14, 405 businesses in local government area

50,000 The number of people that flock to North Sydney to study or go to work

Our Achievements

Implementing our Economic Development Strategy

Our Economic Development Strategy aims to encourage economic development of North Sydney.

The Economic Development Strategy helps create an environment which fosters innovation and develops successful businesses; a thriving economy which attracts skills, talent and investment; infrastructure that supports business productivity and growth; a business environment which is strong and globally competitive.

Guiding Growth and Development

The managed growth and development of North Sydney is being guided by Council's Local Environmental Plan to ensure it meets community and industry needs and expectations.

The Local Environmental Plan determines how and where development can occur. Council is required to update its Local Environmental Plan every 10 years.

Public Domain Improvement Program

Council continued to implement the North Sydney Public Domain Improvement Program upgrading public domain in North Sydney CBD, St Leonards and in Crows Nest at Pacific Highway and Willoughby Road and Ernest Place and Burlington Street.

Happiness Works Here Nth Syd

North Sydney has been relaunched as the destination for business and residents under a new brand. The brand centres on the tagline 'Happiness Works Here'.

For further information visit <http://nthsyd.com/>.

Business Support

North Sydney's local business community, as a key stakeholder, needs support to establish successful businesses while Council maintains the conditions and economic environment that support their growth. The Doing Business section on Council's website provides prospective and existing small business proprietors with practical assistance and offers support on a wide range of business-related issues.

Council continues to liaise on an ongoing basis with local businesses, potential new business operators and the local business chamber, through various forums. This assists Council in understanding business needs.

North Sydney Business Forums and Networking

Council holds Business Forums providing tips for small and medium business owners and operators on topics such as marketing, technology and networking.

The Better Business Partnership Program enables local participating businesses to identify strategies to build business resilience. Local companies are assisted with reducing their carbon footprint, business planning and reducing operating costs.

North Sydney Business e-Newsletter

The North Sydney e-News was distributed to local businesses and made available on the City's website throughout 2016/17. This is a monthly electronic publication focussing on business news, and outlines events and services of interest to the local business community.

Our Challenges

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

Disappointments

- Business After Hours function not held in 2016/17 due to lack of staff and resources. Event to be considered in 2017/18

Our Plans for the Year Ahead

- Council will continue its work to develop economic strength through Economic Development Strategy.
- Continue to implement CBD Marketing Plan

Our Performance

Direction 3 **Our Economic Vitality** ● 97%









Outcome: 3.1 Diverse, strong, sustainable and vibrant local economy ● 90%

Strategy: 3.1.1 Review planning controls regarding small bars and late night trading ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
3.1.1.1	Review planning controls regarding small bars and late night trading	3.1.1.1.1	Review planning controls relating to late night trading, extended trading hours and small bars	Eco	CIS	Strategic Planning	Q3 Yr 1	Q4 Yr 1	●	100%	This project completed in previous period
		3.1.1.1.2	Review and implement improvements to business development approval process	Eco	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	●	100%	
		3.1.1.1.3	Assess and process outdoor dining applications	Eco	EPS	Property Assets	Q1 Yr 1	Q4 Yr 4	●	100%	
		3.1.1.1.4	Collect baseline data for North Sydney CBD Parking Meter Trial	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q2 Yr 1	●	100%	This project completed in previous period

Strategy: 3.1.2 Encourage a diverse mix of businesses ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
3.1.2.1	Encourage economic development in business and retail centres	3.1.2.1.1	Prepare Economic Development Strategy	Eco	CIS	Strategic Planning	Q4 Yr 2	Q4 Yr 3	●	100%	This project completed in previous period
		3.1.2.1.2	Promote North Sydney as meetings, incentives, conference and events (MICE) destination	Eco	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
3.1.2.1.3	Explore feasibility of pop up shop initiatives in vacant premises	Eco	CLS	Community Development	Q3 Yr 1	Q2 Yr 2		100%	This project completed in previous period
3.1.2.1.4	Rename Mount Street Plaza as Brett Whiteley Place	Soc	EPS	Property Assets	Q1 Yr 1	Q1 Yr 1		100%	This project completed in previous period
3.1.2.1.5	Undertake Brett Whiteley Place, Elizabeth Plaza, Walker Street and Denison Street improvements	Soc	EPS	Engineering Infrastructure	Q3 Yr 1	Q4 Yr 4		100%	Brett Whiteley Place has reached practical completion. Elizabeth Plaza works has commenced and is due for completion in the 2nd quarter 2017/18.
3.1.2.1.6	Implement North Sydney CBD Public Domain Improvement Program	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4		100%	
3.1.2.1.7	Upgrade lighting in North Sydney CBD	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4		100%	
3.1.2.1.8	Implement traffic works in North Sydney CBD	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 4		100%	
3.1.2.1.9	Upgrade traffic control signals in the North Sydney CBD	Soc	EPS	Traffic and Transport Operations	Q1 Yr 3	Q4 Yr 4		100%	
3.1.2.1.10	Upgrade Berry Street, North Sydney	Soc	EPS	Traffic and Transport Operations	Q1 Yr 4	Q4 Yr 4		100%	This project completed in previous period

Strategy: 3.1.3 Expand employment growth capacity ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
3.1.3.1	Provide employment growth capacity	3.1.3.1.1	Ensure the LEP provides capacity for employment growth in North Sydney	Eco	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 1	●	100%	This project completed in previous period

Strategy: 3.1.4 Enhance relationships/partnerships with Chambers of Commerce and peak bodies representing local businesses ● 50%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
3.1.4.1	Work in partnership with local Chambers of Commerce	3.1.4.1.1	Host Business After Hours function	Eco	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q1 Yr 1	●	0%	This event was cancelled in 2016, consistent with cancellation in 2015. Event continuation to be reconsidered
							Q1 Yr 2	Q1 Yr 2			
							Q1 Yr 3	Q1 Yr 3			
							Q1 Yr 4	Q1 Yr 4			
							3.1.4.1.2	Partner with local Chambers of Commerce and peak bodies to deliver Business Network events			

Strategy: 3.1.5 Increase community engagement with landowners, businesses and other stakeholders to improve the CBD and commercial centres through strengthened economic activity ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
3.1.5.1	Increase community engagement with landowners, businesses and other stakeholders	3.1.5.1.1	Consider Economic Development function	Eco	CIS	Director City Strategy	Q1 Yr 3	Q4 Yr 3	● 100%	This project completed in previous period
3.1.5.2	Ensure that decision making in reference to the CBD respects the needs of surrounding residents and the natural environment	3.1.5.2.1	Prepare project-specific engagement strategies for all major projects and planning studies	Gov	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%	
		3.1.5.2.2	Support community impact statements referrals	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
3.1.5.3	Strengthen economic activity through marketing and promotion	3.1.5.3.1	Implement Banner Hire Program	Eco	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 3.2 North Sydney CBD is one of Australia's largest commercial centres ● 100%

Strategy: 3.2.1 Increase national and international exposure as a preferred location for business through appropriate branding ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
3.2.1.1	Develop criteria to attract and encourage businesses in the North Sydney CBD	3.2.1.1.1	Prepare North Sydney CBD Tenant Demand Study	Eco	CIS	Strategic Planning	Q1 Yr 1	Q1 Yr 1	●	100%	This project completed in previous period
		3.2.1.1.2	Prepare and implement North Sydney Centre Review	Eco	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 3	●	100%	This project completed in previous period
		3.2.1.1.3	Prepare and implement CBD Marketing Plan	Eco	CIS	Strategic Planning Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%	
		3.2.1.1.4	Conduct North Sydney Centre public domain audit	Eco	CIS	Strategic Planning	Q3 Yr 2	Q2 Yr 3	●	100%	This project completed in previous period

Strategy: 3.2.2 Ensure major infrastructure and public domain design contributes to North Sydney's business needs ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
3.2.2.1	Implement North Sydney CBD Public Domain Strategy	3.2.2.1.1	Prepare and implement Public Domain Style Manual in village centres across the local government area	Eco	EPS	Engineering Infrastructure	Q1 Yr 1	Q4 Yr 4	●	100%	

Outcome: 3.3 North Sydney is a place that attracts events ● 100%

Strategy: 3.3.1 Balance visitor impacts with residents' lifestyles and economic development ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
3.3.1.1	Balance visitor impacts with residents' lifestyles and economic development	3.3.1.1.1	Manage crowd safety and environmental impacts at New Year's Eve event	Soc	COS	Communications and Events	Q1 Yr 1	Q3 Yr 1	● 100%	This project completed in previous period
							Q1 Yr 2	Q3 Yr 2		
							Q1 Yr 3	Q3 Yr 3		
							Q1 Yr 4	Q3 Yr 4		
		3.3.1.1.2	Explore application of user pays for special/external events	Eco	COS	Financial Services	Q1 Yr 1	Q2 Yr 1	● 100%	This project completed in previous period
		3.3.1.1.3	Support Navy Centenary celebrations	Soc	OSE	North Sydney Oval and Function Centre	Q2 Yr 1	Q2 Yr 1	● 100%	This project completed in previous period




Strategy: 3.3.2 Attract major regional and sporting events ● 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
3.3.2.1	Implement Mollie Dive Function Centre Business Plan	3.3.2.1.1	Secure major regional and sporting events to North Sydney Oval, including state and national titles	Eco	OSE	North Sydney Oval and Function Centre	Q1 Yr 1	Q4 Yr 4	● 100%	
		3.3.2.1.2	Secure major non-sporting events to North Sydney Oval	Eco	OSE	North Sydney Oval and Function Centre	Q1 Yr 1	Q4 Yr 4	● 100%	


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	3.3.2.1.3	Develop and implement a new North Sydney Oval Business Plan	Eco	OSE	North Sydney Oval and Function Centre	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period

Strategy: 3.3.3 Foster partnerships with other governments and businesses to deliver an annual events calendar 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment	
3.3.3.1	Prepare and implement Public Events Strategy	3.3.3.1.1	Consider dedicated Event Management position	Eco	GM	General Manager	Q1 Yr 1	Q1 Yr 1		100%	This project completed in previous period
		3.3.3.1.2	Prepare and implement Events Strategy	Soc	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4		100%	
		3.3.3.1.3	Hold Spring into Jazz events	Soc	COS	Communications and Events	Q1 Yr 1	Q2 Yr 1		100%	This project completed in previous period
							Q1 Yr 2	Q2 Yr 2			
Q1 Yr 3	Q2 Yr 3										
Q1 Yr 4	Q2 Yr 4										
3.3.3.1.4	Hold Twilight Food Fair	Soc	COS	Communications and Events	Q2 Yr 1	Q3 Yr 1		100%			
					Q2 Yr 2	Q3 Yr 2					
					Q2 Yr 3	Q3 Yr 3					
					Q2 Yr 4	Q3 Yr 4					



4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
	3.3.3.1.5	Host Open Air Cinema at North Sydney Oval	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 1	Q3 Yr 1	 100%	
						Q1 Yr 2	Q3 Yr 2		
						Q1 Yr 3	Q3 Yr 3		
						Q1 Yr 4	Q3 Yr 4		
	3.3.3.1.6	Hold Art Along the Boardwalk	Soc	COS	Communications and Events	Q4 Yr 1	Q4 Yr 1	 100%	This project completed in previous period
						Q4 Yr 2	Q4 Yr 2		
	3.3.3.1.7	Hold Sculptures at Sawmiller Reserve	Soc	COS	Communications and Events	Q2 Yr 1	Q3 Yr 1	 100%	This project completed in previous period
						Q2 Yr 3	Q3 Yr 3		



Strategy: 3.3.4 Identify opportunities for cultural, entertainment and public art activities in the commercial centres  100%



4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
3.3.4.1	Identify opportunities for cultural, entertainment and public art activities in the commercial centres	3.3.4.1.1	Soc	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	 100%	
	Host events in Brett Whiteley Place								

Strategy: 3.3.5 Market North Sydney as a destination of choice to international and domestic visitors

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
3.3.5.1	Ensure planning for high profile tourism areas considers and protects the environment and residential amenity	3.3.5.1.1	Manage and promote open space and foreshore access	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4		100%	
3.3.5.2	Develop and implement Tourism Strategy	3.3.5.2.1	Work with Destination NSW to improve the availability of information about tourism within the LGA	Soc	GM	General Manager	Q4 Yr 1	Q4 Yr 4		100%	

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
52	Percentage of businesses that feel North Sydney is a good place to do business	3.1	Eco	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
53	Percentage of residents satisfied with the look and amenity of North Sydney	3.1	Soc	N/A	N/A	N/A	EPS	Engineering Infrastructure Works Engineering	N/A	N/A
54	Percentage of businesses satisfied with the look and amenity of North Sydney	3.1	Soc	N/A	N/A	N/A	EPS	Engineering Infrastructure Works Engineering	N/A	N/A
55	Number of outdoor dining permits issued	3.1	Soc	192 permits	186 permits	Trend	EPS	Property Assets	N/A	N/A
56	Percentage of outdoor dining areas inspected in accordance with schedule	3.1	Soc	100%	100%	100%	CIS	Ranger and Parking Services		100%
57	Number of events held at North Sydney Oval	3.3	Eco	84 events	124 events	100 events	OSE	North Sydney Oval and Function Centre		100%

Key Performance Indicator		Related Outcome	QBL Link	Q4 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
58	Number of attendees at events held at North Sydney Oval	3.3	Eco	44,692 attendees	32,500 attendees	65,000 attendees	OSE	North Sydney Oval and Function Centre		100%
59	Number of attendees at community events	3.3	Eco	12,000 attendees	4,500 attendees	9,000 attendees	COS	Communications and Events		100%

na=not available
 N/A=not applicable
 Trend=no specific target
 Baseline=target to be determined following first information collection

Direction 4 Our Social Vitality

Refer to pages 189-236 for full details of Council's performance under this Direction.

Council Services

The following Council services contribute to this Direction:

- Aboriginal heritage
- Aged services
- Art gallery/exhibition space
- Arts and cultural development
- Children's services/child care
- Citizenship ceremonies
- Community centres and halls
- Community information
- Community grants
- Community housing
- Community safety
- Community transport
- Festivals and events
- Historical services
- Home and Community Care (HACC)
- Immunisation
- Inclusion (access and disability) services
- Local emergency management
- Museums
- North Sydney Heritage Centre
- North Sydney Olympic Pool
- North Sydney Oval
- Recreational planning
- Road safety
- Social/cultural development
- Skate Plaza
- Stanton Library
- Volunteering
- Youth Services

937 people who became Australian Citizens

41 groups assisted by annual Community Grants

75 youth attended youth centre (average per week)

422,459 visitors to Stanton Library

562,303 Stanton Library loans

24,951 Stanton Library members

1 library

12 community centres

1 art gallery

2 major sport complexes

1,982 environmental health, building compliance and public safety inspections

Our Achievements

Community Events

Council produces a number of events designed to boost North Sydney's cultural and economic vitality. The annual program of events includes Australia Day BBQ by the Bridge, Spring into Jazz, Guringai Festival, Crows Nest Festival, Heritage Festival, Coal Loader Artisan Market, Bradfield Bark and Twilight Food Fair. Council also supports Precinct Committees to hold street parties.

Volunteers

Council is fortunate to have volunteers assisting in a number of areas supporting its capacity to deliver a range of services and programs. Some of the areas in which volunteers provide assistance include environmental management, community engagement through reference groups and Precinct Committees, aged care and delivered meals, community centres and environment related community events. Council funds community groups that are largely made up of volunteering organisations through its community grants program. Volunteers are recognised for their dedication through Council's annual volunteer recognition dinner.

Multicultural Services and Programs

A role of Council is to promote services and access to services for people with diverse cultural and linguistic backgrounds.

During 2016/17 Council supported and organised a number of events for CALD groups within North Sydney. Key CALD events included Harmony Day celebrations, the Guringai Festival and NAIDOC Week.

In addition to these events, a number of CALD programs were also supported including the Crows Nest Centre's Migrant Settlement Service. Services range from case work support, information sessions, an enquiry service and English language classes.

The Lower North Shore Multicultural Disability Services Seminars and Expo was organised by the Lower North Shore Multicultural Network and partners from other councils, service providers and State and Federal Government departments. A series of seminars were held in November in Korean, Mandarin, Japanese, Farsi/Dari, Cantonese and English covering topics on disability, carer and family support, Centrelink assistance and the National Disability Insurance Scheme (NDIS). The Expo gave the public an opportunity to meet service providers and provide information on local disability services.

Council also partners with the Lower North Shore Multicultural Network to produce the popular Migrant Services Quick Reference Guide which is available in five community languages - traditional Chinese, Japanese, Spanish, Korean and Farsi. The new Guide to Renting for New Arrivals, an infographic brochure with useful information about becoming a new tenant and where to get assistance has also been produced. Both guides are available on Council's website.

Council works with the Lower North Shore Inclusion support team to promote the inclusion in mainstream child care services of children from non English speaking backgrounds and children from Aboriginal and Torres Strait Islander, and South Sea Islander descent.

Council provides accommodation and resource support to Sydney Multicultural Services, a community based not for profit organisation, specialising in service provision for Culturally and Linguistically Diverse (CALD) communities. They have an office in the North Sydney Family Day Care Centre.

Council is a member of the Refugee Welcome Zone initiative and signed the Refugee Welcome Scroll, an initiative of the Refugee Council of Australia. Council also supports local organisations doing practical work with refugees and new arrivals to Australia. For example,

the North Sydney Community Centre organises for food and household donations to be given to refugees.

Council participated in the very successful lower north shore event 'Refugee and Migrant Voices' Community Forum held on 22 June 2017 during Refugee Week with Refugee Week Ambassador, Renata Kaldor the Keynote Speaker. Renata established the UNSW Andrew and Renata Kaldor Centre for Refugee Law.

Council also provides affordable spaces for culturally diverse recreational pursuits such as the North Sydney Prayer Group and Chinese Frail Aged and Carers at the Kirribilli Neighbourhood Centre.

Stanton Library provides access to collections of materials in languages other than English including books, magazines and DVDs. Stanton Library also hosts monthly an ESL (English-as-a-second language) Book Club addressing issues of language proficiency and social isolation.

Council also provides translation services and language assistance through the Translating and Interpreting Service (TIS). Council also provides the Waste Services Guide and North Sydney Art and Culture Guide in community languages.

Council has developed Aboriginal and Torres Strait Islander Cultural Protocol Guidelines and trained staff in Aboriginal cultural appreciation.

Refer to Access and Equity Activities below for additional details of activities to develop and promote services and programs that provide for the needs of people with diverse cultural and linguistic backgrounds and Aboriginal and Torres Strait Islander People.

Public Art Trail

Council completed its public art trail which spans 18 sites including Luna Park, the 'Comic Walk' on Peter Kingston Walkway in Lavender Bay, sculptures in Wendy's Secret Garden and Clark Park, and the historic Royal Art Society in Walker Street North Sydney.

Several major artworks are located within the North Sydney including at the corner of Pacific Highway and Blue and Walker Streets, Coca Cola Place, Mary McKillop Place and the Australian Catholic University.

A free Public Art Trail digital walking tour app was launched in 2016. The digital tour can be walked in three hours and started at any stop on the trail. Stops are marked with a North Sydney Public Art Trail sign post which incorporates information about the site and braille for the visually impaired.

North Sydney's Heritage

Showcasing our heritage, the North Sydney Heritage Centre continued to provide access to information and cultural material about the people and places that make up North Sydney. In 2016/17 there were 331 visitors to Council operated museums.

Council continues to support the protection of non-Aboriginal heritage through land use planning and professional advice.

The Aboriginal Heritage Office is a joint initiative of Kuringai, Lane Cove, Manly, North Sydney, Pittwater, City of Ryde, Warringah and Willoughby Council and is supported by the NSW Office of Environment and Heritage and the Commonwealth Sustainability, Environment, Water, Population and Communities. The Aboriginal Heritage Office works to ensure the protection of Aboriginal sites and cultural heritage.

There are 81 Aboriginal sites in the local government area.

North Sydney Local Studies Collection

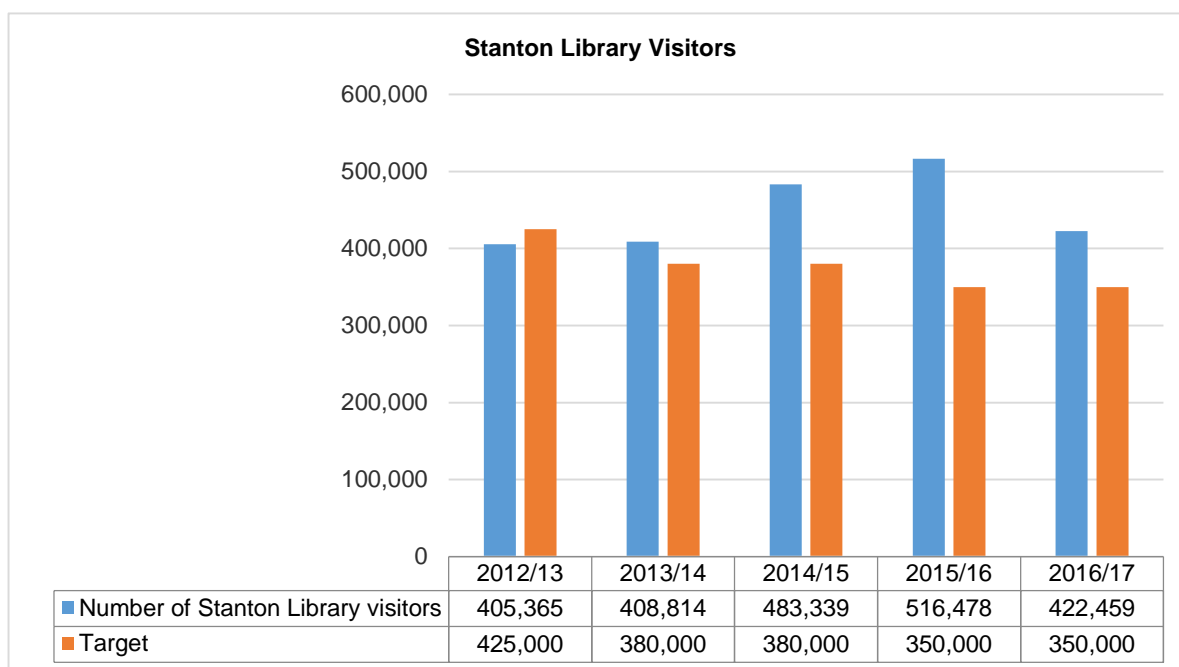
The objective of the local studies collection is to ensure that information about the municipality is collected, preserved and organised for access and availability and to complement the information available in Council's archives.

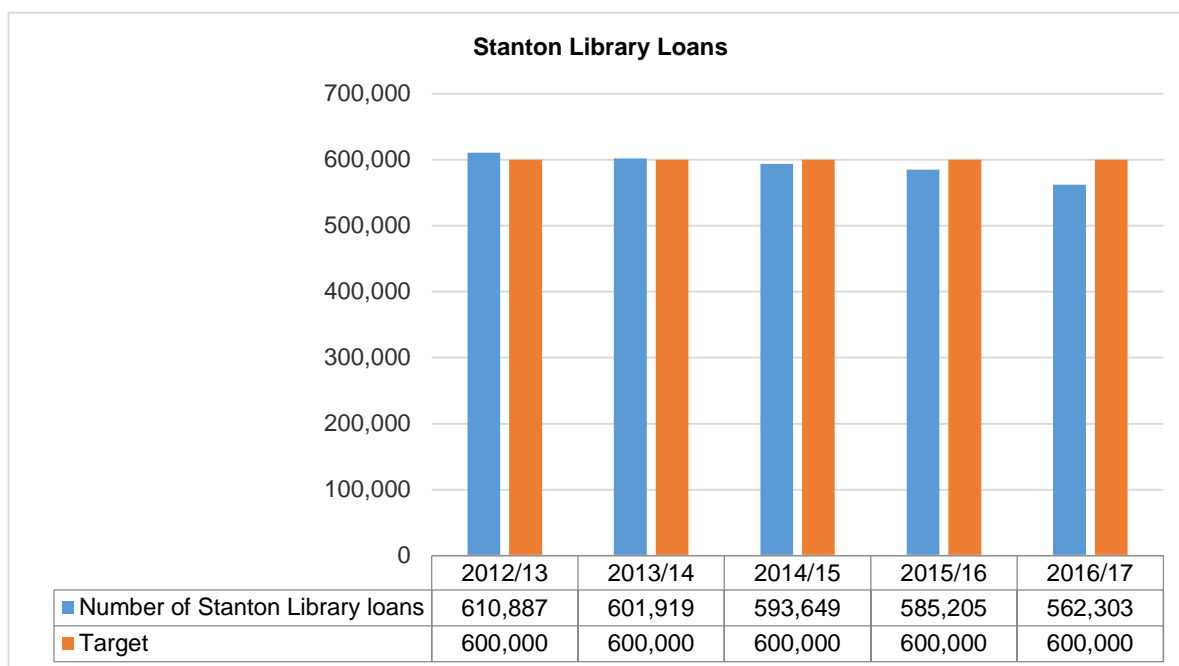
Stanton Library

Stanton Library is not only a valued learning and resource centre - one of the top 15 most used libraries in the state – but contributes to quality of life, providing valuable social interaction for residents.

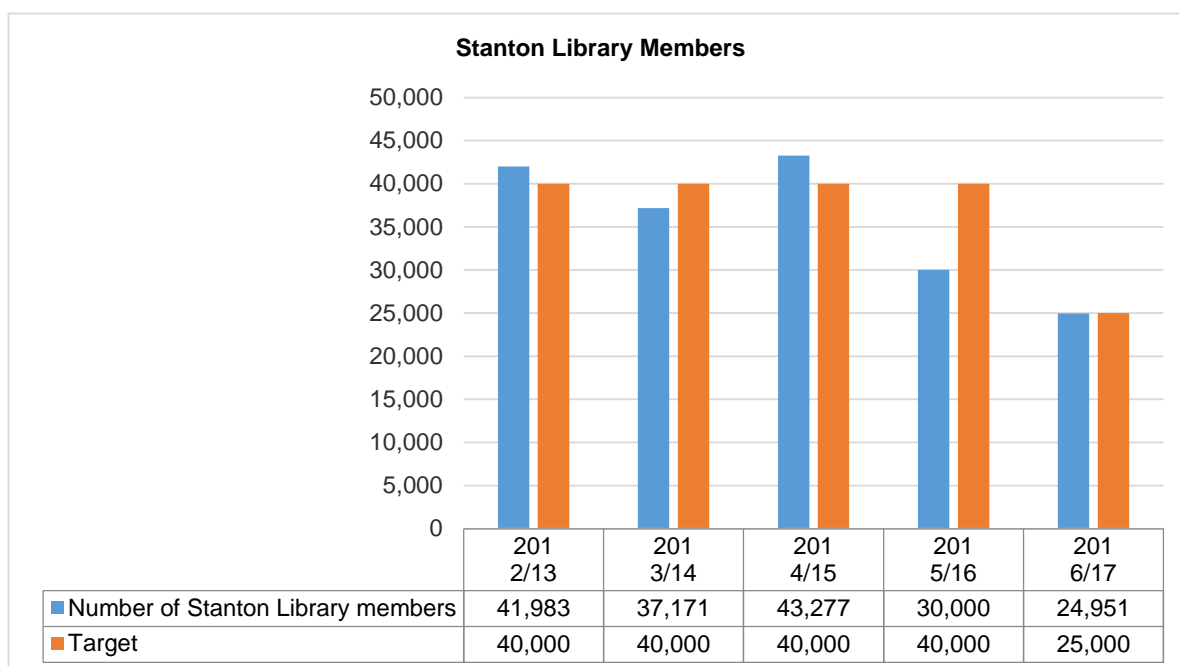
In addition to book loans Council's library service also offers free internet access and loan items such as CDs, DVDs, MP3s, newspapers, magazines and downloadable e-audio books.

In 2014/15 Stanton Library welcomed 422,459 visitors and loaned 562,303 items. The number of people attending Stanton Library continues to exceed targets, indicating the important role Stanton Library plays as a community hub.





Stanton Library continues to be one of North Sydney’s most popular community facilities with its membership at 30,000 for 2015/16. An estimated 31 per cent of residents in the municipality are members of Stanton Library.



Library web hits continued to be high with library users taking the opportunity to research, renew and reserve items online.

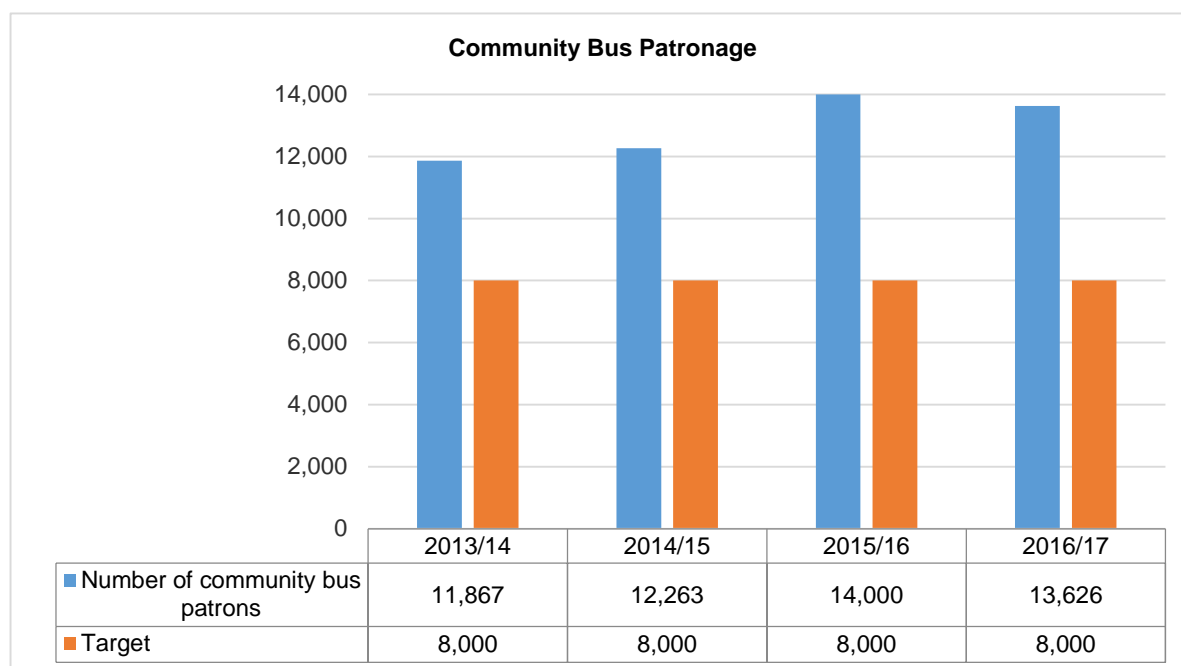
Lifelong Learning Program

Stanton Library offers educational and social learning for all ages. Activities and events hosted at the library have an educational and social learning focus for all ages and include preschool storytime - a program for reading development for preschoolers which includes stories, music, songs and rhymes, holiday activities, Children’s Book Week, Nan Manfield

Young Writers Award, Summer Reading Club and meet the author events. Stanton also holds a number of lifelong learning resources including a Plain English legal toolkit.

Community Bus Service

Council provides a community bus service to destinations within the local government area, for residents who have difficulty using normal transport services. The service is operated by Lower North Shore Community Transport. Patronage of community bus during the year was 13,626.



Children, Youth and Families

Council promotes and facilitates services and programs in partnership with family service providers to meet the needs of children, youth and families in North Sydney.

Council continued to provide support to children's services through sponsorship and management of North Sydney Family Day Care, Greenwood Long Day Care Centre, and the immunisation program.

Council's Children's Services Strategic Plan includes strategies to meet community child care needs.

All of Council's childcare centres are accredited and qualified under the National Quality Frameworks.

Council held its North Sydney Children's Festival on 22 October 2016. The event featured free activities and entertainment for families.

Council continued to provide the Planet X Youth Centre as a place for young people aged 12 to 18 who are living, working or studying in the North Sydney area to socialise.

Council runs programs and activities for children and young people during school holidays.

Council also networks with other councils and community providers and disseminates information on available support services and programs within the community.

To celebrate National Youth Week, Council supported the Shoreshocked live music festival on 1 April 2017.

Council has also continued to advocate for affordable, accessible services for the entire community.

Refer to Access and Equity Activities below for additional details of activities to develop and promote services and programs that provide for the needs of children, families and youth.

For further information on the programs offered by Council or to find out what services are available within the community call Council's Customer Service Centre or visit Council's website.

Seniors and Disability

Council supports older people, people with disability and carers living in the community. Council supports programs in the North Shore which support these groups, such as Seniors Week, and provides information and referral services.

Council has developed a seniors activities program offering a range of activities to the over 50s which support positive ageing and wellbeing.

Refer to Access and Equity Activities below for additional details of activities to develop and promote services and programs that provide for the needs of older people and people with a disability.

Council's Older Person's Plan includes strategies to assist and support older people to continue to live successful and active lives in their local community. The community has 12 community centres that provide a range of programs for seniors.

As part of Council's Access and Inclusion Plan, significant changes have been achieved such as upgrades to parks and reserves, modifications to services, facilities and neighbourhoods for people with a disability and raising awareness among employees, and contractors and ensure they are responsive to the needs of people with a disability.

For further information on the programs offered by Council or to find out what services are available within the community call Council's Customer Service Centre or visit Council's website.

Access and Equity Activities

Access and equity activities and strategies are those which benefit the broad community (eg designing and promoting safe public spaces, improving leisure opportunities and cultural development) and/or particular groups of people (eg expanding the number of playgroups). Council remains committed to social justice principles by ensuring all community members have equitable access to services and infrastructure regardless of ethnicity, culture, age, gender, sexual preference, disability or economic background.

The following outlines Council's activities in carrying out access and equity.

Activity	Status
Aboriginal and Torres Strait Islander People	
Protect and maintain sacred and Historic sites	Ongoing
Contribute to salary for subregional Aboriginal Heritage Officers	Ongoing
Make available Aboriginal History of North Sydney	Ongoing
Participate in the annual Guringai Festival	Ongoing
Children and Families	
Coordinate and support Family Day Care	Ongoing
Support early childhood initiatives	Ongoing
Support playgroups and Occasional Care services	Ongoing
Operate and support affordable Long Day Care	Ongoing

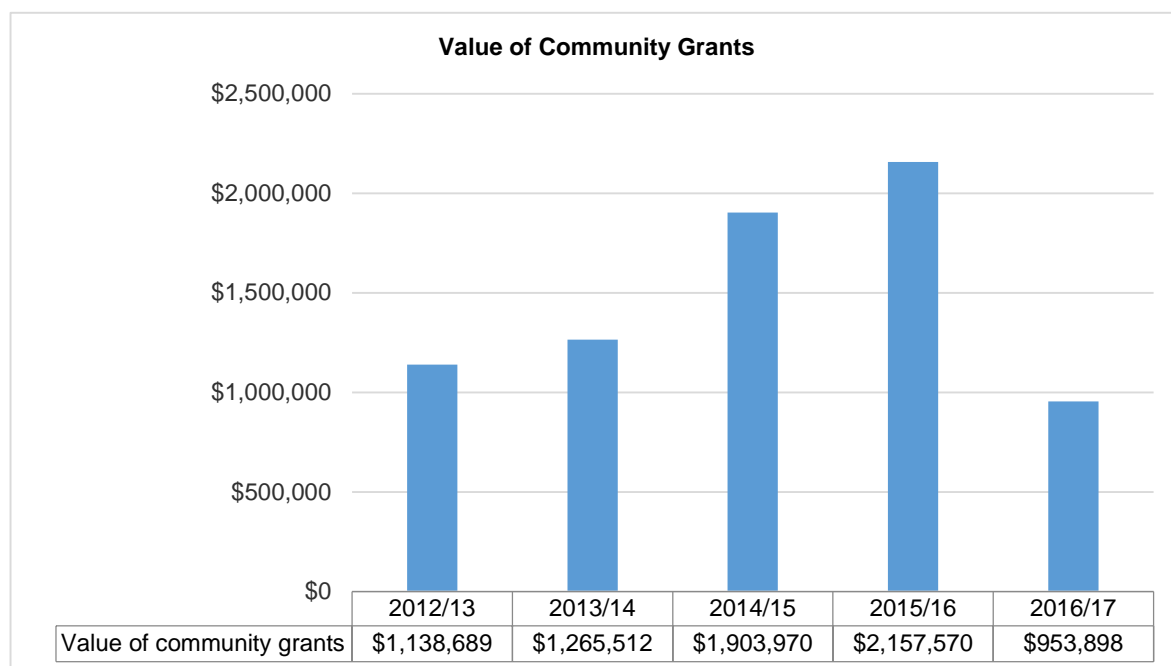
Older People	
Fund bus service for transport disadvantaged – scheduled runs	Ongoing
Fund individual transport needs through Council Cab and Easy Rider Service	Ongoing
Support the North Sydney Men's Shed	Ongoing
Support Senior Citizens (Neutral Bay)	Ongoing
Support University of the Third Age (McMahons Point)	Ongoing
Falls Prevention through North Sydney community Centre	Ongoing
Support a range of services and activities for older people, particularly through the Crows Nest Centre, Kirribilli Centre, and the Waverton Hub	Ongoing
People with Disabilities	
Support Lower North Shore Parkinsons Support Group & the DARTs Bus	Ongoing
Adopt Disability Inclusion Action Plan	Completed
Implement Homelessness Strategy	Ongoing
Implement Severe Domestic Squallor protocol	Ongoing
Wellbeing programs with the Arts team and local public housing tenants	Ongoing
Women	
Celebrate International Women's Day	Ongoing
Celebrate Anti-Domestic Violence Love Bites program	Ongoing
Support Lower North Shore Domestic Violence Network	Ongoing
Support Relationships Australia service through accommodation	Ongoing
Support Blue Knot Foundation counselling through accommodation	Ongoing
Youth	
Maintain North Sydney Skate Plaza	Ongoing
Provide a Youth Centre and associated services	Ongoing
Celebrate Youth Week through a major event	Ongoing
Support and work with local Youth Refuges and Support Services	Ongoing
Work with local schools to deliver anti domestic violence and drug and alcohol management programs	Ongoing
People from Culturally and Linguistically Diverse Backgrounds	
Ensure Council activities and services are accessible to the multicultural community	Ongoing
Provide a community language and English Development collection through the Stanton Library	Ongoing
Translate key council information	Ongoing
Celebrate Key CALD festivals or Special days	Ongoing
Incorporate CALD communities in Council's Arts and Cultural program	Ongoing
All Population Groups	
Retention and provision of affordable housing	Ongoing
Access to Council information	Ongoing
Plain language documents	Ongoing
Open government	Ongoing
Cultural development	Ongoing
Identify and conserve heritage and cultural resources	Ongoing
Support a network of community centres	Ongoing
Facilitate access to information	Ongoing
Meet outdoor recreation and leisure needs	Ongoing

Grants and Donations

Council offers a range of opportunities for groups and individuals who live in and service the municipality to apply for financial assistance.

Council's annual community grants program supports community groups and not-for-profit organisations to deliver services, programs, special events and other activities which meet identified community priorities that benefit the North Sydney community. During 2016/17 the program allocated \$953,898 to community organisations. The program seeks to align funding support with Council's strategic direction.

Council also provides support to community organisations which provide a wide range of services to residents and visitors, through donations and subsidies.



In 2016/17 the following was provided in grants, donations and subsidies:

Beneficiary	Amount (\$)
Assisted Community Living Limited	1,000
Celtic Festival	2,800
Church by the Bridge	1,800
CMS Musical Society	1,500
CNC Computer Club	1,000
Cremorne and Crows Nest Early Childhood Centres (parents)	37,643
Crows Nest Centre	383,990
Crows Nest Centre	42,665
Crows Nest Centre	1,000
Crows Nest Mainstreet (Crows Nest Fair)	72,857
DARTS Bus	12,756
Early Education Clinic	10,085
Ensemble Theatre	3,600
Father Tony's Christmas Day Lunch	1,500
Indoor Sports Centre	25,964
Kelly's Place Children's Centre	500
Kelly's Place Childrens Centre	8,509
Kidsnest Crows Nest Occasional Care	6,000
Kidsnest Crows Nest Occasional Care	1,200
Kirribilli Centre	1,000
Kirribilli Centre	30,700
KYDS Youth Development Service Incorporated	500
LNS Domestic Violence Network	2,000
Local Volunteers (recognition event)	9,078
McMahons Point Preschool and Long Day Care	9,000
Neutral Bay Community Centre	1,200
North Sydney Community Centre	500
North Sydney Community Centre (includes parking subsidy)	112,433
North Sydney Men's Shed	3,702
North Sydney RSL Sub-Branch	500
North Sydney Symphony Orchestra	4,400
North Sydney Youth Orchestra	2,200
Northside Baptist Church	2,000
Northside Community Forum Limited	2,000
Nutcote Trust (Childrens Museum)	63,520
Pensioner XMAS relief and dinners	10,854

Persian Morning Tea Group CNC	1,000
Phoenix House	1,000
Phoenix House	1,500
Phoenix House Youth Services	2,000
Reach your Potential Workshops for Migrants CNC	2,000
Royal Art Society	5,300
St Mary's Refuge	20,124
St Vincent de Paul	2,000
Story to Screen program (local school children)	17,107
Taldumande Youth Refuge	3,700
Taldumande Youth Services	2,000
The Kirribilli Centre (Community Connecting Choir)	2,000
The Kirribilli Centre (Music and Movement)	1,500
Waverton Hub	2,300
Zonta Club of North Sydney Breakfast	1,600
Total	953,898

Community Information Services

Council's waste management brochure was translated into Chinese and Japanese. The Children's Services Guide and community centres, What On and immunisation brochures are available in Chinese, Japanese and Korean.

Community Safety

Council continued to implement our Community Safety Action Plan. The Plan identifies the programs and strategies to promote safety for the community by working in partnership with law enforcement agencies and community organisations. Programs included crime prevention measures such as improved lighting and visibility in provision of local facilities.

Road Safety

In 2016/17 Council undertook road safety campaigns targeting pedestrians and learner and elderly drivers.

Affordable Housing

Council implemented its Affordable Housing Strategy in 2016/17. The aim of the strategy is to maintain and increase the amount of affordable rental stock in North Sydney LGA and ensure the long term sustainability of Council's involvement in affordable housing.

Use of Facilities

Ongoing management and focused marketing of North Sydney Olympic Pool will continue to encourage public use of the facilities and meet performance targets for attendance and revenue.

Our Challenges

- An increase in the demand for Council services due to the shift in demographics; particularly the ageing population
- Increasing risk of social isolation as social bonds are weakened and people become more disconnected from others
- The declining affordability of local housing
- Children's services development and usage continues to be affected by increased demand that could not be met within available resources, government freeze on the funding of additional services, and policy changes, particularly a move toward

accreditation and increasing regulation. Within this climate, North Sydney Council has continued to advocate for affordable, accessible services for the entire community

- Managing increased challenges faced by young people with mental health issues

Disappointments








- Upgrade of McMahon's Point Child Care Centre was delayed for reasons outside Council's control. Project is now expected to be completed in 2017/18
- Installation of accessible path at Forsyth Park Community Centre was deferred by Council pending reconsideration of process
- Residents serviced by Home Library Service did not meet target. Results reflect change in measurement to not include lapsed memberships.

Our Plans for the Year Ahead

- Review and implement Children's Services Strategic Plan
- Implement Arts and Cultural Development Strategic Plan
- Implement Community Safety Plan
- Implement Disability Inclusion Plan
- Implement Stanton Library Masterplan Stage 1 (Part 2)
- Manage the restructure of Shorelink with Willoughby City Council's departure
- Restore Primrose Park Art and Craft Centre
- Upgrade equipment and playgrounds at community centres
- Upgrade equipment and furniture at Planet X Youth Centre
- Launch refurbished Don Bank Museum in conjunction with Australian Catholic University
- Council will continue to work on its various community programs including vacation care, Planet X Youth Centre, Creating Wellbeing, Men's Shed and community safety
- Continue to ensure local communities are connected through knowledge and information
- Develop a place making policy and framework





Our Performance




Direction 4	Our Social Vitality	 100%
Outcome: 4.1	North Sydney community is connected	 100%
Strategy: 4.1.1	Engage and connect communities through placemaking	 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.1.1.1	Develop and implement placemaking projects	4.1.1.1.1	Establish a place-making framework	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		4.1.1.1.2	Consult and measure level of community connectedness	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		4.1.1.1.3	Prepare community guide to placemaking	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period
		4.1.1.1.4	Develop Welcome Kit for new residents	Soc	CLS	Community Development	Q1 Yr 3	Q4 Yr 3		100%	This project completed in previous period
		4.1.1.1.5	Develop a placemaking policy	Soc	CIS	Integrated Planning and Special Projects	Q1 Yr 3	Q4 Yr 3		100%	This project completed in previous period
		4.1.1.1.6	Review placemaking Framework	Soc	CLS	Community Development	Q1 Yr 4	Q4 Yr 4		100%	
		4.1.1.1.7	Measure level of community connectedness	Soc	CLS	Community Development	Q1 Yr 4	Q4 Yr 4		100%	This project completed in previous period

Strategy: 4.1.2 Promote active and diverse street life, including markets, street parties and fairs using streets, laneways and public spaces


100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
4.1.2.1	Hold community events	4.1.2.1.1	Prepare and distribute Arts and Culture in North Sydney brochure	Soc	CLS	Community Development	Q2 Yr 1	Q3 Yr 1		100%	This project completed in previous period
							Q2 Yr 2	Q3 Yr 2			
							Q2 Yr 3	Q3 Yr 3			
							Q2 Yr 4	Q3 Yr 4			
4.1.2.1.2	Support and promote local markets	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%			
4.1.2.1.3	Hold Guringai Festival	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1		100%	This project completed in previous period		
					Q1 Yr 2	Q1 Yr 2					
					Q1 Yr 3	Q1 Yr 3					
					Q1 Yr 4	Q1 Yr 4					
4.1.2.1.4	Hold Children's Festival	Soc	CLS	Community Development	Q2 Yr 1	Q2 Yr 1		100%	This project completed in previous period		
					Q2 Yr 2	Q2 Yr 2					

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
					Q2 Yr 3	Q2 Yr 3		
					Q2 Yr 4	Q2 Yr 4		
	4.1.2.1.5 Hold Christmas community art project	Soc	CLS	Community Development	Q2 Yr 1	Q2 Yr 1	 100%	This project completed in previous period
					Q2 Yr 2	Q2 Yr 2		
					Q2 Yr 3	Q2 Yr 3		
					Q2 Yr 4	Q2 Yr 4		
	4.1.2.1.6 Hold Australia Day Community Awards	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1	 100%	
					Q3 Yr 2	Q3 Yr 2		
					Q3 Yr 3	Q3 Yr 3		
					Q3 Yr 4	Q3 Yr 4		
	4.1.2.1.7 Celebrate 'Neighbour Day' through the Community Precinct System	Soc	CIS	Integrated Planning and Special Projects	Q3 Yr 1	Q3 Yr 1	 100%	
					Q3 Yr 2	Q3 Yr 2		

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
					Q3 Yr 3	Q3 Yr 3		
					Q3 Yr 4	Q3 Yr 4		
	4.1.2.1.8 Participate in Vivid Sydney	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 1	 0%	No activity this period
					Q4 Yr 2	Q4 Yr 2		
					Q4 Yr 4	Q4 Yr 4		

Strategy: 4.1.3 Improve social inclusion

 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
4.1.3.1	Work with local service providers to identify the causes of social isolation and lessen its affects	4.1.3.1.1	Deliver, support and promote activities which encourage social inclusion	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	 100%

Outcome: 4.2 North Sydney community is diverse ● 100%


Strategy: 4.2.1 Facilitate and support local cultural groups and community organisations ● 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.2.1.1	Facilitate and support local cultural groups and community organisations	4.2.1.1.1	Partner with Lower North Shore Multicultural Network on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	
		4.2.1.1.2	Work in partnership with local schools to deliver community projects and cultural activities	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 4.2.2 Celebrate diversity within the community ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.2.2.1	Celebrate diversity through community events	4.2.2.1.1	Celebrate and promote Harmony Day	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1	●	100%	
							Q3 Yr 4	Q3 Yr 4			
		4.2.2.1.2	Explore feasibility of local celebrations for Chinese New Year and Lunar New Year	Soc	COS	Communications and Events	Q1 Yr 1	Q1 Yr 2	●	100%	This project completed in previous period
4.2.2.2	Hold citizenship ceremonies	4.2.2.2.1	Hold citizenship ceremonies	Soc	GMO	Executive Services	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 4.2.3 Provide translated community information

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.2.3.1	Provide translated community information	4.2.3.1.1	Update and promote translated community information	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	 100%	

Outcome: 4.3 Enhanced arts and cultural programs and facilities ● 100%

Strategy: 4.3.1 Implement and promote a diverse range of arts and cultural programs and facilities ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.3.1.1	Implement Arts and Cultural Strategic Plan	4.3.1.1.1	Review and implement Arts and Cultural Strategic Plan	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.3.1.1.2	Conduct North Sydney Art Prize	Soc	CLS	Community Development	Q2 Yr 2	Q3 Yr 2	● 100%	
							Q2 Yr 4	Q3 Yr 4		
		4.3.1.1.3	Conduct Story to Screen Program	Soc	CLS	Community Development	Q2 Yr 1	Q2 Yr 1	● 100%	
							Q2 Yr 2	Q2 Yr 2		
							Q2 Yr 3	Q2 Yr 3		
							Q2 Yr 4	Q2 Yr 4		
4.3.1.1.4	Conduct Creating Wellbeing Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%			
4.3.1.1.5	Implement Arts and Culture Forum	Soc	CLS	Community Development	Q3 Yr 2	Q4 Yr 2	● 100%			
4.3.1.1.6	Implement Cultural Forum Action Plan and Policy	Soc	CLS	Community Development	Q2 Yr 4	Q4 Yr 4	● 100%			
4.3.1.2	Promote local arts facilities and programs	4.3.1.2.1	Support and promote local arts groups/organisations and activities	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
		4.3.1.2.2	Host Coal Loader Artisan Markets	Soc	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 4.3.2 Provide access to visual arts studio and exhibition spaces 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.3.2.1	Coordinate artists/writers studio and residency programs	4.3.2.1.1	Implement Primrose Park Arts and Craft Centre program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	This project completed in previous period
		4.3.2.1.2	Implement Don Bank Writers Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.3.2.1.3	Implement Coal Loader Artists Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	This project completed in previous period
		4.3.2.1.4	Refurbish Primrose Park Arts and Craft Centre	Soc	CLS	Community Development	Q3 Yr 1	Q4 Yr 4		100%	
		4.3.2.1.5	Refurbish Don Bank Heritage Centre	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4		100%	
		4.3.2.1.6	Conduct access works at Primrose Park Art and Craft Centre	Soc	CLS	Library Services	Q2 Yr 4	Q4 Yr 4		100%	

Strategy: 4.3.3 Explore temporary use of unused commercial spaces as affordable exhibition spaces for artists and cultural groups 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.3.3.1	Investigate opportunities for use of unused commercial spaces as affordable/temporary exhibition spaces	4.3.3.1.1	Implement pop up exhibition spaces program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	


Strategy: 4.3.4 Implement public art initiatives

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.3.4.1	Implement Public Art Program	4.3.4.1.1	Implement public art on utility boxes project	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 1		100%	
		4.3.4.1.2	Investigate and implement options for 'Inside Out Cubes' project	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.3.4.1.3	Investigate options for additional public/community art project	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 4		100%	
		4.3.4.1.4	Implement public art trail	Soc	CLS	Community Development	Q1 Yr 3	Q4 Yr 4		100%	

Strategy: 4.3.5 Identify opportunities for delivery of cultural programs through community centres

 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.3.5.1	Establish partnerships to coordinate and support cultural development	4.3.5.1.1	Participate in professional/regional programs and networks	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	






Outcome: 4.4 North Sydney's history is preserved and recognised ● 100%

Strategy: 4.4.1 Protect and maintain sacred and historic sites ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.4.1.1	Promote access to local history through North Sydney Heritage Centre, local museums and signage	4.4.1.1.1	Prepare St Thomas Rest Park and Sextons Cottage Conservation Plan	Soc	CLS	Library Services	Q1 Yr 1	Q2 Yr 1	● 100%	This project completed in previous period
		4.4.1.1.2	Implement exhibition program	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.4.1.1.3	Add items to local studies collection	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.4.1.1.4	Facilitate re-establishment of RSL and memorabilia	Soc	CLS	Library Services	Q2 Yr 1	Q2 Yr 1	● 100%	This project completed in previous period
		4.4.1.1.5	Implement St Thomas Park Conservation Management Plan	Soc	CLS	Library Services	Q2 Yr 4	Q2 Yr 4	● 100%	
4.4.1.2	Maintain heritage monuments owned and managed by Council	4.4.1.2.1	Maintain heritage monuments owned and managed by Council	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.4.1.2.2	Implement Conservation Plan of Management	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 2	● 100%	This project completed in previous period
4.4.1.3	Preserve local sites of Aboriginal significance	4.4.1.3.1	Implement Aboriginal heritage school and community education projects	Soc	OSE	Aboriginal Heritage Office	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.4.1.3.2	Implement Aboriginal heritage protection and preservation projects	Soc	OSE	Aboriginal Heritage Office	Q1 Yr 1	Q4 Yr 4	● 100%	


Strategy: 4.4.2 Celebrate local history and heritage

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.4.2.1	Celebrate local history and heritage through services and events	4.4.2.1.1	Implement public programs	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4		100%	
		4.4.2.1.2	Celebrate History Week	Soc	CLS	Library Services	Q1 Yr 1	Q1 Yr 1		100%	
							Q1 Yr 2	Q1 Yr 2			
							Q1 Yr 3	Q1 Yr 3			
							Q1 Yr 4	Q1 Yr 4			
4.4.2.1.3	Represent Council on Centenary Anzac Committee	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period		
4.4.2.1.4	Prepare and implement World War I Centenary program of events	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4		100%			
4.4.2.2	Make accessible heritage documents and resources through ongoing acquisition and adoption of relevant technologies	4.4.2.2.1	Implement digitising of collection	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 4.4.3 Promote historical and cultural icons to locals and domestic and international tourists

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.4.3.1	Promote historical and cultural icons through services and events	4.4.3.1.1	Maintain online heritage factsheets	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4		100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	4.4.3.1.2	Prepare online architectural database	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%	

Outcome: 4.5 Lifelong learning and volunteering is encouraged ● 100%

Strategy: 4.5.1 Promote diversity of education choices available in North Sydney ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.5.1.1	Promote local primary secondary and tertiary educational institutions	4.5.1.1.1	Prepare and distribute local educational institutions directory	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	●	100%	
							Q1 Yr 2	Q1 Yr 2			
							Q1 Yr 3	Q1 Yr 3			
							Q1 Yr 4	Q1 Yr 4			
4.5.1.2	Work with the State Government to improve access to local primary and high schools	4.5.1.2.1	Work with the State Government to improve accessibility to secondary public school choices for local residents	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	
		4.5.1.2.2	Work with the State Government to address overcrowding in public primary schools	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 4.5.2 Provide networking opportunities and links between the education sector and community services ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.5.2.1	Provide networking opportunities and links between the education sector and community services	4.5.2.1.1	Lead and coordinate Community Services Reference Group	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	
		4.5.2.1.2	Lead and coordinate Educational Institutions Working Group	Soc	CLS	Director Community and Library Services	Q1 Yr 1	Q4 Yr 4	●	0%	No activity this period

Strategy: 4.5.3 Address the educational needs of the community through activities and programs i.e. lifelong learning ● 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.5.3.1	Review collection management guidelines	4.5.3.1.1	Deliver course materials and programs through Stanton Library	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.5.4 Provide courses and activities through community centres and other educational institutions ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.5.4.1	Support and promote adult education programs delivered through community centres and educational institutions	4.5.4.1.1	Support and promote adult education programs delivered through community centres and educational institutions	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.5.5 Promote volunteering and community involvement that draw on community skills and expertise ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.5.5.1	Promote volunteer opportunities at Council	4.5.5.1.1	Prepare and distribute community participation brochure	Soc	CLS	Community Development	Q2 Yr 1	Q4 Yr 1	● 100%	This project completed in previous period
		4.5.5.1.2	Support employment and volunteering opportunities for older people	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.5.5.1.3	Prepare volunteer position description and induction package	Soc	GMO	Risk Management	Q3 Yr 1	Q3 Yr 1	● 100%	This project completed in previous period

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.5.5.2	Recognise the value of volunteer contributions	4.5.5.2.1	Host recognition awards in conjunction with International Volunteers Day	Soc	CLS	Library Services	Q3 Yr 1	Q3 Yr 1		100%	This project completed in previous period
							Q3 Yr 2	Q3 Yr 2			
							Q3 Yr 3	Q3 Yr 3			
							Q3 Yr 4	Q3 Yr 4			

Outcome: 4.6 Library services meet information, learning and leisure needs

● 100%

Strategy: 4.6.1 Promote Stanton Library as a centre of excellence

● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.6.1.1	Promote Stanton Library as a centre for information and learning excellence	4.6.1.1.1	Review and implement Library and Historical Services Strategic Plan	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.6.1.1.2	Promote outreach library services and e-resources	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.6.1.1.3	Investigate integration of databases and library catalogue	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 1	● 100%	This project completed in previous period
		4.6.1.1.4	Develop and promote databases and library catalogue	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4	● 100%	
		4.6.1.1.5	Upgrade Stanton Library furniture and fittings	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4	● 100%	
		4.6.1.1.6	Prepare masterplan for Stanton Library	Soc	CLS	Library Services	Q2 Yr 4	Q4 Yr 4	● 100%	
4.6.1.2	Implement Shorelink Technology Plan	4.6.1.2.1	Update Shorelink Library Network	Soc	CLS	Library Services	Q1 Yr 1	Q2 Yr 1	● 100%	This project completed in previous period
		4.6.1.2.2	Prepare Shorelink Business Continuity Plan	Soc	CLS	Library Services	Q2 Yr 2	Q2 Yr 2	● 100%	This project completed in previous period

Strategy: 4.6.2 Enhance library services and events

97%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.6.2.1	Review library services and resources to reflect community trends and meet user expectations	4.6.2.1.1	Expand e-books collection	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.6.2.1.2	Obtain community input for stock selection from seniors and young people	Soc	CLS	Library Services	Q2 Yr 1	Q4 Yr 4	● 100%	
		4.6.2.1.3	Install radio frequency identification (RFID) barcodes	Soc	CLS	Library Services	Q3 Yr 1	Q3 Yr 1	● 100%	This project completed in previous period
		4.6.2.1.4	Replace library security gates	Soc	CLS	Library Services	Q4 Yr 1	Q4 Yr 1	● 100%	This project completed in previous period
		4.6.2.1.5	Install climate control for public areas	Soc	CLS	Library Services	Q4 Yr 1	Q4 Yr 1	● 100%	This project completed in previous period
		4.6.2.1.6	Review library security measures	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 2	● 100%	This project completed in previous period
		4.6.2.1.7	Reconfigure library public areas	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4	● 100%	
4.6.2.2	Conduct library programs and events	4.6.2.2.1	Conduct Author Talks Program	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.6.2.2.2	Conduct children's and young people program	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.6.2.2.3	Conduct Nan Manefield Young Writers Awards	Soc	CLS	Library Services	Q4 Yr 1	Q4 Yr 1	● 100%	
						Q4 Yr 2	Q4 Yr 2			

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
					Q4 Yr 3	Q4 Yr 3		
					Q4 Yr 4	Q4 Yr 4		

Outcome: 4.7 North Sydney community is active and healthy ● 100%

Strategy: 4.7.1 Provide a range of recreation and leisure activities for people of all ages and abilities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment		
4.7.1.1	Improve recreation planning	4.7.1.1.1	Lead and coordinate Sport and Recreation Reference Group	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.7.1.1.2	Prepare Recreational Needs Study	Soc	OSE	Landscape Planning and Design	Q4 Yr 1	Q4 Yr 2	● 100%	This project completed in previous period
		4.7.1.1.3	Review and implement North Sydney Olympic Pool Marketing Plan	Soc	OSE	North Sydney Olympic Pool	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.7.2 Prepare strategies to ensure services meet local community needs for all stages of the life cycle ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
4.7.2.1	Conduct target group specific consultation as part of preparation of target group specific strategies	4.7.2.1.1	Implement Ageing (Older Person's) Strategy	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%
		4.7.2.1.2	Prepare and implement Youth Services (Young People's) Strategy	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%

Strategy: 4.7.3 Improve access to health and wellbeing services, including increased services for older people and people with a disability ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
4.7.3.1	Encourage independent living for older people and people with special needs	4.7.3.1.1	Develop and implement programs promoting healthy lifestyles for older people	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
		4.7.3.1.2	Support Home and Community Care (HACC)	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
4.7.3.2	Develop programs to promote a healthy lifestyle	4.7.3.2.1	Provide accommodation for Wellbeing Centre at Bradfield Park	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
4.7.3.3	Improve access to health and wellbeing services	4.7.3.3.1	Establish medical sharps container collection point system	Soc	OSE	Environmental Services	Q1 Yr 1	Q1 Yr 1		100%	This project completed in previous period


Strategy: 4.7.4 Establish partnerships and programs to improve social conditions and outcomes amongst particular communities 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.7.4.1	Participate in regional Aboriginal cultural and community development projects	4.7.4.1.1	Partner with Northern Sydney Local Government Aboriginal Network on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	




Strategy: 4.7.5 Support early childhood health 0%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.7.5.1	Support early childhood health	4.7.5.1.1	Hold immunisation clinics	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		0%	No activity this period Complex health and safety issues arose in regards to the delivery of this program. Council proposed that NSW Health engage the nurses to provide adequate medical supervision. NSW Health declined. The program is currently definitely deferred

Strategy: 4.7.6 Provide community transport enabling older people and people with disabilities to access services and leisure activities  100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.7.6.1	Provide community transport enabling older people and people with disabilities to access services and leisure activities	4.7.6.1.1	Support and promote Lower North Shore Community Transport	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	 100%	

Strategy: 4.7.7 Investigate community bus system to service villages  100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.7.7.1	Investigate feasibility of community bus system to service villages	4.7.7.1.1	Provide 'door to destination' flexible taxi service	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	 100%	
		4.7.7.1.2	Investigate feasibility of alternate community transport services to service villages	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 4	 100%	
		4.7.7.1.3	Participate in the NSROC Age Friendly Integrated Transport and Mobility Plan	Soc	CLS	Community Development	Q4 Yr 2	Q4 Yr 4	 100%	

Outcome: 4.8 Enhanced community facilities, information and services ● 98%

Strategy: 4.8.1 Provide and promote widely accessible information on support services, both face to face and online ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.8.1.1 Provide and promote widely accessible information on support services	4.8.1.1.1 Update and distribute printed community information directories	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	● 100%	
					Q1 Yr 2	Q1 Yr 2		
					Q1 Yr 3	Q1 Yr 3		
					Q1 Yr 4	Q1 Yr 4		
	4.8.1.1.2 Provide directory through Online Local Information Network for Community Services (LINCS)	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.8.1.1.3 Conduct noticeboards program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.8.2 Provide childcare services including family day care and vacation care ● 92%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.8.2.1 Provide childcare services in accordance with national guidelines	4.8.2.1.1 Review physical needs of Council's childcare centres and develop and implement improvement plan	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.8.2.1.2 Operate family day care	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	4.8.2.1.3	Operate vacation care	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%		
	4.8.2.1.4	Provide accommodation for outside school hours (OOSH) care	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%		
	4.8.2.1.5	Provide accommodation for preschools	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%		
	4.8.2.1.6	Review financial sustainability of Council's childcare services	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 2		100%	This project completed in previous period	
4.8.2.2	Replace children's playground equipment at Council owned facilities	4.8.2.2.1	Extend playground within Cammeray Childcare Centre	Soc	CLS	Community Development	Q1 Yr 1	Q3 Yr 1		100%	This project completed in previous period
4.8.2.2.2		Renovate Green Park playground	Soc	OSE	Landscape Planning and Design	Q4 Yr 1	Q4 Yr 1		100%	This project completed in previous period	
4.8.2.2.3		Upgrade McMahons Point Child Care Centre playground	Soc	CLS	Community Development	Q2 Yr 4	Q3 Yr 4		30%	Unfinished work was outside Council's Control and will be completed in 2017/18	

Strategy: 4.8.3 Facilitate equal access to community services and facilities 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.8.3.1	Support and resource local Community Centres	4.8.3.1.1	Review Community Centre Plans of Management	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1		100%	
Q3 Yr 2		Q3 Yr 2									
Q3 Yr 3		Q3 Yr 3									
Q3 Yr 4		Q3 Yr 4									

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
		4.8.3.1.2	Support Community Centre boards of management	Soc	CLS	Community Development	Q3 Yr 1	Q4 Yr 4		100%	
4.8.3.2	Refurbish community centres and conduct minor reactive maintenance	4.8.3.2.1	Refurbish Crows Nest Centre foyer	Soc	CLS	Community Development	Q1 Yr 1	Q2 Yr 1		100%	This project completed in previous period
Strategy: 4.8.4 Increase access to services and information support for families, young people and older people											100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.8.4.1	Lead or participate in interagency meetings (to identify emerging social issues/trends)	4.8.4.1.1	Partner with Local North Shore Families Network on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.8.4.1.2	Engage families to identify and address social issues	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
4.8.4.2	Deliver structured youth services and programs afterhours, during holidays and Youth Week	4.8.4.2.1	Operate Planet X Youth Centre	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.8.4.2.2	Operate youth outreach activities	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.8.4.2.3	Celebrate and promote Youth Week	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 1		100%	
							Q4 Yr 2	Q4 Yr 2			
							Q4 Yr 3	Q4 Yr 3			
							Q4 Yr 4	Q4 Yr 4			

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
		4.8.4.2.4	Partner with Local North Shore Youth Interagency on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.8.4.2.5	Deliver parents forums/workshops addressing child development issues	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		4.8.4.2.6	Transform former North Sydney police station into youth hub	Soc	CLS	Community Development	Q2 Yr 4	Q4 Yr 4		0%	No activity this period
4.8.4.3	Conduct active ageing activities program for seniors	4.8.4.3.1	Conduct Neutral Bay Seniors Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.8.4.3.2	Conduct Men's Shed Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.8.4.3.3	Celebrate and promote Seniors Week	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1		100%	This project completed in previous period
							Q3 Yr 2	Q3 Yr 2			
							Q3 Yr 3	Q3 Yr 3			
							Q3 Yr 4	Q3 Yr 4			

Strategy: 4.8.5 Support and fund not-for-profit community groups/charities 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.8.5.1	Support and fund not-for-profit community groups/charities	4.8.5.1.1	Administer Council's Community Grants and Subsidies Program	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1		100%	
							Q3 Yr 2	Q3 Yr 2			

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
					Q3 Yr 3	Q3 Yr 3		
					Q3 Yr 4	Q3 Yr 4		
	4.8.5.1.2 Administer Clubs Grants scheme on behalf of participating clubs	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	100%	This project completed in previous period
					Q1 Yr 2	Q1 Yr 2		
					Q1 Yr 3	Q1 Yr 3		
					Q1 Yr 4	Q1 Yr 4		
	4.8.5.1.3 Hold skills development workshops for community groups	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	100%	
	4.8.5.1.4 Incorporate social benefit into Council's procurement framework	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 1	100%	This project completed in previous period
	4.8.5.1.5 Support local charities and service organisations	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	100%	
Strategy: 4.8.6	Support and encourage philanthropy						100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.8.6.1	Investigate establishment of a bequest program to encourage the donation of land, buildings and resources for community use	Soc	CIS	Integrated Planning and Special Projects	Q4 Yr 1	Q4 Yr 4	100%	

Outcome: 4.9 Enhanced community safety and accessibility ● 99%

Strategy: 4.9.1 Promote and implement Council's Universal Charter for Access ● 93%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.9.1.1	Promote universal access principles	4.9.1.1.1	Promote and implement Council's Universal Charter for Access	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.9.1.1.2	Conduct audits to establish accessible and safe pathways between major facilities and venues	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.9.1.1.3	Provide staff training regarding hosting of accessible events	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 2	● 100%	This project completed in previous period
		4.9.1.1.4	Lead and coordinate Access and Community Safety Reference Group	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.9.1.1.5	Implement North Sydney Plan for Access and Inclusion	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 4	● 100%	
		4.9.1.1.6	Install accessible path at Forsyth Park Community Centre	Soc	CLS	Community Development	Q2 Yr 4	Q2 Yr 4	● 30%	Subject to a Council resolution to cease the process and restart in a different direction
4.9.1.2	Provide programs and information to decrease drug and alcohol abuse, domestic violence and safety at home	4.9.1.2.1	Apply for funding to address priority issues in Community Safety Action Plan	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.9.1.2.2	Implement Community Safety Action Plan	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
		4.9.1.2.3	Participate in local Liquor Accord	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	4.9.1.2.4	Review CCTV monitoring systems	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period	


Strategy: 4.9.2 Provide programs and information to decrease drug and alcohol abuse, domestic violence and safety at home 100%




4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.9.2.1	Provide information and referral to drug and alcohol support service providers	4.9.2.1.1	Provide information and referrals to drug and alcohol support service providers	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
4.9.2.2	Partner with community stakeholders on joint projects to decrease domestic violence/sexual assault	4.9.2.2.1	Partner with Lower North Shore Domestic Violence Network on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.9.2.2.2	Promote healthy relationship programs	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
4.9.2.3	Partner with community stakeholders on joint projects to increase falls prevention	4.9.2.3.1	Promote falls prevention resources	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 4.9.3 Promote anti-discrimination and provide 'safe spaces' and inclusive programs for people of diverse genders, sexes and sexualities 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.9.3.1	Promote anti-discrimination and provide 'safe spaces' and inclusive programs for people of diverse genders, sexes and sexualities	4.9.3.1.1	Provide information and referrals to GLBTI service providers	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%	
		4.9.3.1.2	Review Safe Spaces Program	Soc	CLS	Community Development	Q4 Yr 1	Q2 Yr 1		100%	This project completed in previous period


Strategy: 4.9.4 Plan for large scale emergencies


 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.9.4.1	Appropriately plan for large scale emergencies	4.9.4.1.1	Review emergency management plans in accordance with Local Emergency Management Committee (LEMC)-requirements	Soc	EPS	Asset Management	Q1 Yr 1	Q4 Yr 1	 100%	
							Q1 Yr 2	Q4 Yr 2		
							Q1 Yr 3	Q4 Yr 3		
							Q1 Yr 4	Q4 Yr 4		
		4.9.4.1.2	Provide SES accommodation	Soc	EPS	Property Assets	Q1 Yr 1	Q4 Yr 4	 100%	
		4.9.4.1.3	Implement emergency management streetscape works	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	 100%	

Strategy: 4.9.5 Implement road safety education programs

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.9.5.1	Implement Road Safety Action Plan	4.9.5.1.1	Develop and implement Road Safety Action Plan	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1	 100%	
							Q1 Yr 2	Q4 Yr 2		
							Q1 Yr 3	Q4 Yr 3		

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
					Q1 Yr 4	Q4 Yr 4		
					Q1 Yr 2	Q4 Yr 2		
	4.9.5.2.1 Advocate for road safety improvements	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	 100%	

Outcome: 4.10 Improved affordable housing and accommodation ● 99%

Strategy: 4.10.1 Provide a range of affordable housing and accommodation types, including low cost, emergency and short term housing to suit a changing population ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.10.1.1	Work in partnership with other levels of government and community housing providers to increase the level of affordable housing in North Sydney	4.10.1.1.1	Implement and evaluate North Sydney Affordable Housing Strategy	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	●	100%	This project completed in previous period
		4.10.1.1.2	Provide community housing through Link Housing Ltd	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	
		4.10.1.1.3	Promote home modification service	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	
4.10.1.2	Implement affordable housing opportunities through DCP	4.10.1.2.1	Review Affordable Housing Strategy and DCP	Soc	CIS	Strategic Planning	Q3 Yr 1	Q4 Yr 2	●	100%	This project completed in previous period

Strategy: 4.10.2 Increase housing diversity to meet a range of needs especially older people, people with disabilities and key workers ● 96%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
4.10.2.1	Explore opportunities for increased housing diversity to meet a range of needs especially older people, people with disabilities and key workers	4.10.2.1.1	Finalise development application for Parraween Street Car Park, Cremorne	Soc	EPS	Project Management	Q4 Yr 1	Q4 Yr 1	●	100%	This project completed in previous period
		4.10.2.1.2	Seek state and federal funding for Parraween Street Car Park, Cremorne redevelopment	Soc	EPS CLS	Project Management/ Director Community and Library Services	Q1 Yr 2	Q4 Yr 4	●	100%	Tender documentation is complete and ready for tender. Project on hold pending outcome of Council mergers and land owners consent from Mosman Council to let a tender to commence construction
		4.10.2.1.3	Redevelop Parraween Street Car Park for mixed use	Soc	EPS	Project Management	Q1 Yr 3	Q4 Yr 4	●	100%	Tender documentation is complete and ready for tender. Project on hold pending outcome of Council mergers and land owners consent from Mosman Council to let a tender to commence construction











4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
	4.10.2.1.4	Develop strategic partnerships to increase affordable housing stock	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 1	100%	
						Q4 Yr 2	Q4 Yr 2		
						Q4 Yr 3	Q4 Yr 3		
						Q4 Yr 4	Q4 Yr 4		












Strategy: 4.10.3 Support older residents through access to local nursing homes and retirement villages 100%








4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.10.3.1	Support older residents through access to local nursing homes and retirement villages	4.10.3.1.1 Provide information and referrals to aged care providers	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	100%	

Strategy: 4.10.4 Support people in public housing and provide assistance to people at risk of homelessness 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
4.10.4.1	Implement programs and services to support people in public housing	4.10.4.1.1 Provide and promote active ageing, wellbeing program and community services to public housing tenants in North Sydney	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	100%	
4.10.4.2	Provide assistance to people at risk of homelessness	4.10.4.2.1 Provide housing and accommodation assistance referral service	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	100%	

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
60	Number of attendees at arts and culture events	4.1	Soc	4,500 attendees	5,700 attendees	9,000 attendees	CLS	Community Development		100%
61	Percentage of residents satisfied with Council run community events	4.1	Soc	N/A	N/A	N/A	CLS	Community Development	N/A	N/A
62	Number of attendees at multicultural events/activities	4.2	Soc	700 attendees	1,500 attendees	1,500 attendees	CLS	Community Development		100%
63	Number of visitors to Primrose Park Art and Craft Centre	4.3	Soc	250 visitors	200 visitors	200 visitors	CLS	Community Development		100%
64	Percentage of residents satisfied with the range of arts and cultural experiences in North Sydney	4.3	Soc	N/A	N/A	N/A	CLS	Community Development	N/A	N/A
65	Percentage of residents satisfied with the range of public art in North Sydney	4.3	Soc	N/A	N/A	N/A	CLS	Community Development	N/A	N/A
66	Number of visitors to North Sydney Heritage Centre	4.4	Soc	4,550 visitors	8,000 visitors	8,000 visitors	CLS	Library Services		100%
67	Number of visitors to Council operated museums	4.4	Soc	191 visitors	140 visitors	339 visitors	CLS	Library Services		100%
68	Number of visitors to Nutcote	4.4	Soc	na	5,142 visitors	5,200 visitors	CLS	Library Services		99%
69	Number of participants in Aboriginal cultural community education programs	4.4	Soc	100 participants	200 participants	200 participants	OSE	Aboriginal Heritage Office		100%
70	Number of visitors to Stanton Library	4.6	Soc	203, 089 visitors	219,510 visitors	350,000 visitors	CLS	Library Services		100%
71	Number of Stanton Library members	4.6	Soc	21, 998 members	24, 951 members	25,000 members	CLS	Library Services		99%
72	Number of Stanton Library loans	4.6	Soc	278, 062 loans	284, 241 loans	600,000 loans	CLS	Library Services		94%
73	Percentage of users satisfied with Stanton Library	4.6	Soc	N/A	N/A	N/A	CLS	Library Services	N/A	N/A



Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
74	Number of residents serviced by Home Library Service	4.6	Soc	84 residents	85 residents	100 residents	CLS	Library Services		85%
75	Number of Home Library Service loans	4.6	Soc	4,903 loans	7,000 loans	7,000 loans	CLS	Library Services		100%
76	Circulation of library stock per capita	4.6	Soc	4%	8%	8%	CLS	Library Services		100%
77	Percentage of new library items acquired/stock replaced	4.6	Soc	4%	9%	8%	CLS	Library Services		100%
78	Number of participants in Author Talk events	4.6	Soc	2,450 participants	745 participants	4,900 participants	CLS	Library Services		65%
79	Number of participants in library programs	4.6	Soc	3,096 participants	9,315 participants	6,000 participants	CLS	Library Services		100%
80	Percentage of users satisfied with Council's recreation facilities	4.7	Soc	N/A	N/A	N/A	OSE	Landscape Planning and Design	N/A	N/A
81	Number of seasonal and casual sportsfields bookings	4.7	Soc	543 bookings	422 bookings	928 bookings	COS	Customer Services		100%
82	Percentage of demand for sportsfields met by supply	4.7	Soc	98%	98%	98%	COS	Customer Services		100%
83	Number of visits to North Sydney Olympic Pool	4.7	Soc	185,011 visits	184,752 visits	350,000 visits	OSE	North Sydney Olympic Pool		100%
84	Number of Lane 9 Gym members	4.7	Soc	571 members	500 members	500 members	OSE	North Sydney Olympic Pool		100%
85	Percentage of users satisfied with North Sydney Olympic Pool	4.7	Soc	N/A	N/A	N/A	OSE	North Sydney Olympic Pool	N/A	N/A
86	Percentage of immunisation clinics held monthly	4.7	Soc	25%	100%	100%	CLS	Community Development		100%

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
87	Percentage of users satisfied with immunisation program	4.7	Soc	75%	N/A	75%	CLS	Community Development	N/A	N/A
88	Percentage of residents satisfied with community centres and facilities	4.8	Soc	N/A	N/A	N/A	CLS	Community Development	N/A	N/A
89	Number of community facilities bookings	4.8	Soc	241 bookings	306 bookings	482 bookings	COS	Customer Services		100%
90	Utilisation of community facilities	4.8	Soc	70%	73%	35%	COS	Customer Services		100%
91	Percentage of residents satisfied with Council's provision of children's services	4.8	Soc	N/A	N/A	N/A	CLS	Community Development	N/A	N/A
92	Percentage of users satisfied with children's services	4.8	Soc	N/A	N/A	N/A	CLS	Community Development	N/A	N/A
93	Utilisation of vacation care program	4.8	Soc	92%	90%	75%	CLS	Community Development		100%
94	Number of visitors to Planet X Youth Centre ²²	4.8	Soc	60 visitors	75 visitors	60 visitors	CLS	Community Development		100%
95	Number of participants in Men's Shed Program ²³	4.8	Soc	54 participants	50 participants	54 participants	CLS	Community Development		93%
96	Number of members in Neutral Bay Seniors Program ²⁴	4.8	Soc	53 members	53 members	53 members	CLS	Community Development		100%
97	Number of community bus patrons	4.8	Soc	6,000 patrons	7,626 patrons	8,000 patrons	CLS	Community Development		100%

²² Duplicate

²³ Duplicate

²⁴ Duplicate

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
98	Number of participants in road safety programs	4.9	Soc	2, 100 participants	4,083 participants	4,083 participants	EPS	Traffic and Transport Operations		100%
99	Occupancy rate of community housing stock	4.10	Soc	98%	95%	90%	CLS	Community Development		100%

na=not available
 N/A=not applicable
 Trend=no specific target
 Baseline=target to be determined following first information collection

Direction 5 Our Civic Leadership

Refer to pages 237-278 for full details of Council's performance under this Direction.

Council Services

The following Council services contribute to this Direction:

- Access to information
- Accounts payable and receivable
- Administrative and ancillary support
- Audit and Risk Committee
- Commercial property portfolio management
- Communications
- Community engagement (consultation)
- Community Ward Forums
- Corporate planning
- Council and Committee meetings
- Councillor support
- Customer Service Centre
- Document management
- Enterprise risk management
- Financial management
- Governance
- Human resources
- Information technology
- Insurance
- Investment portfolio management
- Learning and development
- Legal services
- Lobbying and advocacy
- North Sydney Community Precinct System
- Payroll
- Procurement
- Rates
- Reference Groups and Working Groups (special interest groups)
- Work Health and Safety
- Workforce planning

890,177 visitors to North Sydney Council website
2,749 Twitter followers, 1,163 followers on Instagram and 2,752 Facebook followers
1 customer service branch
74,956 call centre calls received
82% of calls resolved on the first call, against 80 percent benchmark
79% response to customer requests within agreed timeframes
90% response to correspondence within 10 working days
1,028 access to information requests received
38,901 rateable properties
\$6.9m secured in state and federal government funding during 2016/17
\$953,898 provided in community grants through grants and contributions
16% staff turnover, against 12 per cent benchmark
10 hours of training per employee (average per year)
22 workers compensation claims
1 Council administration centre
27 properties leased by Council

Our Achievements

Implementation of Integrated Planning and Reporting Framework

Council continued to implement its Integrated Planning and Reporting Framework in 2016/17. The Framework provides the foundation for effective decision making, sound management and accountability across the organisation.

Council's integrated planning and reporting processes are shown in the diagram on page 78.

Council implemented 549 planned projects of the Operational Plan for 2016/17.

Refer to pages 105-278 for detailed reporting of performance.

Realising the Vision

Council is driving change by developing and implementing corporate strategies to achieve our vision. Key strategies developed and implemented during 2016/17 included our:

- North Sydney Transport Strategy
- Public Amenities Strategy

Stakeholder Consultation and Engagement

In 2016/17, Council engaged on many projects, providing the community the opportunity to provide input into a broad range of projects, services and issues.

Methods of engagement included online surveys, public meetings/forums, workshops and ongoing working groups.

In all cases, community engagement plans were developed to identify stakeholders and suitable engagement tools, including demographically specific options such as Facebook and Twitter.

Council has a protocol for community engagement. The Protocol aims to clearly outline minimum obligations for community engagement. Council also made improvements to its consultation processes to ensure suitable forums are in place to consult on key issues facing North Sydney.

Low impact, simple, local issues such as installing a seat or replacing a footpath, require basic communications. Lower impact projects typically involve providing information locally through letterbox drops and providing information on Council's website. High impact, local government area-wide and complex proposals, such as the review of land use planning provisions require considerable community engagement. Clear guidelines benefit both Council and the community by ensuring that people can have a say on important issues and that Council uses its resources appropriately.

Precinct Committees

Precinct committees are independent of Council and comprise residents and property owners. The committees provide Council with feedback on major Council projects and bring to Council's attention issues of local interest related to minor maintenance and service delivery. Council's 16 active precinct committees represent the following areas:

Active Precinct Committees	Suburbs	Ward
Bay*	Cammeray	Tunks
Bennett*	Cremorne, Cremorne Point and Kurraba Point	Victoria

Brightmore*	Cremorne	Tunks
Cremorne Point***	Cremorne Point	Victoria
Edward****	North Sydney and Waverton	Wollstonecraft
Hayberry*	Crows Nest and North Sydney	Tunks and Wollstonecraft
Holtermann*	Crows Nest and North Sydney	Tunks
Lavender Bay*	Lavender Bay, McMahons Point Milsons Point and North Sydney	Victoria and Wollstonecraft
Milson*	Kirribilli and North Sydney	Victoria and Wollstonecraft
Neutral*	Neutral Bay and North Sydney	Tunks, Victoria and Wollstonecraft
Registry*	Cammeray, Crows Nest and North Sydney	Tunks
Stanton*	North Sydney	Wollstonecraft
Union*	McMahons Point, North Sydney, Waverton	Wollstonecraft
Waverton*	Waverton and Wollstonecraft	Wollstonecraft
Willoughby Bay*	Cremorne	Tunks
Wollstonecraft**	Crows Nest, North Sydney and Wollstonecraft	Wollstonecraft

*Meets monthly

**Meets bimonthly

***Meets quarterly

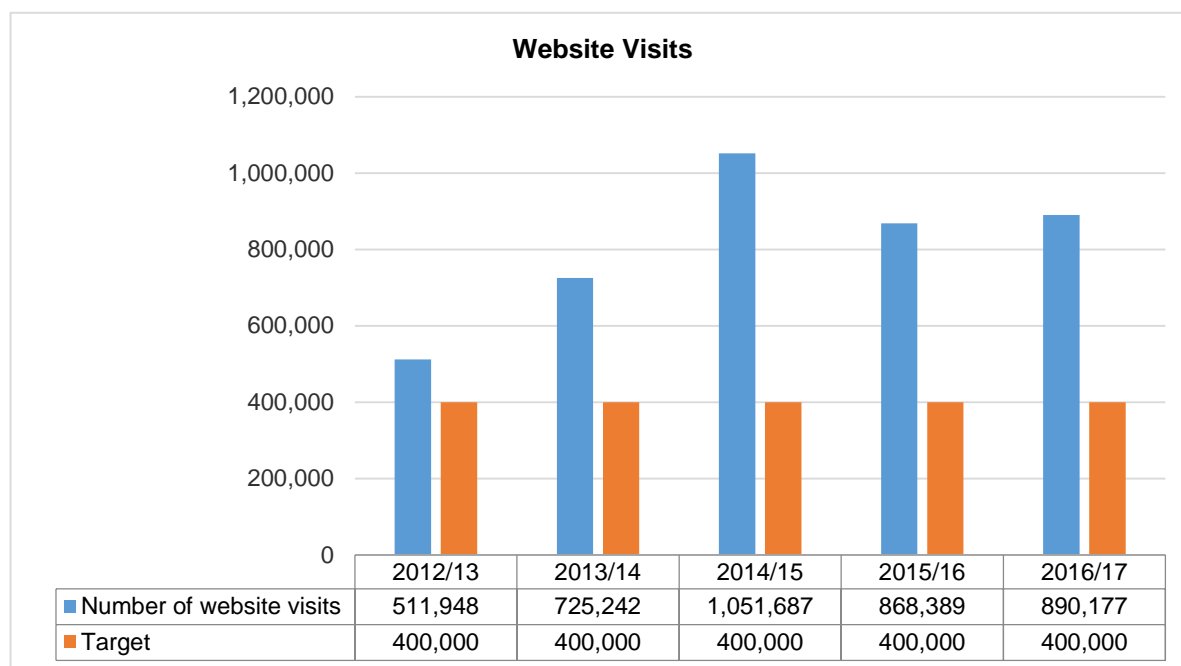
****Meets on a needs basis

Media Relations

Council's Communications Department responds to media inquiries from local and metropolitan media on issues ranging from infrastructure projects and environmental sustainability to events and the review of the Community Strategic Plan. Council's Communications Department also manages Council's presence on social media.

Growth in Digital Footprint

Council had 890,177 visitors to its website compared with 868,389 in 2015/16.



Council has strengthened its interest in social media, with 2,752 likes on Facebook, following of 1,163 on Instagram and Twitter following of 2,749.

Advocacy

Council represented the community in providing feedback to the state government on the Western Harbour Tunnel and Northern Beach B-Line projects, options proposed for governance models, structural arrangements and boundary changes for NSW Local Government.

Advocacy was also undertaken with a focus on:

- improving sewage infrastructure
- addressing local impacts of climate change
- the release of Crown Land holdings for public recreation
- adequate funding for asset maintenance and improvement
- achieving additional funding for traffic facilities
- improving state infrastructure
- improving street lighting
- placing powerlines underground
- increasing incentives for public transport
- additional/upgraded walking and cycling routes
- improving public transport and networks
- improving public transport on Military Road/Spit Road transport corridor to the Warringah Peninsula and Northern Beaches
- improving road safety
- advocating to government on cost shifting

Focusing on Customers

Improving the satisfaction of our customers and reducing inefficiencies in our service delivery are providing the focus for our new Customer Service Strategy.

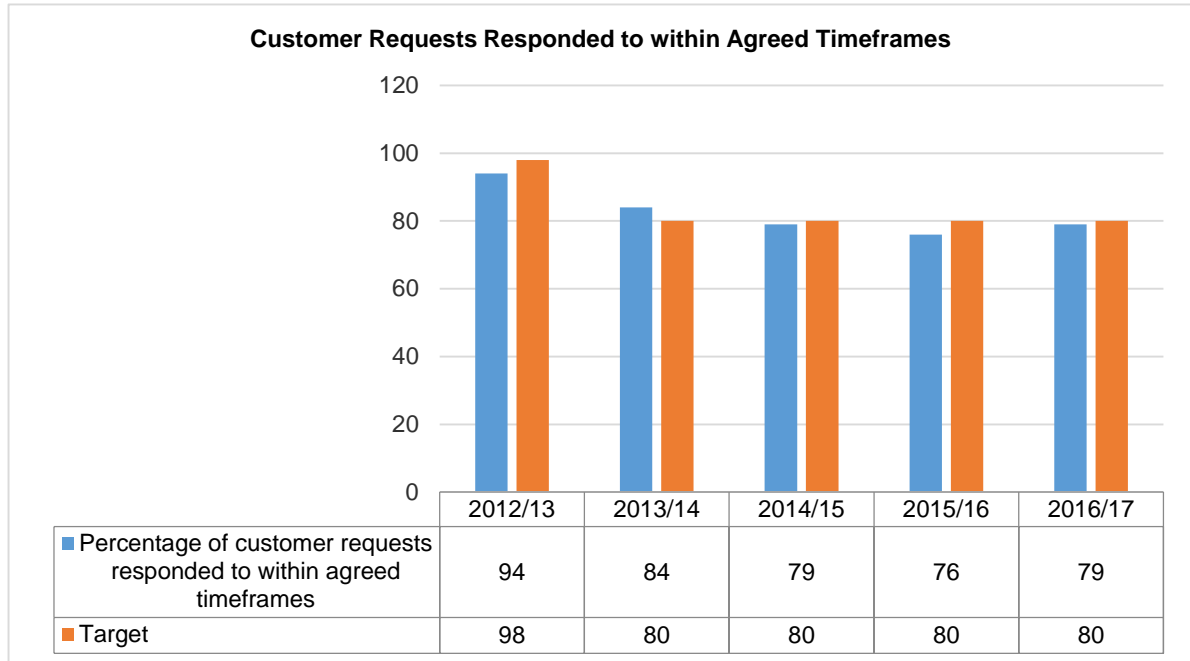
We will continue to work to identify opportunities to improve our customer service and increase the flexibility of our service delivery by using Smartphone applications, social media,

online forms and self service options; educate our staff on our Customer Service Policy; and use the customer satisfaction survey to identify trends and potential for improvement.

Customer Request Management

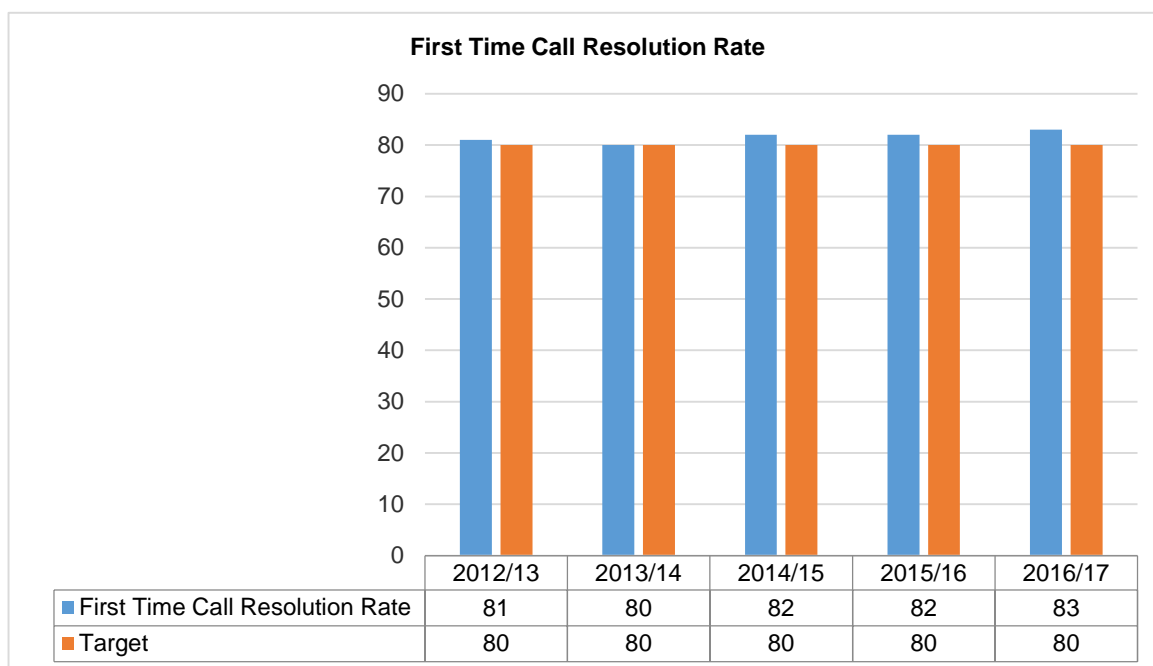
All customer requests must be actioned by the appropriate Council staff member within the appropriate timeframe.

During 2016/17 Council resolved 79% of service requests within the timeframe.



Call Centre

Council's Call Centre continues to provide customers with information on Council services. In 2016/17, 74,956 calls were processed by our Call Centre. 83% of customer phone enquiries were answered at the first point of call.



Customer Service Working Group

A Customer Service Working Group has been established with the aim of improving customer service across the organisation. The working group consists of customer service staff and officers from a range of customer facing departments.

Complaints Handling

Council is committed to dealing promptly and fairly with all complaints, investigating all new complaints it receives, even those made anonymously.

Our Complaints Handling Policy outlines our obligations, responsibilities and procedures to effectively and efficiently deal with complaints and feedback received from customers about us.

Complaints which are classified as public interest disclosures are covered by our public interest disclosure policies (see page [102](#)).

Achieving Greater Efficiencies

New developments in technology and communications are helping Council to achieve greater efficiencies in its operations.

Grant Funding

Successfully obtaining grant funding is an important function for Council. Sourcing additional funding provides Council a mechanism for delivering key projects that are aligned to achieving our Community Strategic Plan. Without this additional source of revenue many of these activities could not be completed within Council's budget.

During 2016/17, Council received \$6.9 million in state and federal government funding. This was a \$1.8 million increase from the \$5.1 million received in 2015/16. Of the \$6.9 million received in 2016/17, \$3.1 million was untied (Financial Assistance Grant and Pensioners' Rates Subsidies) and the remaining \$3.8 million was for specific purposes, the most significant of which are listed in the following table.

Project Title	Project Description	Funding Agency	Funding \$
Falcon Street, North Sydney to Mosman Cycleway	Cycleway construction	NSW Roads and Maritime Services	1,997,814
Sydney Harbour Bridge to Neutral Bay & Cremorne Cycleway	Cycleway construction	NSW Roads and Maritime Services	140,513
Roads to Recovery	Road renewal	Commonwealth Department of Infrastructure and Regional Development	611,985

Contribution Funding

During 2016/17, Council received \$25.2 million in funding from specific purpose contributions. This was a \$28.6 million decrease from the \$53.8 million received in 2015/16.

Of the \$25.2 million received in 2016/17, \$7.7 million was for developer contributions levied under Section 94 of the Environmental Planning & Assessment Act and \$8.1 million was for contributions levied under Section 93F of the Act.

Impact of Special Rate Variation

Approval was given by IPART for Council's proposal for a special rate variation (SRV) in 2011/12. This allowed an increase in rates by 12.34 per cent in 2012/13, 14.57 per cent in 2013/14, and 5.50 per cent in each year from 2014/15 to 2017/18. These increases include the previously approved special variation of 5.50 per cent for each year, and the continuation of the Infrastructure, Environment, Crows Nest Mainstreet and Neutral Bay Mainstreet levies. This additional revenue is used on critical environmental, infrastructure and commercial precinct programs.

The SRV is proving to have a positive effect on rates income, but expenditure remains greater than income.

Refer to pages 291 for detailed reporting of special rate variation income and expenditure.

Properties

Council's property portfolio includes 27 commercial properties that provide opportunities for investment and revenue.

Rates and Charges Written Off

Pensioner rebates totalling \$3,319 were written off for this fiscal year. The table below shows the rates and charges written off during 2016/16.

Rates and Charges	Amount (\$)
Rates Written Off	3,319
Interest Charges Written Off	558

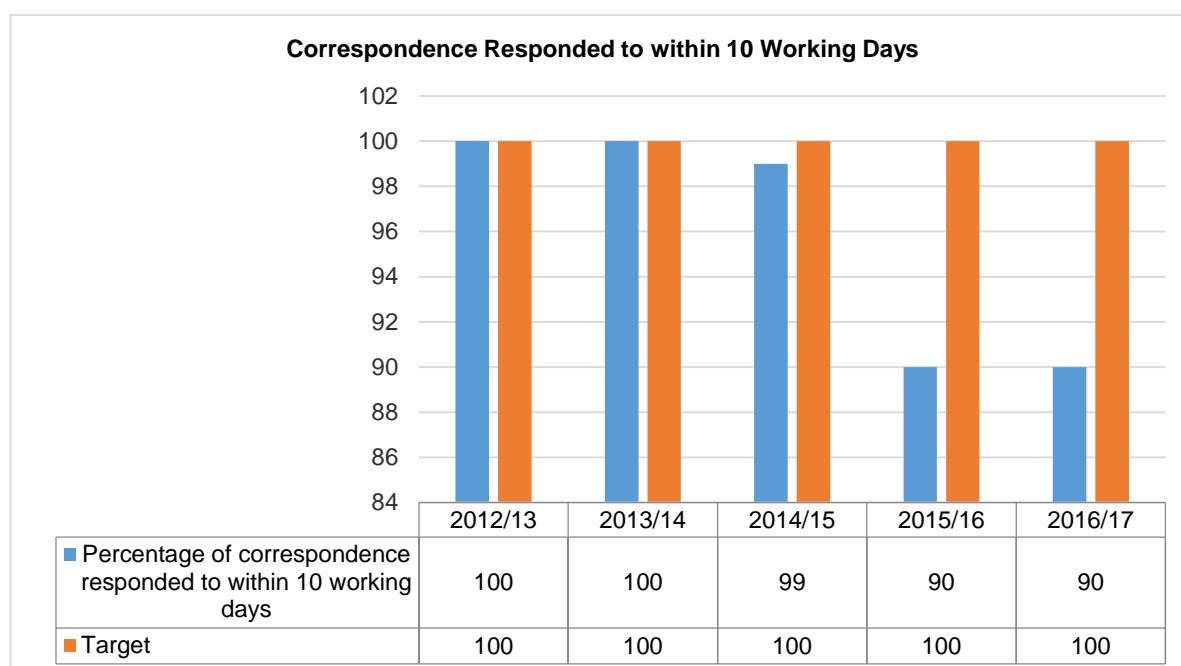
Enhancing Technology Infrastructure

Identifying and making improvements to our information systems enables Council to improve the efficiency and effectiveness of services delivered to our community. In 2016/17, we worked on a number of critical projects including:

- implementation of mobile information technology solutions to enhance connectivity and usability of corporate applications for our mobile workers
- a review of Council's electronic document management system to increase efficiencies in the registering of documents in central repository

Response to Correspondence within Timeframe

Council aims to respond to correspondence within 10 working days. In 2016/17 Council responded to 90 per cent of correspondence within the timeframe.



Access to Information

During 2016/17, Council received 1,028 GIPA access applications. We had 15 formal access application and 1, 013 informal requests for the release of information.

Refer to pages 279-283 for additional details on the handling of access applications.

Webcasting of Council Meetings

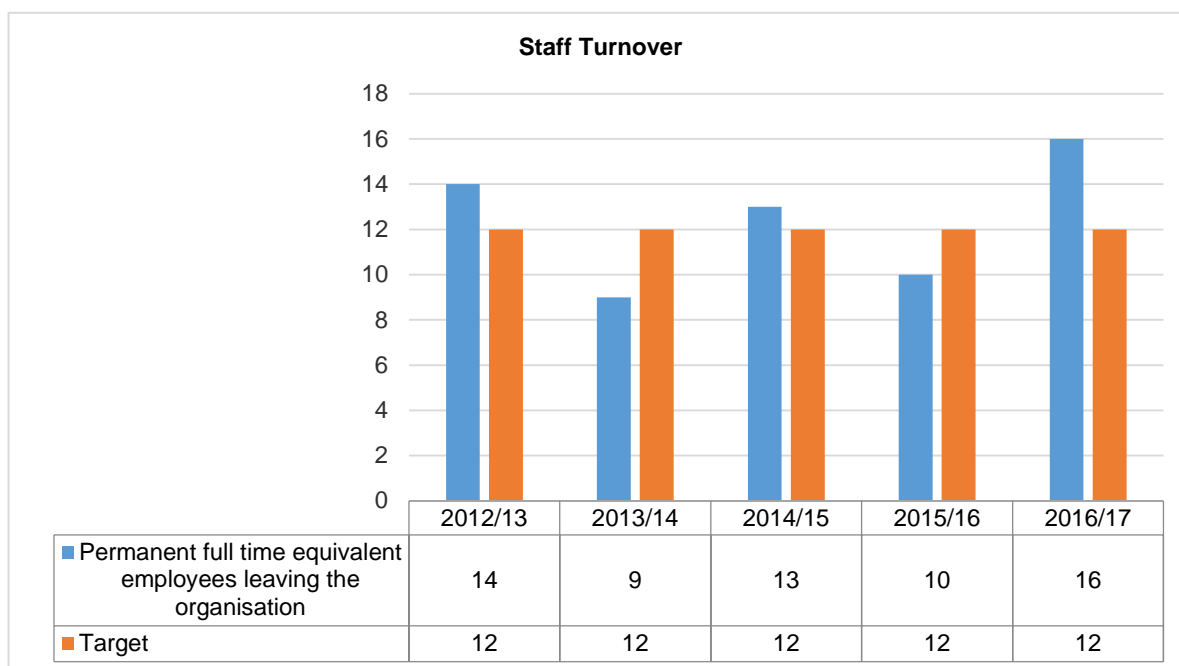
Council launched live webcasting of council meetings in 2016/17. Webcasting provides openness and transparency to the public, and allows ease of access to Council decisions. Members of the public can watch meetings live in real time via their desktop or handheld device, or watch an archived version of the meeting on Council's website.

Internal Audit Action Plan

Council continues to participate in the Northern Sydney Internal Audit Group with neighbouring councils and implement the Internal Audit Action Plan.

Staff Turnover

Staff turnover for the year based on permanent full time equivalent positions was 16 per cent against 12 per cent benchmark. This was an increase from 2015/16 (10 per cent).



Becoming an Employer of Choice

In 2014/15 Council conducted its Employee Survey. The survey is designed to provide information to assist Council further develop attraction and retention initiatives and to provide a benchmark for assessing progress in Council's quest to become an employer of choice.

Employee Satisfaction

2010/11	2012/13	2014/15
76%	78%	75%

The results of the survey showed that North Sydney Council is generally a good place to work.

An action plan was developed in 2015/16 to respond to issues identified in the survey.

Work Health and Safety

Work health and safety strategies implemented in 2016/17 included:

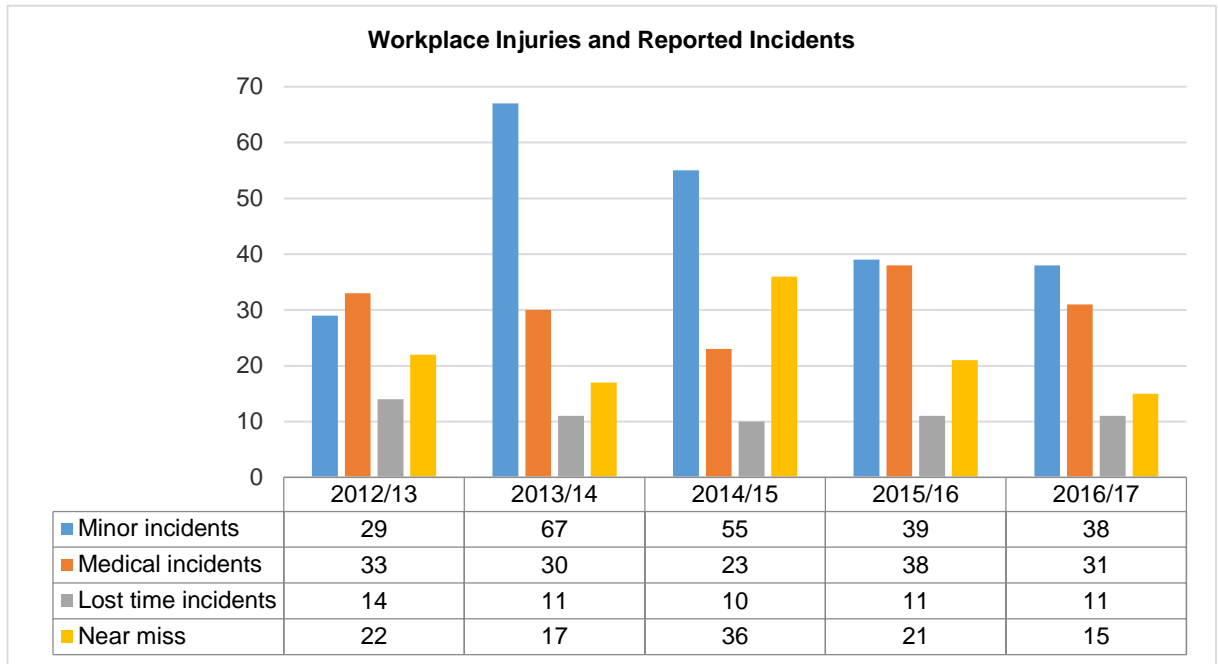
- undertaking risk assessments in accordance with legislative requirements
- continued improvements to the reliability of WHS occurrence management, data collection and reporting processes
- reviewing our first aid program and arrangements
- reviewing and simplifying WHS management system documentation
- exploring online WHS solutions with a view to transitioning key WHS processes to an online platform.

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

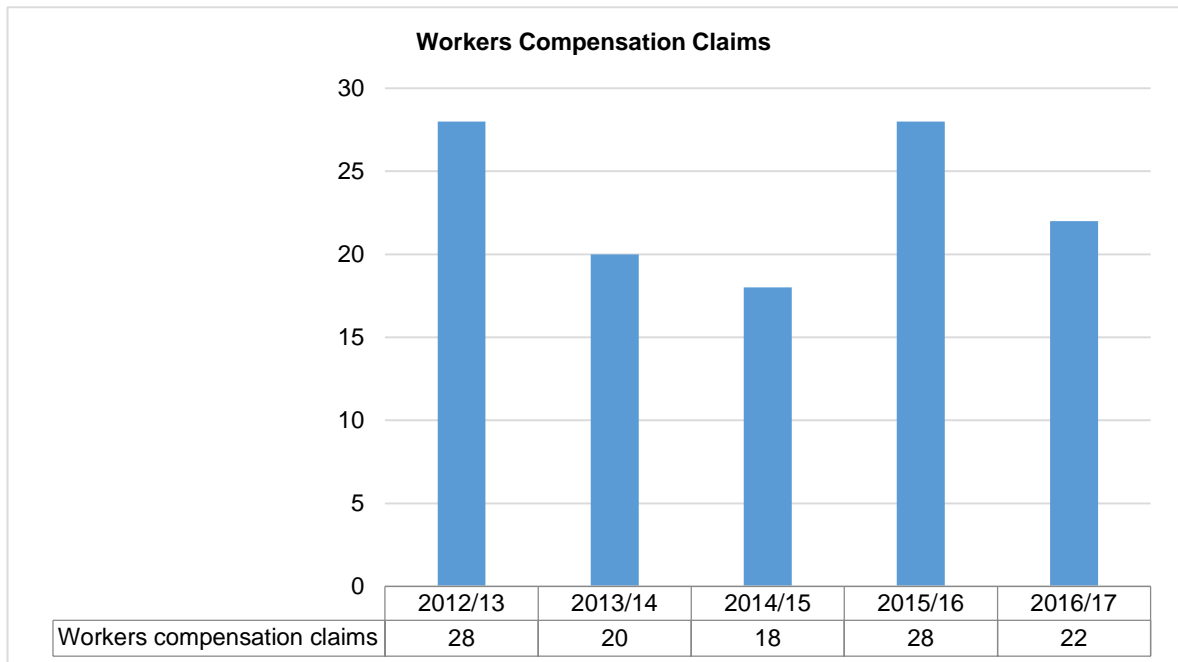
During 2016/17, 14 separate hazard-specific training programs were delivered including first aid, WHS induction, construction induction, chemical application, various high risk training (including confined space, working at heights, powerline awareness) chainsaw operation, and tool box talks.

During the past year, there were 95 reported safety incidents down slightly from 98 for the previous year. The number of first aid incidents, medical treatment incidents and lost time incidents, have all fallen during this time.

Of the incidents reported, 22 were workers' compensation claims compared with 28 in the previous year. This represents a 23% reduction in the number of claims during this period. Injuries involving lost time from work have remained static, however the overall number of lost hours increased by 12% due largely to a single complex psychological injury claim.



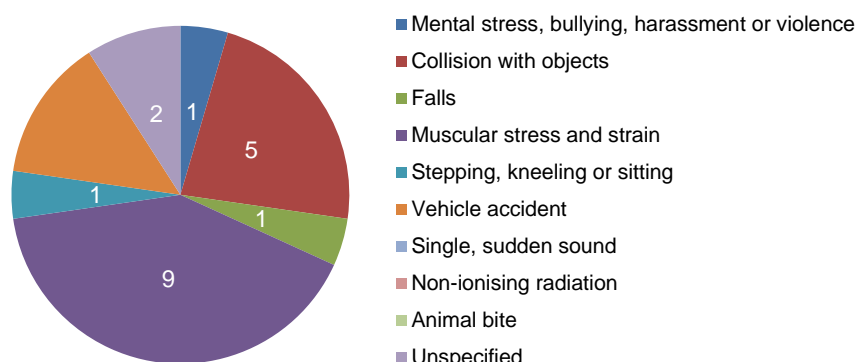
No incidents of significance were reported and no single incident or injury type (relative to the nature of work undertaken) was overly represented.



In the last 12 months, 40% of all injuries were due to muscular stress and strain. This is a reflection of the physical nature of work performed predominantly by Council's outdoor workers. Customised manual

handling training that targets specific hazardous manual tasks, and the use of the PERforM (participative ergonomics) risk assessment process, are in place to address this key risk area.

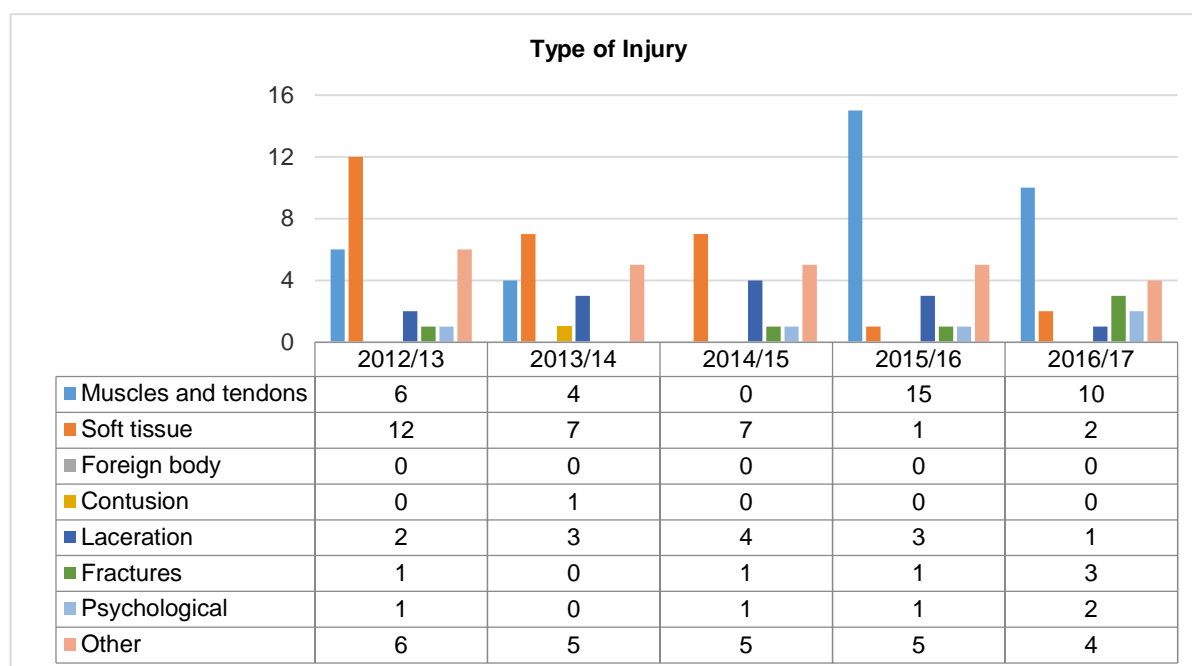
Mechanism of Injury



Location of Injury

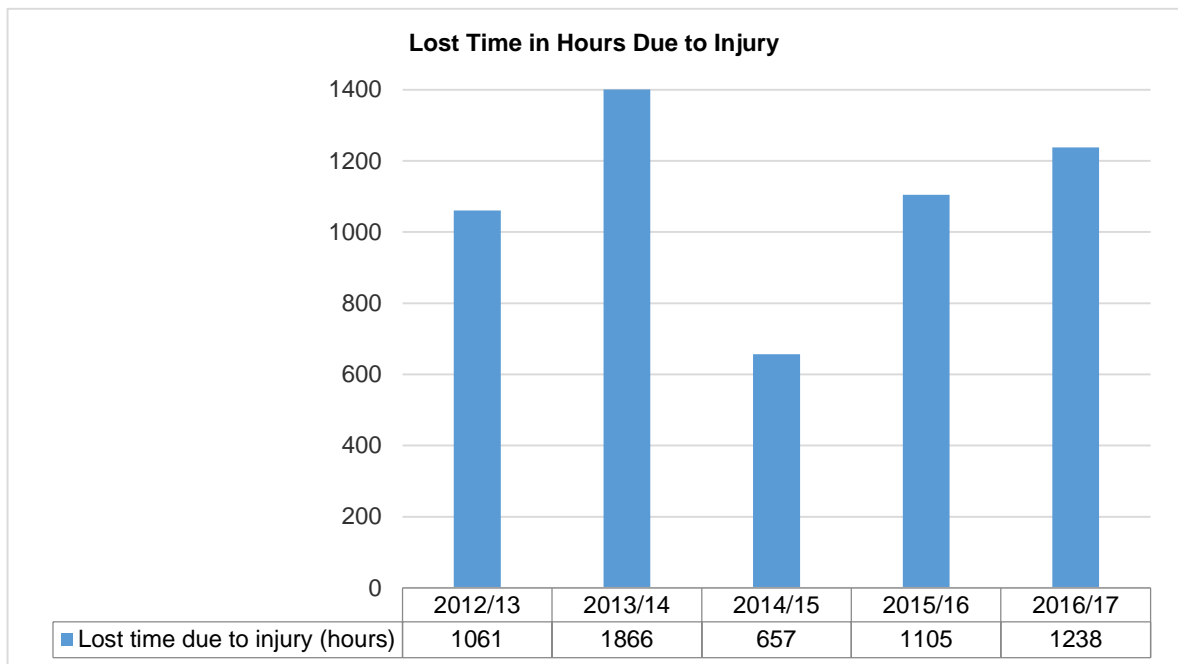
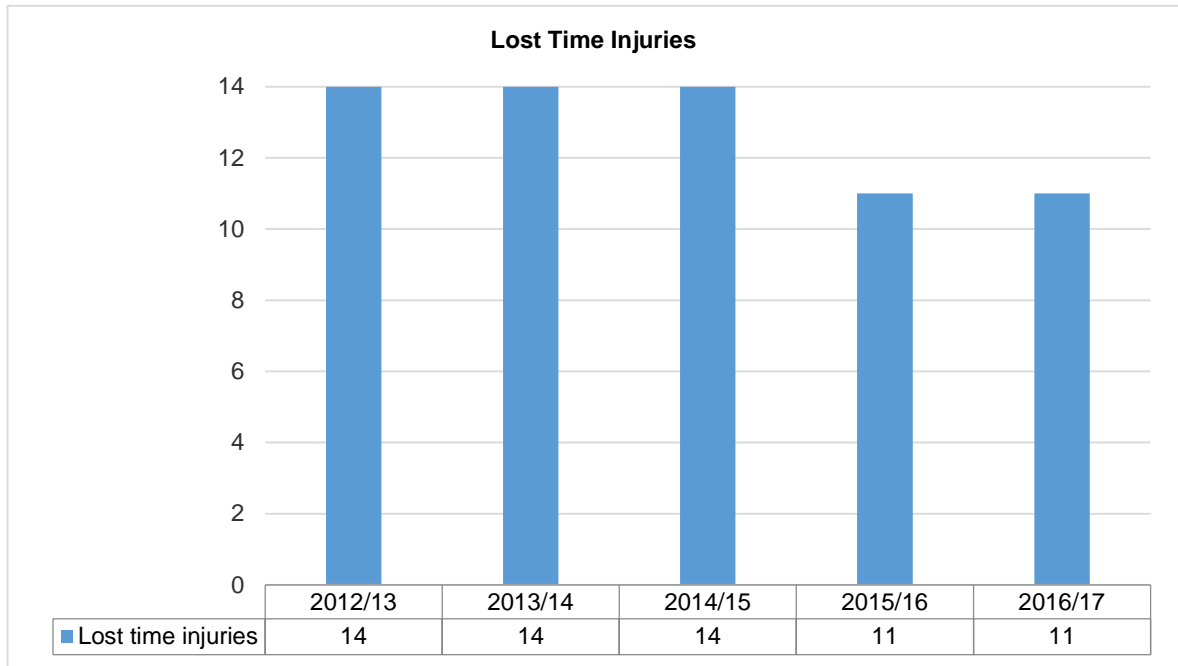
	Head	Trunk	Arm	Leg	Psychological	Other	Total
2012/13	5	8	6	6	1	2	28
2013/14	2	6	6	2	1	3	20
2014/15	3	4	6	3	1	1	18
2015/16	2	6	8	8	1	3	28
2016/17	5	18	20	28	12	12	95

Type of Injury



Council recorded no occupational diseases or fatalities for the year.

Council recorded approximately 163 days lost due to injuries sustained during the year. The number of lost time injuries (LTIs) remained steady each year to 11 in 2016/17. In recent years Council has maintained its LTIFR at what it considers to be an acceptable level, given its scale and variety of operations.



Rate of Absenteeism as at 30 June 2017

	2013/14	2014/15	2015/16	2016/17
Total	4%	4%	5%	4%

Training and Development

A total of \$259,596 was spent on employee learning and development in 2016/17. The average net dollar value per employee was \$566 and the average hours spent in training was 10 hours per employee.

Expenditure on Employee Learning and Development

2012/13	2013/14	2014/15	2015/16	2016/17
\$388,000	\$352,513	\$223,600	\$283,221	\$259,596

Throughout 2016/17, we continued to offer our staff a variety of work and development opportunities. In addition to inhouse training, 22 staff undertook a variety of further study courses through our study assistance program.

Learning and Development Activities

Description	Method of Delivery (online, face 2 face etc)	Total staff participating
Elearning	Online	90
Other	Face 2 face	4,413
Total activities delivered		4,503

Employee Relations

There were no industrial disputes in 2016/17.

Organisational Resilience

Council's Business Continuity Plan was tested during the year. Testing the state of readiness, reliability of the Plan and staff occurs annually.

Our Challenges

- Integrated organisational planning, to support the delivery of community outcomes and financial sustainability
- Responding to an evolving community profile, an increasing demand for services and associated cost pressures but not receiving commensurate government funding
- Ensuring our community is well informed and developing the capacity of our community to engage in Council's decision making. Along with Council's community engagement framework, Council continues to explore and trial new engagement techniques to enable wider community participation
- Efficient resource allocation, to ensure we make the best use of limited resources
- Long term financial planning to ensure we address the historical under expenditure in maintaining Council assets
- Developing new sources of revenue, other than rates, to maintain and develop infrastructure
- Managing the accuracy and control of rapidly developing social media is an ongoing challenge for Council. Work continues to ensure that Council is responsive and respectful in social media interactions and policies and procedures enable Council to be a trusted voice in the community
- An ageing workforce and skills shortages in various services delivered by Council Significant workforce planning is being undertaken to address this issue
- Uncertainty about the policy initiatives of the state and federal government
- Keeping pace with providing services in an environment of increasing legislative obligations imposed by the state government

- Management of legislative compliance obligations under the multitude of state and federal legislative requirements
- Continually improving business systems and processes to identify efficiency gains
- Effective performance management, to support responsible, transparent and accountable government




Disappointments






- Governance Health Check was placed on hold until 2017/18 due to staff shortages
- Average hours of training per year per employee did not meet target due to a large proportion of the training budget allocated to specialised training for a small number of staff. However, no training applications were declined

Our Plans for the Year Ahead

- Council's budget for the 2018/19 financial year forecasts a net operating result before capital grants and contributions, fair value adjustments and net gains from the disposal of assets of \$2.7 million. \$63.4 million is forecast to be spent on capital projects and the replacement of plant.
- Review the Community Strategic Plan
- In our Operational Plan 2018/19 will build on the work we have achieved in the previous 12 months and support the strategic direction of the community. Under our strategic priority of 'Our Civic Leadership', we will be focusing on correct resourcing to achieve our other strategic priorities
- Implement new project management framework
- Conduct staff satisfaction survey
- Conduct Governance Health Check and implement recommendations
- Implement new auditing process
- Review Council's IT Strategy
- Review Council's procurement manual

Our Performance

Direction 5	Our Civic Leadership		93%
Outcome: 5.1	North Sydney Council leads the strategic direction of North Sydney		99%
Strategy: 5.1.1	Manage funding and resources effectively and efficiently to achieve better community outcomes		97%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
5.1.1.1 Implement four year Integrated Planning and Reporting (IPR) cycle	5.1.1.1.1 Promote Council's planning, reporting and decision making framework to the community and provide opportunities for input	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4		100%	
	5.1.1.1.2 Implement, monitor and review Community Strategic Plan, Delivery Program and Operational Plans	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4		100%	
	5.1.1.1.3 Review IPR plans in developing next year's Operational Plan and budget		Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q2 Yr 1		100%
						Q1 Yr 2	Q2 Yr 2		
						Q1 Yr 3	Q2 Yr 3		
Q1 Yr 4	Q2 Yr 4								
5.1.1.1.4 Implement organisational wide Service Review Program	Gov	CIS	Integrated Planning and Special Projects	Q3 Yr 1	Q4 Yr 4		100%		
5.1.1.1.5 Implement organisational realignment	Gov	GMO	General Manager's Office	Q1 Yr 2	Q2 Yr 2		100%	This project completed in previous period	

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
		5.1.1.1.6 Introduce business planning to align with Council's Integrated Planning and Reporting Framework	Gov	GMO	General Manager's Office	Q1 Yr 2	Q2 Yr 2	100%	This project completed in previous period
		5.1.1.1.7 Upgrade Council's performance management system	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 3	Q4 Yr 4	0%	No activity this period
		5.1.1.1.8 Improve Council's project management framework	Gov	CIS	Integrated Planning and Special Projects	Q3 Yr 2	Q4 Yr 4	100%	
5.1.1.2	Implement, monitor and review Resourcing Strategy	5.1.1.2.1 Implement, monitor and review Resourcing Strategy, including Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	75%	Amended Resourcing Strategy in draft, following adoption of 2017/18 Operational Plan and Budget
		5.1.1.2.2 Report on special rate variation programs implementation	Soc	CIS COS	Integrated Planning and Special Projects Financial Services	Q2 Yr 1	Q2 Yr 1	100%	This project completed in previous period
						Q2 Yr 2	Q2 Yr 2		
						Q2 Yr 3	Q2 Yr 3		
						Q2 Yr 4	Q2 Yr 4		

Strategy: 5.1.2 Integrate sustainability as a core part of Council's corporate planning and reporting framework ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.1.2.1	Implement Organisational Sustainability Program	5.1.2.1.1	Conduct community education programs regarding QBL	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 5.1.3 Build relationships and strategic networks with all levels of government, non-government organisations, the private sector and community groups ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.1.3.1	Participate in NSROC working groups	5.1.3.1.1	Participate in NSROC working groups	Gov	GMO	General Manager's Office	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 5.1.4 Participate in public debate on the future of local government in NSW ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.1.4.1	Demonstrate best practice leadership in local government	5.1.4.1.1	Respond to draft strategies and discussion papers regarding debate on the future of local government, as opportunities arise	Gov	GMO	General Manager's Office	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.1.4.1.2	Develop Advocacy Policy and Protocol	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q1 Yr 1	● 100%	This project completed in previous period


Outcome: 5.2 Council is financially sustainable ● 100%



Strategy: 5.2.1 Implement best practice financial reporting ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment		
5.2.1.1	Review Long Term Financial Plan	5.2.1.1.1	Manage, monitor and review Council's financial position on a continual basis	Gov	COS	Financial Services	Q1 Yr 1	Q4 Yr 4	● 100%			
		5.2.1.1.2	Continue to develop compliance with the Payment Card Industry Data Security Standards	Gov	COS	Financial Services	Q1 Yr 1	Q4 Yr 1	● 100%			
							Q1 Yr 2	Q4 Yr 2				
							Q1 Yr 3	Q4 Yr 3				
							Q1 Yr 4	Q4 Yr 4				
		5.2.1.1.3	Prepare statutory financial reports	Gov	COS	Financial Services	Q1 Yr 1	Q4 Yr 1	● 100%			
							Q1 Yr 2	Q4 Yr 2				
							Q1 Yr 3	Q4 Yr 3				
							Q1 Yr 4	Q4 Yr 4				
		5.2.1.2	Implement investment strategy maximising returns of Council's investment portfolio while minimising risk	5.2.1.2.1	Review Investment Strategy	Gov	COS	Financial Services	Q1 Yr 1	Q2 Yr 1	● 100%	
									Q1 Yr 2	Q2 Yr 2		

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17	QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment	
						Q1 Yr 3	Q2 Yr 3			
						Q1 Yr 4	Q2 Yr 4			
		5.2.1.2.2	Manage property portfolio	Gov	EPS	Property Assets	Q1 Yr 2	Q4 Yr 4	● 100%	
		5.2.1.2.3	Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets	Gov	COS EPS	Financial Services Property Assets	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.2.1.2.4	Review property portfolio and identify strategic acquisitions and investments that best meet future community needs	Gov	EPS	Property Assets	Q3 Yr 1	Q3 Yr 1	● 100%	This project completed in previous period
		5.2.1.2.5	Undertake Coal Loader Cafe fit out	Eco	OSE	Landscape Planning and Design	Q1 Yr 1	Q2 Yr 2	● 100%	This project completed in previous period
5.2.1.3	Review Procurement Policy	5.2.1.3.1	Review Procurement Policy and Procedures	Gov	GMO	Risk Management Procurement Services	Q4 Yr 1	Q4 Yr 2	● 100%	This project completed in previous period
						Q4 Yr 3	Q4 Yr 4			
		5.2.1.3.1	Conduct staff training on Council's Contracts Manual	Gov	GMO	Contracts Management	Q2 Yr 2	Q4 Yr 2	● 100%	
						Q1 Yr 3	Q4 Yr 3			
						Q1 Yr 4	Q4 Yr 4			

Strategy: 5.2.2 Review rating system to reflect an equitable distribution of costs and benefits

 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.2.2.1	Review rating strategy to reflect an equitable distribution of costs and benefits	5.2.2.1.1	Review rating strategy to reflect an equitable distribution of costs and benefits	Gov	COS	Financial Services	Q1 Yr 1	Q2 Yr 1	 100%	This project completed in previous period
5.2.2.2	Apply "user pays principle" as the basis for full cost recovery	5.2.2.2.1	Identify, classify and develop a suitable fee structure for service delivery	Gov	COS	Financial Services	Q3 Yr 1	Q4 Yr 1	 100%	This project completed in previous period

Outcome: 5.3 North Sydney Council is ethical, open, accountable and transparent in its decision making ● 93%


Strategy: 5.3.1 Promote community access and participation at Council meetings ● 100%




4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.3.1.1	Promote public attendance at Council Meetings	5.3.1.1.1	Publish meeting schedule, business papers and minutes	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4	● 100%	
5.3.1.2	Increase awareness of role and function of local government	5.3.1.2.1	Promote Mock Council Program to schools	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.3.1.2.2	Conduct Youth/Councillor Mentor Program	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 5.3.2 Ensure Council processes and decisions are accessible ● 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.3.2.1	Improve accessibility to Council decisions	5.3.2.1.1	Review Council meeting agenda and reports management solution	Gov	COS	Governance and Committee Services	Q2 Yr 1	Q2 Yr 2	● 100%	This project completed in previous period
		5.3.2.1.2	Upgrade Council meeting voting system	Gov	COS	Governance and Committee Services	Q2 Yr 1	Q2 Yr 2	● 100%	This project completed in previous period
		5.3.2.1.3	Implement webcasting of Council meetings	Gov	COS	Governance and Committee Services	Q1 Yr 3	Q1 Yr 3	● 100%	This project completed in previous period


Strategy: 5.3.3 Provide community engagement and consultation opportunities

 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.3.3.1	Provide community engagement and consultation opportunities	5.3.3.1.1	Encourage community participation in Reference Groups and Working Groups	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4		100%	
		5.3.3.1.2	Implement Community Engagement Protocol	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4		100%	
		5.3.3.1.3	Hold Community Ward Forums	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4		0%	No activity this period


Strategy: 5.3.4 Support the North Sydney Community Precinct System

 100%


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.3.4.1	Support the North Sydney Community Precinct System through provision of operational funding and in-kind support	5.3.4.1.1	Provide administrative support and operational funding to Precinct Committees	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4		100%	






Strategy: 5.3.5 Initiate web based consultation to broaden the range of community participation








 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.3.5.1	Pilot web based consultation options	5.3.5.1.1	Pilot Voice Box online engagement program	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 2		100%	This project completed in previous period


Strategy: 5.3.6 Implement best practice governance strategies








 92%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.3.6.1	Maintain and improve governance systems and practices	5.3.6.1.1	Conduct Governance Health Check and implement recommendations	Gov	CIS	Governance and Committee Services	Q2 Yr 1	Q3 Yr 4	 0%	Delayed due to staff shortages. Current Health check will be revisited in next quarter
		5.3.6.1.2	Conduct Promoting Better Practice self-assessment review and implement recommendations	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 3	Q4 Yr 4	 100%	
		5.3.6.1.3	Review and update Delegations Manual	Gov	COS GMO	Legal Services	Q1 Yr 1	Q3 Yr 1	 100%	This project completed in previous period
							Q1 Yr 2	Q3 Yr 2		
							Q1 Yr 3	Q3 Yr 3		
Q1 Yr 4	Q3 Yr 4									
5.3.6.1.4	Prepare statutory Disclosures of Interest Returns report	Gov	COS GMO	Governance and Committee Services Legal Services	Q1 Yr 1	Q2 Yr 1	 100%	This project completed in previous period		
					Q1 Yr 2	Q2 Yr 2				
					Q1 Yr 2	Q2 Yr 3				
					Q1 Yr 2	Q2 Yr 4				
5.3.6.1.5	Establish Code of Conduct Review Panel	Gov	GMO	Chief Operating Officer	Q2 Yr 2	Q2 Yr 2	 100%	This project completed in previous period		

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.3.6.2	Maintain Policy Manual	5.3.6.2.1	Review Payment of Expenses and Provision of Facilities to Councillors Policy	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q2 Yr 1		100%	This project completed in previous period
							Q1 Yr 2	Q2 Yr 2			
							Q1 Yr 2	Q2 Yr 3			
							Q1 Yr 2	Q2 Yr 4			
5.3.6.3	Implement internal audit program	5.3.6.3.1	Support the Audit and Risk Committee	Gov	COS	Director Corporate Services	Q1 Yr 1	Q4 Yr 4		100%	
		5.3.6.3.2	Implement annual Audit and Risk Plan	Gov	COS	Director Corporate Services	Q1 Yr 1	Q4 Yr 4		100%	
5.3.6.4	Conduct councillor training and development program	5.3.6.4.1	Prepare and implement councillor training and development program	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4		100%	
5.3.6.5	Provide internal legal services	5.3.6.5.1	Provide internal legal services	Gov	GMO	Legal Services	Q1 Yr 1	Q4 Yr 4		100%	
		5.3.6.5.2	Maintain and enhance framework for legal services	Gov	GMO	Legal Services	Q1 Yr 1	Q4 Yr 4		100%	
5.3.6.6	Prepare statutory reports required under Local Government Act	5.3.6.6.1	Oversee preparation of all statutory reports required under Local Government Act	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4		100%	

Strategy: 5.3.7 Implement best practice records management

 96%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.3.7.1	Maintain and improve document management practices and systems	5.3.7.1.1	Improve functionality of document management software solution	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		5.3.7.1.2	Review options for off site storage and archival of Council records	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		5.3.7.1.3	Digitise historical building records	Gov	COS	Document Management Services	Q1 Yr 1	Q1 Yr 1		100%	This project completed in previous period
		5.3.7.1.4	Implement electronic lodgement of information	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 1		100%	This project completed in previous period
		5.3.7.1.5	Continue to develop performance reporting across document management solution	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 4		100%	
		5.3.7.1.6	Review Privacy Management Plan and procedures	Gov	COS	Governance and Committee Services	Q2 Yr 1	Q2 Yr 1		100%	
						Document Management Services	Q2 Yr 3	Q2 Yr 3			
5.3.7.1.7	Record and distribute documents and information in electronic document management system, in compliance with State Records Act, Privacy Act and GIPA	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 4		90%	Backlog due to staff shortages, electronic content management system and email system integration and increase in complex GIPA applications		

Outcome: 5.4 North Sydney community is informed and aware ● 100%

Strategy: 5.4.1 Increase promotion of Council activities and achievements ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.4.1.1	Increase promotion of Council activities and achievements	5.4.1.1.1	Manage media services including social media	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.4.1.1.2	Review corporate advertisements format	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 1	● 100%	This project completed in previous period
		5.4.1.1.3	Prepare and distribute community newsletter	Gov	COS	Communications and Events	Q1 Yr 1	Q1 Yr 1	● 100%	
							Q3 Yr 1	Q3 Yr 1		
							Q1 Yr 2	Q1 Yr 2		
							Q3 Yr 2	Q3 Yr 2		
							Q1 Yr 3	Q1 Yr 3		
							Q3 Yr 3	Q3 Yr 3		
							Q1 Yr 4	Q1 Yr 4		
							Q3 Yr 4	Q3 Yr 4		
5.4.1.1.4	Prepare and distribute regular e-newsletters	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	● 100%			

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
		5.4.1.1.5	Maintain website content, design and functionality	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4		100%	
		5.4.1.1.6	Celebrate Council's 125th anniversary	Gov	COS	Communications and Events	Q1 Yr 3	Q4 Yr 3		100%	This project completed in previous period
		5.4.1.1.7	Prepare promotional materials	Gov	COS	Communications and Events	Q1 Yr 3	Q4 Yr 4		100%	
5.4.1.2	Support Council's social media and mobile communication platforms	5.4.1.2.1	Develop social media use protocols	Gov	COS	Communications and Events	Q1 Yr 1	Q1 Yr 1		100%	This project completed in previous period
		5.4.1.2.2	Develop mobile applications for residents and businesses	Gov	COS	Communications and Events	Q4 Yr 1	Q4 Yr 2		100%	This project completed in previous period
5.4.1.3	Provide internal communication services	5.4.1.3.1	Establish digital photo repository	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4		100%	
		5.4.1.3.2	Provide internal graphic design service	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4		100%	
Strategy: 5.4.2 Enhance existing communication methods, including diversified use of digital media											100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.4.2.1	Prepare and implement External Communications Strategy	5.4.2.1.1	Prepare and implement External Communications Strategy	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 2		100%	This project completed in previous period
5.4.2.2	Prepare and implement Internal Communications Strategy	5.4.2.2.1	Prepare and implement Internal Communications Strategy	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 2		100%	This project completed in previous period
		5.4.2.2.2	Produce and distribute staff newsletter	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4		100%	

Outcome: 5.5 Customer focused Council services ● 100%


Strategy: 5.5.1 Implement best practice customer service strategies ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.5.1.1	Implement service delivery improvements in the Customer Service Centre	5.5.1.1.1	Provide frontline customer services	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.5.1.1.2	Pilot customer feedback systems	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.5.1.1.3	Conduct a benchmark review of Council's frontline customer services	Gov	COS	Customer Services	Q3 Yr 2	Q4 Yr 2	● 0%	No activity this period
		Q3 Yr 3		Q4 Yr 3						
		Q3 Yr 4		Q4 Yr 4						
		5.5.1.1.4	Promote and enhance phone system capabilities	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	● 0%	No activity this period
		5.5.1.1.5	Implement online services and mobile technology opportunities	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.5.1.1.6	Assess and determine facilities booking applications	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.5.1.1.7	Provide after hours telephone service	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	● 100%	
5.5.1.1.8	Develop and implement Customer Service Improvement Strategy	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	● 100%			
5.5.1.1.9	Provide adaptive forms on Council's website	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	● 100%			


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.5.1.2	Conduct survey regarding Council's performance and service provision	5.5.1.2.1	Respond to results of customer satisfaction survey	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q1 Yr 1		100%	
							Q1 Yr 4	Q1 Yr 4			
		5.5.1.2.2	Conduct customer satisfaction survey	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 3	Q1 Yr 3		100%	This project completed in previous period

Strategy: 5.5.2 Provide suitable information technology systems across the organisation 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.5.2.1	Enhance information technology hardware and software across the organisation	5.5.2.1.1	Provide technology project management services to support infrastructure and business systems	Gov	COS	Information Technology	Q1 Yr 1	Q4 Yr 4		100%	
		5.5.2.1.2	Provide mobile information technology solutions	Gov	COS	Information Technology	Q1 Yr 1	Q4 Yr 4		100%	
		5.5.2.1.3	Upgrade hardware and other IT infrastructure	Gov	COS	Information Technology	Q1 Yr 1	Q4 Yr 4		100%	
		5.5.2.1.4	Provide mapping and GIS information	Gov	COS	Information Technology	Q1 Yr 1	Q4 Yr 4		100%	
5.5.2.2	Develop and implement an Information Technology Strategic Plan	5.5.2.2.1	Review and implement IT policies and procedures	Gov	COS	Information Technology	Q1 Yr 1	Q4 Yr 1		100%	
							Q1 Yr 2	Q4 Yr 2			

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
							Q1 Yr 3	Q4 Yr 3		
							Q1 Yr 4	Q4 Yr 4		
	5.5.2.2.2	Prepare Draft Information Technology Strategy		Gov	COS	Information Technology	Q1 Yr 2	Q2 Yr 2	 100%	This project completed in previous period

Strategy: 5.5.3 Implement best practice complaint handling processes  100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.5.3.1	Implement best practice complaint handling processes	5.5.3.1.1	Prepare complaints report	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q1 Yr 1	 100%	
							Q3 Yr 1	Q3 Yr 1		
							Q1 Yr 2	Q1 Yr 2		
							Q3 Yr 2	Q3 Yr 2		
							Q3 Yr 3	Q3 Yr 3		
							Q1 Yr 3	Q1 Yr 3		
							Q1 Yr 4	Q1 Yr 4		
							Q3 Yr 4	Q3 Yr 4		

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	5.5.3.1.2	Review complaint handling processes	Gov	CIS	Governance and Committee Services	Q1 Yr 3	Q3 Yr 3	●	0%	No activity this period Delayed due to staff shortages. Complaint handling processes will be revisited in next quarter

Outcome: 5.6 North Sydney Council is an employer of choice ● 96%

Strategy: 5.6.1 Attract, develop and retain highly skilled staff and provide a safe work environment ● 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.6.1.1	Implement strategies to attract, develop and retain highly skilled staff	5.6.1.1.1	Review and implement Equal Employment Opportunity (EEO) Management Plan	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.6.1.1.2	Provide training and development for staff	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	● 100%	
		5.6.1.1.3	Review staff policies and procedures	Gov	CIS	Workforce Planning	Q2 Yr 1	Q4 Yr 1	● 100%	
							Q2 Yr 2	Q4 Yr 2		
							Q2 Yr 3	Q4 Yr 3		
							Q2 Yr 4	Q4 Yr 4		
		5.6.1.1.4	Review Performance Planning and Assessment (PPA) System	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 1	● 100%	This project completed in previous period
5.6.1.1.5	Implement employee wellbeing programs	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	● 100%			
5.6.1.1.6	Conduct employee survey	Gov	CIS	Workforce Planning	Q3 Yr 2	Q4 Yr 2	● 0%	No activity this period		
					Q3 Yr 4	Q4 Yr 4				
5.6.1.1.7	Implement actions arising from Employee Survey	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	● 0%	No activity this period		


4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
	5.6.1.1.8	Develop and implement Age Management Plan		Gov	CIS	Workforce Planning	Q3 Yr 2	Q4 Yr 4	100%	

Strategy: 5.6.1 Attract, develop and retain highly skilled staff and provide a safe work environment 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.6.1.2	Implement Work Health and Safety (WHS) management system within the legislative framework	5.6.1.2.1	Implement Work Health and Safety (WHS) training	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	100%	
		5.6.1.2.2	Implement Work Health and Safety (WHS) programs	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	100%	

Strategy: 5.6.2 Implement best practice human resource policies and strategies 100%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress	Comment
5.6.2.1	Implement best practice human resource (HR) policies and strategies	5.6.2.1.1	Implement Workforce Strategy	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	100%	
		5.6.2.1.2	Benchmark Human Resources and Work Health and Safety (WHS) performance between councils	Gov	CIS GMO	Workforce Planning Risk Management	Q3 Yr 1	Q3 Yr 1	100%	
							Q3 Yr 2	Q3 Yr 2		
							Q3 Yr 3	Q3 Yr 3		
Q3 Yr 4	Q3 Yr 4									

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
	5.6.2.1.3	Improve functionality of Human Resources Information System (HRIS)	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4		100%	

Outcome: 5.7 Risks are minimised and continuity of Council's critical business functions is ensured ● 98%

Strategy: 5.7.1 Implement best practice risk management strategies ● 100%















4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.7.1.1	Implement Enterprise Risk Management (ERM) Framework	5.7.1.1.1	Facilitate training and education awareness programs regarding risk management	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%	
		5.7.1.1.2	Maintain an appropriate insurance program	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%	
		5.7.1.1.3	Maintain Enterprise Risk Register	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%	
		5.7.1.1.4	Assess and determine claims and requests	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 5.7.2 Implement best practice business continuity strategies ● 95%

4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.7.2.1	Implement Business Continuity (disruption risk management) Plan	5.7.2.1.1	Implement and test Disruption Risk Management Plan	Gov	GMO	Risk Management	Q4 Yr 1	Q4 Yr 1	●	100%	
							Q4 Yr 2	Q4 Yr 2			
							Q4 Yr 3	Q4 Yr 3			
							Q4 Yr 4	Q4 Yr 4			










4 Year Actions Delivery Program		Year 1 Activities Operational Plan 2016/17		QBL Link	Division	Responsible Department	Start Date	Target Date	End of Plan Progress		Comment
5.7.2.2	Review and develop Knowledge Management Framework in accordance with best practice	5.7.2.2.1	Implement Knowledge Management Plan	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 4		90%	Review on hold pending resource issues

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
100	Percentage of residents aware of CSP	5.1	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
101	Percentage of businesses aware of CSP	5.1	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
102	Percentage of residents satisfied with North Sydney's strategic direction	5.1	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
103	Percentage of businesses satisfied with North Sydney's strategic direction	5.1	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
104	Percentage of scheduled activities (projects and services) progressing in accordance with agreed timeframes	5.1	Gov	98%	90%	90%	CIS	Integrated Planning and Special Projects		100%
105	Actual expenses vs budgeted expenses	5.2	Eco	90%	100%	90%	COS	Financial Services		100%
106	Operating result before capital grants and contributions and fair value adjustments	5.2	Eco	na	+or-5%	+or-5%	COS	Financial Services		100%
107	Operating balance ratio	5.2	Eco	N/A	>2-<10%	>2-<10%	COS	Financial Services		100%
108	Unrestricted current ratio	5.2	Eco	N/A	>1.5:1	>1.5:1	COS	Financial Services		100%

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
109	Rates and Annual Charges coverage ratio	5.2	Eco	N/A	>50%	>50%	COS	Financial Services		100%
110	Percentage of rates and charges overdue	5.2	Eco	na	<4%	<4%	COS	Financial Services		100%
111	Building and infrastructure renewal ratio	5.2	Eco	N/A	100%	100%	COS	Financial Services		100%
112	Debt service ratio	5.2	Eco	N/A	<10%	<10%	COS	Financial Services		100%
113	Broad liabilities ratio	5.2	Eco	N/A	<60%	<60%	COS	Financial Services		100%
114	Available cash assets	5.2	Eco	N/A	\$34 million	\$34 million	COS	Financial Services		100%
115	Asset renewal ratio	5.2	Eco	N/A	100%	100%	COS	Financial Services		100%
116	Outstanding debtors ratio excluding rates and charges	5.2	Eco	N/A	<3%	<3%	COS	Financial Services		100%
117	Percentage of bills paid on time	5.2	Eco	95%	95%	95%	COS	Financial Services		100%
118	Utilisation of commercial property portfolio	5.2	Eco	95%	92%	100%	EPS	Property Assets		94%
119	Percentage of identified staff trained in organisation's contracts management procedures	5.2	Gov	100%	90%	100%	GMO	Contracts Management		95%
120	Prepare documents for execution within 10 workings days of receipt	5.2	Gov	100%	100%	100%	GMO	Legal Services		100%
121	Produce approved supplier listing on time	5.2	Gov	100%	100%	100%	GMO	Procurement Services		100%
122	Percentage of legislative compliance	5.2	Gov	N/A	90%	90%	GMO	Chief Operating Officer		100%

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
123	Percentage of employees trained in organisation's anti-corruption policies and procedures	5.3	Gov	100%	100%	100%	COS	Director COS		100%
124	Percentage of residents who feel Council operates under ethical, open, accountable and transparent processes	5.3	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
125	Percentage of businesses who feel Council operates under ethical, open, accountable and transparent processes	5.3	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
126	Percentage of residents satisfied with Council's community engagement processes	5.3	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
127	Percentage of businesses satisfied with Council's community engagement processes	5.3	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
128	Number of members on the Voice Box online panel	5.3	Gov	na	0 members	71 members	CIS	Integrated Planning and Special Projects		0%
129	Number of attendees at Precinct Committee meetings	5.3	Gov	447 attendees	Trend	Trend	CIS	Integrated Planning and Special Projects		100%
130	Percentage of residents aware of Precinct System	5.3	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
131	Percentage of businesses aware of Precinct System	5.3	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
132	Number of visits to Council's website	5.4	Gov	233, 000 visitors	215,514 visitors	400,000 visitors	COS	Information Technology		100%
133	Respond to media enquiries within 48 hours	5.4	Gov	100%	100%	100%	COS	Communications and Events		100%

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
134	Percentage of community newsletters distributed in accordance with schedule	5.4	Gov	100%	100%	100%	COS	Communications and Events		100%
135	Percentage of residents satisfied with Council communications	5.4	Gov	N/A	N/A	N/A	COS	Communications and Events	N/A	N/A
136	Percentage of businesses satisfied with Council communications	5.4	Gov	N/A	N/A	N/A	COS	Communications and Events	N/A	N/A
137	Percentage of staff satisfied with intranet	5.4	Gov	N/A	N/A	N/A	COS	Communications and Events	N/A	N/A
138	Percentage of call centre calls answered in <25 seconds	5.5	Gov	75%	70%	75%	COS	Customer Services		100%
139	Percentage of call centre calls resolved on first point of contact	5.5	Gov	82%	83%	80%	COS	Customer Services		100%
140	Percentage of call centre calls answered and not abandoned	5.5	Gov	97%	98%	90%	COS	Customer Services		100%
141	Percentage of enquiries at customer service centre counter resolved at first point of contact	5.5	Gov	94%	94%	80%	COS	Customer Services		100%
142	Percentage of service requests completed within agreed timeframes	5.5	Gov	80%	77%	80%	COS	Customer Services		100%
143	Percentage of correspondence responded to within 10 working days	5.5	Gov	90%	na	100%	COS	Document Management Services	na	N/A
144	Percentage of unplanned down time of critical systems	5.5	Gov	2.5%	1%	<5%	COS	Information Technology		100%
145	Percentage of complaints responded to within 10 working days	5.5	Gov	na	100%	100%	CIS	Integrated Planning and Special Projects		100%

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
146	Percentage of residents satisfied with Council's service delivery	5.5	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
147	Percentage of businesses satisfied with Council's service delivery	5.5	Gov	N/A	N/A	N/A	CIS	Integrated Planning and Special Projects	N/A	N/A
148	Percentage of employee turnover	5.6	Gov	9%	13%	<12%	CIS	Workforce Planning		94%
149	Percentage of staff satisfied with the organisation	5.6	Gov	N/A	N/A	N/A	CIS	Workforce Planning	N/A	N/A
150	Percentage of staff on exit who recommend Council as a 'good organisation' to work for	5.6	Gov	91%	86%	90%	CIS	Workforce Planning		95%
151	Percentage of staff who understand how their job contributes to the overall success of North Sydney Council	5.6	Gov	N/A	N/A	93%	CIS	Workforce Planning	N/A	N/A
152	Average hours of training per year per employee	5.6	Gov	N/A	11 hours	28 hours	CIS	Workforce Planning		40%
153	Average unplanned absence days per full time employee	5.6	Gov	5 days	8 days	<10 days	CIS	Workforce Planning		100%
154	Annual leave liability	5.6	Gov	11%	12%	<15%	CIS	Workforce Planning		100%
155	Workers compensation premium rate	5.6	Gov	N/A	<5%	<5%	GMO	Risk Management		100%
156	Percentage of WHS risk assessments completed	5.6	Gov	N/A	75%	75%	GMO	Risk Management		100%
157	Percentage of personal performance appraisals (PPAs) completed	5.6	Gov	100%	100%	100%	GMO	Risk Management		100%
158	Compliance with liability risk management audit	5.7	Gov	N/A	90%	90%	GMO	Risk Management		100%

Key Performance Indicator		Related Outcome	QBL Link	Q2 Actual	Q4 Actual	Target or Trend 2016/17	Division	Responsible Department	YTD Progress	
159	Lost time injury frequency rate	5.7	Gov	na	na	5%	GMO	Risk Management	na	N/A

na=not available
 N/A=not applicable
 Trend=no specific target
 Baseline=target to be determined following first information collection

Statutory Information

This section contains legislative information Council is required to provide, but which has not been disclosed previously in this report. An index of the statutory requirements is appended in the back of this document.

Local Government Act

Local government is required to operate within the statutory framework of the Local Government Act 1993. One requirement of the Act is that local governments prepare an Annual Report each financial year.

Financial Reports

Council's audited financial reports are attached as an Appendix to this report.

Access Applications

Section 125 of the Government Information (Public Access) Act 2009 (GIPA Act) requires Council to report in detail on the handling of access applications. This statement is in accordance with the GIPA reporting requirements. Commentary on applications for information under GIPA can be found below.

Review of proactive release program

Council's program for the proactive release of information involves:

- Ongoing review of document registration standards in relation to online publishing of DA associated documentation in the DA Tracking section of Council's website
- Annual review of Council's Access to Information Policy
- Annual review of Council's Publication Guide
- Annual review of Council's Public Registers
- Review of Council's Privacy Management Plan
- Review of internal eLearning GIPA module
- Review of Staff Reference Guide for Personal and Private Information held by Council

During the reporting period, we reviewed this program through:

- Ongoing consultation with key NSC stakeholders.
- Updated documentation to reflect department realignment.
- Updated documentation and templates to reflect changes in business practices.
- Reviewed mandatory in-house online training module for GIPA awareness.
- Reviewed mandatory in-house online training module for Privacy principles.
- Ongoing consultation and training was provided to existing and newly appointed NSC Officers in public access practices in accordance with reviews of document registration practices
- Updating publication to online registers
- Undertaking internal auditor review of privacy management
- Reviewed departmental processing practices
- Recruited for specialist GIPA Officer role

As a result of this review, we released the following information proactively:

- 1,013 responses to documented Informal Access to Information Applications
- Ongoing DA associated information on the DA Tracking section of the Council website
- Online publishing of information referenced in Council's Publication Guide
- Continued Live Minutes at Council meetings
- Continued online streaming of Council meetings

As a result of this review, we released the following information proactively:

Number of access applications received

During the reporting period, Council received a total of 15 formal access applications.

Number of refused applications for Schedule 1 information

During the reporting period, Council refused none of the access applications either wholly or in part because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, nil were refused in full, and nil were refused in part.

Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	1	0	2	0	0	0	0
Members of the public (other)	4	3	0	1	0	0	0	0

Note: One application by members of the public (application by legal representative) is still under determination therefore unable to categorise at this stage.

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	7	1	0	3	0	0	0	0
Access applications that are partly personal information applications and partly other	1	3	0	0	0	0	0	0

Note: One application by Access applications (other than personal information applications) is still under determination therefore unable to categorise at this stage.

*A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Invalid Applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

Other public interest consideration against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	4
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	9
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	0
Total	0

Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0

Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applications	0
Applications by persons to whom information the subject of access applications relates (see section 54 of the Act)	0

Legal Proceedings and Costs

During 2016/17, Council incurred legal costs in relation to legal proceedings as follows:

Register of Appeals and Court Matters

Legal Proceeding	Cost (\$)	Status	Result
29A Shellcove Road, Neutral Bay LEC 50043/10	3,939.61	Class 5 Prosecution proceedings for carrying out development not in accordance with the EPA Act 1979. Bill of costs drawn and served on the defendant.	Applicant ordered to pay \$28,000 plus Council's costs/Costs Assessment in the amount of \$140,000.
1 Henry Lawson Avenue, McMahons Point LEC 40086/12	0	Class 4 proceedings in the Land and Environment Court seeking a declaration that the premises enjoy the benefit of existing use rights.	Costs Assessment determined subject to a panel review. Review determined in the amount of \$245,000 plus costs of \$15,000.
1 Henry Lawson Avenue, McMahons Point District Court 200265/16	17,555.70	District Court Summons challenging costs orders of the Panel Review. Submitting appearance in matter.	Appeal upheld with costs payable to Council reduced to \$3,326.70.
Land and Environment Court Challenge to Council Amalgamation LEC 40403/16 & LEC 158919/16 (formally)	63,590.96	Class 4 proceedings in the Land and Environment Court seeking judicial review of Report by Delegate.	Court upholds Council's challenge to merger proposal and awards costs.
12 Lillis Street, Cammeray LEC 107458/16	8,035.50	Class 1 appeal against a deemed refusal of a proposed residential apartment complex.	Section 34 Agreement subject to conditions of consent. Applicant to pay s97B costs of \$2,000.
3 Amherst Street, Cammeray LEC10308/15	\$0	Class 1 Appeal against a deemed refusal for a child care centre in a State Heritage Property.	Appeal upheld but childcare placements reduced from 80 to 62 children.

Legal Proceeding	Cost (\$)	Status	Result
50 Ridge Street, North Sydney LEC 40389/15	16,431.25	Class 4 Civil Enforcement against unauthorised use of Bowling Greens for other forms of entertainment.	Matter discontinued with an order to pay Council's costs. Costs paid in the amount of \$75,000.
50 Ridge Street, North Sydney LEC 170886/16	84,888.68	Class 1 appeal against a refusal of a proposed alterations to an entertainment venue.	Appeal upheld.
450-475 Miller Street, 11 Amherst Street, Cammeray LEC 41101/14	67,994.18	Class 4 Summons seeking orders to restrain amalgamation of tenancies at Cammeray Square.	Judgment in favour of Council with costs ordered.
1 Henry Lawson Avenue, McMahons Point LEC 11212/15	184,707.21	Class 1 appeal against a deemed refusal for a proposed dwelling house.	Appeal dismissed.
6 Ross Street, Waverton LEC 10211/16	0	Class 1 appeal against a deemed refusal of a proposed residential dwelling.	Section 34 Agreement subject to conditions of consent.
3 East Crescent Street, McMahons Point LEC 107478/16	0	Class 1 appeal against a deemed refusal of a proposed residential apartment complex.	Section 34 Agreement subject to conditions of consent.
2 Vale Street, Cammeray Local Court Matter	0	Local Court prosecution in respect of out of hours concrete pour.	Prosecution withdrawn.
2 Vale Street, Cammeray Local Court Matter	9,304.50	Local Court prosecution in respect of pollutions matters.	Convicted and fined \$21,500 and ordered to pay cost of \$18,000.
19 Chuter Street, McMahons Point Local Court Prosecution	209	Local Court prosecution in respect of breach of conditions (operating hours).	Convicted and fined \$2,500 and ordered to pay legal costs of \$2,500.

Legal Proceeding	Cost (\$)	Status	Result
98 Falcon Street, Crows Nest Local Court Prosecution	600	Local Court prosecution in respect of food breaches.	Convicted but dealt with pursuant to s10A and Crimes (Sentencing Procedure) Act and ordered to pay \$1,364.
1 Henry Lawson Avenue, McMahons Point Supreme Court	0	Supreme Court Winding up proceedings.	Proceedings withdrawn with payment of \$245,000.
Court of Appeal Challenge to Council Amalgamations Supreme Court of NSW SC 305665/16	421,677.98	Appeal against decision of Land and Environment Court judgment pursuant to s58 of Land and Environment Court Act 1979.	Pending
5 Falcon Street, Crows Nest LEC 201614 & 206081/16	15,408.00	Class 6 proceedings in Land and Environment Court appeal against Local Court convictions and fines.	Summons dismissed with order to pay Council's costs.
225 Miller Street, North Sydney LEC 301331/16	150,400	Class 3 appeal to change the rating categories of land.	Judgement in favour of Applicant. Orders yet to be finalised.
80 Arthur Street, North Sydney LEC 301341/16	9,350	Class 3 appeal to change the rating categories of land.	Proceedings discontinued by Applicant.
2 Waruda Street, Kirribilli LEC 278327/16	0	Class 1 appeal against a deemed refusal of modifications to the approval of a proposed apartment complex.	Section 34 Agreement subject to conditions of consent.
4A Claude Avenue, Cremorne LEC 307006/16	6,766.87	Class 1 appeal against a refusal of consent for alterations and additions to an existing dwelling.	Appeal upheld.

Legal Proceeding	Cost (\$)	Status	Result
21 Parraween Street, Camberay Local Court Prosecution	59	Local Court prosecution of out of hours concrete pour.	Dismissed pursuant to s10 of the Crimes (Sentencing Procedure) Act but ordered to pay costs of \$3,000.
16 Ennis Road, Milsons Point Local Court Prosecution	455	Local Court prosecutions of food breaches.	Convicted and fined \$5,000 plus costs of \$1,455.
44 West Street, North Sydney Local Court Prosecution	7,874.20	Local Court prosecution in respect of a breach of conditions.	Convicted and fined \$11,750 plus costs of \$3,840.
35 Tobruk Avenue, Cremorne Local Court Prosecution	59	Local Court prosecutions in respect to a pollute waters incident.	Convicted and fined \$15,000 plus costs of \$500.
53 Brightmore Street. Cremorne SC 371758/16	131,883.60	Supreme Court seeking orders for easement on Council Community Land.	Pending
308 Miller Street, North Sydney LEC 29236/17	14,845.80	Class 4 Civil enforcement proceedings to cease use of an unauthorised boarding house.	Consent orders entered requiring cease of use and payment of \$6,000 in legal costs.
Land and Environment Court Challenge to Council Amalgamations (No. 2) LEC 358777/16	193,176.49	Class 4 proceedings in the Land and Environment Court seeking judicial review of Revised Report by Delegate.	Pending
Shop 2, 1-5 Albany Street, North Sydney LEC 2931/17	7,954.75	Class 4 Summons enforcing a brothel closure order.	Consent Orders for use of premises with undertakings and pay \$7,000 in legal costs.
90 Arthur Street, North Sydney LEC 40939/17	15,791.39	Class 1 appeal against a deemed refusal of a building sign.	Section 34 Agreement subject to conditions of consent.

Legal Proceeding	Cost (\$)	Status	Result
1 Penshurst Avenue, Kurraba Point LEC 45506/17	1,254.00	Class 1 appeal against a deemed refusal of proposed alterations resulting in a 3 level dwelling, pool, retaining wall and landscaping.	Section 34 Agreement subject to conditions of consent.
229 Miller Street, North Sydney LEC 54042/17	18,700.57	Class 1 appeal against a deemed refusal of a modification to a consent in respect of a multi storey residential apartment.	Section 34 Agreement subject to conditions of consent.
19 Chuter Street, McMahons Point (No.2) Local Court Prosecution	59	Local Court prosecution in respect of breach of condition (operating hours).	Convicted and fined \$7,000 and ordered to pay costs of \$500.
35 Ridge Street, North Sydney Local Court Prosecution	59	Local Court prosecution in respect of Food Standard breaches.	Convicted and fined \$1,500 and ordered to pay legal costs of \$500.
16/116 Military Road, Neutral Bay Local Court Prosecution	59	Local Court prosecutions in respect of failure to pay administration fee for Food Improvement Notice.	Convicted and fined \$1,320 and ordered to pay legal costs of \$500.
50 Ridge Street, North Sydney LEC 107886/16 (S56A)	50,855.58	Section 56A appeal against judgment and conditions.	Appeal upheld with an order to pay Council's costs.
Supreme Court of NSW Cost Assessment of Land and Environment Challenge LEC 158919/2016	40,881.79	Supreme Court Costs Assessment Application	Pending
16-18 Illiliwa Street, Cremorne LEC 70971/17	3,636.60	Class 1 appeal against a deemed refusal of an apartment building.	Pending

Legal Proceeding	Cost (\$)	Status	Result
317 Pacific Highway, North Sydney LEC 77526/17	0	Class 1 appeal against a deemed refusal against a strata development.	Discontinuance by Applicant.
2 Wilson Street, Camberay LEC 73566/17	29,411.58	Class 1 appeal against a NSIPP refusal of a dwelling house.	Pending
1 The Boulevarde, Camberay LEC 75201/17	11,866.38	Class 1 appeal against the deemed refusal of a residential flat building.	Pending
89 Colin Street, Camberay LEC 75184/17	30,855.37	Class 1 appeal against the deemed refusal of a dwelling house.	Section 34 Agreement subject to conditions of consent.
65 Shellcove Road, Kurraba Point LEC 97603/17	4,274.60	Class 1 appeal against a refusal of a dwelling house.	Section 34 agreement subject to conditions of consent. Payment of s97B costs of \$2,000.
275 Alfred Street, North Sydney LEC 108602/17	26,937.13	Class 1 appeal against a deemed refusal for signage.	Pending
2/17 Hayes Street, Neutral Bay LEC 134519/17	0	Class 1 appeal against a s121B Order requiring the removal of an air conditioning unit affixed to the roof of a contributory item in a conservation zone.	Pending
24 Cranbrook Avenue, Cremorne LEC 142730/17	11,349.80	Class 1 appeal against a refusal of an 11 storey residential apartment building.	Pending
24 Cranbrook Avenue, Cremorne LEC 187231/17	0	Class 1 appeal against an Interim Heritage Order.	Pending

Legal Proceeding	Cost (\$)	Status	Result
6 Thrupp Street, Neutral Bay LEC 150988/17	0	Class 1 appeal against a deemed refusal of the demolition and construction of a three storey residential apartment.	Pending
75-77 Shellcove Road, Neutral Bay LEC 169815/17	4,752	Class 1 appeal against a refusal of an afterschool and vacation care centre.	Pending
Shop 3, 307 Military Road Neutral Bay Local Court Prosecution	0	Local Court prosecution in respect of various breaches of the Food Standards.	Convicted and fined \$40,000 and ordered to pay costs of \$2,835.
Shop 1 Ground Floor 2 Eden St, North Sydney Local Court Prosecution	0	Local Court prosecution in respect of an unauthorised brothel.	Pending
Falcon St - Stop in Bus Zone DC 50366/17	0	District Court appeal against the severity of a penalty.	Appeal dismissed.

There were no legal actions for anticompetitive behaviour, anti-trust, and monopoly practices during the year.

Special Rates and Levies

Council previously successfully applied in to the Independent Pricing and Regulatory Tribunal for a special variation to its general income. The increase granted was 5.5% (inclusive of the rate peg) per annum until 2017/18. In 2016/17, the special variation generated approximately \$1.4 million of additional revenue above that which would have been the case had only the rate peg been applied. This revenue made a small contribution to the capital works program.

Council's revenue from rates also includes an Environment Levy, Infrastructure Levy, Crows Nest Mainstreet Levy and a Neutral Bay Mainstreet Levy.

Environment Levy

Environment Levy funds are used to implement projects identified in Council's Sustainability Strategy.

The following tables give an overview of the work fully or partially funded by the levy in 2016/17:

Environment Levy	\$
Actual net income	1,830,154
Amount carried over from 2015/16 financial year	795,523
Expenditure	1,782,623
Balance carried over to 2017/18	843,054

Project	\$
Bushland	786,626
Greenhouse Action Plan	416,868
Sustainability Strategy	217,724
Water Management Action Plan	165,484

Crows Nest Mainstreet and Neutral Bay Mainstreet Levies

The Crows Nest and Neutral Bay Mainstreet Levies were implemented to raise funds for streetscape works within the Crows Nest and Neutral Bay business areas. Only applicable properties within those business areas are charged these levies.

The following table provides details on the total income received and projects funded by the levies in 2016/17:

Mainstreet Levies	\$
Actual net income	494,842
Unspent at beginning of year	377,861
Expenditure	517,467
Unspent at end of year	355,236

Project	\$
Willoughby Road paving	209,000
Falcon Street to Willoughby Road public domain upgrade	145,667
Pacific Highway public domain upgrade	60,065

Infrastructure Levy

The Infrastructure Levy was implemented to raise more funds for the maintenance and renewal of Council's infrastructure assets. All rateable properties within the Council area are charged the Infrastructure Levy.

The following table provides details on the total income received and projects funded by the levy in 2016/17:

Infrastructure Levy	\$
Actual net Income	1,639,384
Amount carried over from 2015/16 financial year	287,576
Expenditure	1,918,960
Balance carried over to 2017/18	8,000

Project	\$
Roads renewal	883,200
Seawalls renewal	653,551
Retaining walls renewal	228,825

North Sydney Council

Financial Statements

for the financial year ended 30 June 2017



Contents

Section

Executive summary

I

General Purpose Financial Statements

II

Special Purpose Financial Statements

III

Special Schedules

IV

North Sydney Council

Financial Statements

for the financial year ended 30 June 2017

Executive summary

Review of Council's Financial Result

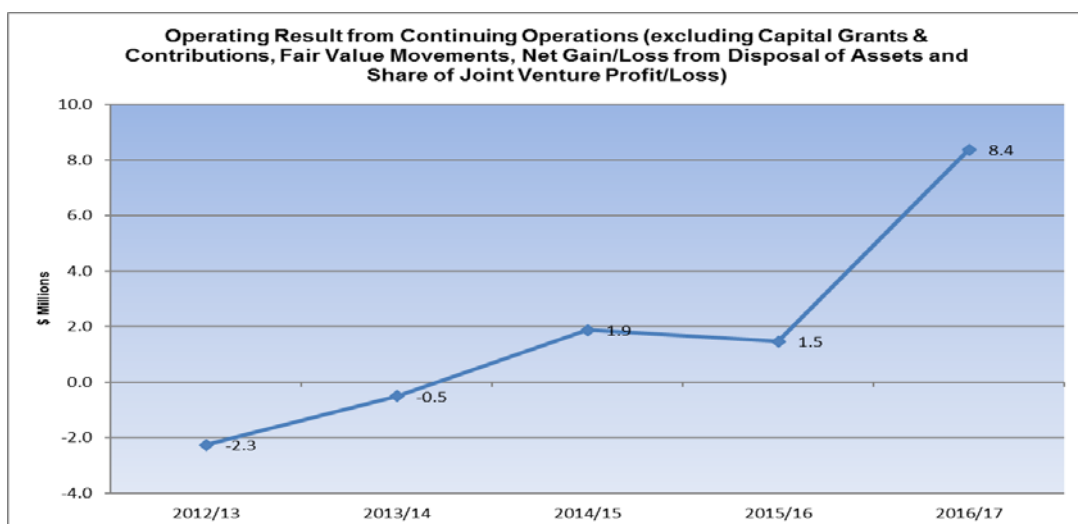
Council achieved a net operating surplus from continuing operations of \$27.4 million in 2016/17. This was a decrease of \$34.2 million from the result achieved in 2015/16. The main reason for the decrease was that the 2015/16 surplus included a one-off \$34.3 million non-cash contribution reflecting the increase in the value of the Woolworths/Alexander Street Car Park site in Crows Nest after its redevelopment.

The following graph shows Council's operating result from continuing operations over the last 5 years.



The operating result includes \$18.5 million of revenue received from grants and contributions provided for capital purposes, the offsetting expenditure of which is shown in the balance sheet in the year it is incurred. It also includes fair value adjustments which represent net unrealised (i.e. non-cash) capital gains of \$5.7 million in the value of Council's assets and net losses from the disposal of assets of \$5.2 million. Excluding these amounts, the result was a surplus of \$8.4 million, an increase of \$6.9 million from the surplus achieved in 2015/16.

The following graph shows Council's operating result before capital grants and contributions, unrealised capital gains/fair value movements, net gains/losses from the disposal assets and share of Joint Venture profit/loss over the last 5 years.



North Sydney Council

Financial Statements

for the financial year ended 30 June 2017

Executive summary (continued)

Review of Council's Cash Position

After adjusting the \$27.4 million net operating surplus for non-cash items, movements in operating assets and liabilities (e.g. payables, receivables, etc), proceeds from the sale property, plant and equipment and capital expenditure, Council's total cash and investments held decreased by \$19.9 million from \$100.7 million to \$80.8 million, as per the following reconciliation:

		\$'000
Operating surplus		27,365
add:		
	depreciation	16,786
	proceeds from sale of infrastructure, property, plant and equipment	3,620
	net losses from disposal of assets	5,194
	net share of loss incurred by Shorelink Library Network	1
deduct:		
	capital expenditure	55,256
	net movements in operating assets and liabilities	5,264
	non-cash capital contribution received	6,925
	gains in fair value of investment property portfolio	5,233
	reversal of prior period decrements in fair value of community land	245
decrease in cash and investments held		-19,957
plus:		
	cash and investments held at the beginning of the year	<u>100,735</u>
Cash and investments held at the end of the year		<u>80,778</u>

Review of Council's Financial Position

As at 30 June 2017, Council's financial position was sound with net assets of \$953.7 million, including cash and investments of \$80.8 million. Of this \$80.8 million, \$25.7 million was externally restricted for specific purposes and \$49.8 million was internally restricted for specific purposes. The remaining \$5.3 million was unrestricted.

Available working capital was \$3.4 million, a level sufficient to comfortably manage Council's day to day operations and provide a buffer against unforeseen and unbudgeted expenditures after taking into consideration the nature and level of internally restricted reserves.

The unrestricted current ratio provides a measure of the adequacy of working capital and the degree to which unrestricted current assets can satisfy the organisation's short term commitments. As at 30 June 2017, Council's unrestricted current ratio was 3.51:1, well above the industry benchmark of 1.5:1. This means that for every \$1 of current liabilities to be funded from unrestricted or internally restricted cash, \$3.51 of unrestricted or internally restricted cash was available.

During 2016/17, \$33.8 million was spent on the renewal of Council's infrastructure assets. Over the same period, the depreciation expense for these assets was \$12.6 million. Hence, the Infrastructure Renewals Ratio was 268.95%, above the benchmark of 100% for the fourth successive year. A further \$8.7 million was spent on the maintenance of infrastructure and this resulted in an Asset Maintenance Ratio of 1:1, meeting the benchmark of 1:1 also for the fourth successive year. The improvement in these asset performance ratios is a reflection of Council's increased commitment to ensuring that sufficient funds are allocated to the maintenance and renewal of our ageing infrastructure.

North Sydney Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2017

progressive *vibrant* diverse



North Sydney Council

General Purpose Financial Statements

for the year ended 30 June 2017

Contents	Page
1. Understanding Council's Financial Statements	2
2. Statement by Councillors and Management	3
3. Primary Financial Statements:	
– Income Statement	4
– Statement of Comprehensive Income	5
– Statement of Financial Position	6
– Statement of Changes in Equity	7
– Statement of Cash Flows	8
4. Notes to the Financial Statements	9
5. Independent Auditor's Reports:	
– On the Financial Statements (Sect 417 [2])	77
– On the Conduct of the Audit (Sect 417 [3])	80

Overview

- (i) These financial statements are General Purpose Financial Statements and cover the operations for North Sydney Council.
- (ii) North Sydney Council is a body politic of NSW, Australia – being constituted as a local government area by proclamation and is duly empowered by the *Local Government Act 1993* (LGA).

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

- (iii) All figures presented in these financial statements are presented in Australian currency.
- (iv) These financial statements were authorised for issue by the Council on 31 October 2017. Council has the power to amend and reissue these financial statements.
-

North Sydney Council

General Purpose Financial Statements for the year ended 30 June 2017

Understanding Council's financial statements

Introduction

Each year, individual local governments across New South Wales are required to present a set of audited financial statements to their council and community.

What you will find in the statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2017.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the primary financial statements

The financial statements incorporate five 'primary' financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses.

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

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, Property, Plant and Equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

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

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's annual financial statements are required to be audited by the NSW Audit Office. In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the financial statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the Audit Report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

More information

A review of Council's financial performance and position for the 16/17 financial year can be found at Note 29 of the financial statements.

North Sydney Council

General Purpose Financial Statements for the year ended 30 June 2017

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

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

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

To the best of our knowledge and belief, these financial statements:

- present fairly the Council's operating result and financial position for the year, and
- accord with Council's accounting and other records.

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

Signed in accordance with a resolution of Council made on 17 October 2017.



Jilly Gibson
Mayor



Stephen Barbour
Councillor



Adrian Panuccio
Acting General manager



Darren Goode
Acting Responsible accounting officer

North Sydney Council

Income Statement

for the year ended 30 June 2017

Budget ¹ 2017	\$ '000	Notes	Actual 2017	Actual 2016
Income from continuing operations				
<i>Revenue:</i>				
51,219	Rates and annual charges	3a	51,477	49,000
23,878	User charges and fees	3b	29,814	25,474
2,030	Interest and investment revenue	3c	3,561	3,968
17,463	Other revenues	3d	23,496	28,507
4,101	Grants and contributions provided for operating purposes	3e,f	6,689	6,118
6,198	Grants and contributions provided for capital purposes	3e,f	18,480	47,704
<i>Other income:</i>				
270	Net gains from the disposal of assets	5	–	25
105,159	Total income from continuing operations		133,517	160,796
Expenses from continuing operations				
41,271	Employee benefits and on-costs	4a	41,367	40,544
338	Borrowing costs	4b	302	277
30,985	Materials and contracts	4c	34,159	34,421
16,543	Depreciation and amortisation	4d	16,786	15,536
–	Impairment	4d	–	–
8,043	Other expenses	4e	8,343	8,436
–	Net losses from the disposal of assets	5	5,194	–
–	Net share of interests in joint ventures and associates using the equity method	19	1	22
97,180	Total expenses from continuing operations		106,152	99,236
7,979	Operating result from continuing operations		27,365	61,560
Discontinued operations				
–	Net profit/(loss) from discontinued operations	24	–	–
7,979	Net operating result for the year		27,365	61,560
7,979	Net operating result attributable to Council		27,365	61,560
–	Net operating result attributable to non-controlling interests		–	–
1,781	Net operating result for the year before grants and contributions provided for capital purposes		8,885	13,856

¹ Original budget as approved by Council – refer Note 16

North Sydney Council

Statement of Comprehensive Income

for the year ended 30 June 2017

\$ '000	Notes	Actual 2017	Actual 2016
Net operating result for the year (as per Income Statement)		27,365	61,560
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	7,913	–
Total items which will not be reclassified subsequently to the operating result		7,913	–
Amounts which will be reclassified subsequently to the operating result when specific conditions are met			
Nil			
Total other comprehensive income for the year		7,913	–
Total comprehensive income for the year		35,278	61,560
Total comprehensive income attributable to Council		35,278	61,560
Total comprehensive income attributable to non-controlling interests		–	–

North Sydney Council

Statement of Financial Position
as at 30 June 2017

\$ '000	Notes	Actual 2017	Actual 2016
ASSETS			
Current assets			
Cash and cash equivalents	6a	6,172	5,521
Investments	6b	74,606	95,434
Receivables	7	9,897	6,693
Inventories	8	46	43
Other	8	273	226
Total current assets		90,994	107,917
Non-current assets			
Investments	6b	–	–
Receivables	7	326	147
Inventories	8	–	–
Infrastructure, properties, plant and equipment	9	812,464	769,132
Investments accounted for using the equity method	19	33	34
Investment property	14	97,623	92,390
Intangible assets	25	–	–
Total non-current assets		910,446	861,703
TOTAL ASSETS		1,001,440	969,620
LIABILITIES			
Current liabilities			
Payables	10	20,309	23,328
Income received in advance	10	1,844	1,962
Borrowings	10	–	220
Provisions	10	15,849	15,934
Total current liabilities		38,002	41,444
Non-current liabilities			
Payables	10	–	–
Income received in advance	10	–	–
Borrowings	10	9,500	9,500
Provisions	10	189	205
Total non-current liabilities		9,689	9,705
TOTAL LIABILITIES		47,691	51,149
Net assets		953,749	918,471
EQUITY			
Retained earnings	20	775,876	748,511
Revaluation reserves	20	177,873	169,960
Other reserves	20	–	–
Council equity interest		953,749	918,471
Non-controlling equity interests		–	–
Total equity		953,749	918,471

This statement should be read in conjunction with the accompanying notes.

North Sydney Council

Statement of Changes in Equity
for the year ended 30 June 2017

\$ '000	Notes	2017					2016						
		Retained earnings	Asset revaluation reserve (Refer 20b)	Other reserves (Refer 20b)	Council interest	Non-controlling interest	Total equity	Retained earnings	Asset revaluation reserve (Refer 20b)	Other reserves (Refer 20b)	Council interest	Non-controlling interest	Total equity
Opening balance (as per last year's audited accounts)		748,511	169,960	–	918,471	–	918,471	686,951	169,960	–	856,911	–	856,911
a. Correction of prior period errors	20 (c)	–	–	–	–	–	–	–	–	–	–	–	–
b. Changes in accounting policies (prior year effects)	20 (d)	–	–	–	–	–	–	–	–	–	–	–	–
Revised opening balance		748,511	169,960	–	918,471	–	918,471	686,951	169,960	–	856,911	–	856,911
c. Net operating result for the year		27,365	–	–	27,365	–	27,365	61,560	–	–	61,560	–	61,560
d. Other comprehensive income													
– Revaluations: IPP&E asset revaluation rsve	20b (ii)	–	7,913	–	7,913	–	7,913	–	–	–	–	–	–
Other comprehensive income		–	7,913	–	7,913	–	7,913	–	–	–	–	–	–
Total comprehensive income (c&d)		27,365	7,913	–	35,278	–	35,278	61,560	–	–	61,560	–	61,560
e. Distributions to/(contributions from) non-controlling interests		–	–	–	–	–	–	–	–	–	–	–	–
f. Transfers between equity		–	–	–	–	–	–	–	–	–	–	–	–
Equity – balance at end of the reporting period		775,876	177,873	–	953,749	–	953,749	748,511	169,960	–	918,471	–	918,471

North Sydney Council

Statement of Cash Flows

for the year ended 30 June 2017

Budget 2017	\$ '000	Notes	Actual 2017	Actual 2016
Cash flows from operating activities				
Receipts:				
51,219	Rates and annual charges		51,427	48,830
25,192	User charges and fees		30,821	29,229
2,030	Investment and interest revenue received		3,622	4,132
10,349	Grants and contributions		16,644	18,857
4,000	Bonds, deposits and retention amounts received		4,572	2,950
16,503	Other		17,401	22,300
Payments:				
(41,371)	Employee benefits and on-costs		(41,461)	(39,585)
(35,084)	Materials and contracts		(39,486)	(35,117)
(338)	Borrowing costs		(304)	(262)
(3,000)	Bonds, deposits and retention amounts refunded		(3,076)	(2,969)
(8,848)	Other		(8,708)	(11,862)
20,652	Net cash provided (or used in) operating activities	11b	31,452	36,503
Cash flows from investing activities				
Receipts:				
57,500	Sale of investment securities		39,055	47,445
1,100	Sale of infrastructure, property, plant and equipment		3,620	1,204
Payments:				
(15,000)	Purchase of investment securities		(18,000)	(48,520)
–	Purchase of investment property		–	(17)
(63,767)	Purchase of infrastructure, property, plant and equipment		(55,256)	(49,249)
(20,167)	Net cash provided (or used in) investing activities		(30,581)	(49,137)
Cash flows from financing activities				
Receipts:				
–	Proceeds from borrowings and advances		–	9,500
Payments:				
–	Nil		–	–
–	Net cash flow provided (used in) financing activities		–	9,500
485	Net increase/(decrease) in cash and cash equivalents		871	(3,134)
4,000	Plus: cash and cash equivalents – beginning of year	11a	5,301	8,435
4,485	Cash and cash equivalents – end of the year	11a	6,172	5,301
Additional Information:				
	plus: Investments on hand – end of year	6b	74,606	95,434
	Total cash, cash equivalents and investments		80,778	100,735

Please refer to Note 11 for information on the following:

- Non-cash financing and investing activities
- Financing arrangements
- Net cash flow disclosures relating to any discontinued operations

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Contents of the notes accompanying the financial statements

Note	Details	Page
1	Summary of significant accounting policies	10
2(a)	Council functions/activities – financial information	21
2(b)	Council functions/activities – component descriptions	22
3	Income from continuing operations	23
4	Expenses from continuing operations	29
5	Gains or losses from the disposal of assets	33
6(a)	Cash and cash equivalent assets	34
6(b)	Investments	34
6(c)	Restricted cash, cash equivalents and investments – details	35
7	Receivables	37
8	Inventories and other assets	38
9(a)	Infrastructure, property, plant and equipment	39
9(b)	Externally restricted infrastructure, property, plant and equipment	40 n/a
9(c)	Infrastructure, property, plant and equipment – current year impairments	40 n/a
10(a)	Payables, borrowings and provisions	41
10(b)	Description of (and movements in) provisions	42
11	Statement of cash flows – additional information	43
12	Commitments for expenditure	45
13	Statement of performance measures:	
	13a (i) Local government industry indicators (consolidated)	46
	13a (ii) Local government industry graphs (consolidated)	47
14	Investment properties	49
15	Financial risk management	50
16	Material budget variations	54
17	Statement of developer contributions	56
18	Contingencies and other liabilities/assets not recognised	58
19	Interests in other entities	60
20	Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors	63
21	Financial result and financial position by fund	63 n/a
22	'Held for sale' non-current assets and disposal groups	64 n/a
23	Events occurring after the reporting date	64 n/a
24	Discontinued operations	64 n/a
25	Intangible assets	64 n/a
26	Reinstatement, rehabilitation and restoration liabilities	64 n/a
27	Fair value measurement	65
28	Related party disclosures	74
 Additional council disclosures		
29	Financial review	75
30	Council information and contact details	76

n/a – not applicable

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the Local Government Act 1993 (NSW) and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity for the purpose of preparing these financial statements.

(i) New and amended standards adopted by Council

AASB 124 Related Party Disclosures was adopted during the year, the impact of this standard had no impact on reporting financial position or performance, however note 28 has been added.

AASB 2014-3 Amendments to Australian Accounting Standards – Accounting for Acquisitions of Interests in Joint Operations [AASB 1 and AASB 11]. There are no joint operations currently being conducted.

(ii) Early adoption of standards

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2016.

(iii) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of property, plant and equipment and investment property.

(iv) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) Estimated fair values of investment properties
- (ii) Estimated fair values of infrastructure, property, plant and equipment,
- (iii) Estimated tip remediation provisions.

Significant judgements in applying the Council's accounting policies

- (i) Impairment of Receivables

Council has made a significant judgement about the impairment of a number of its receivables in Note 7.

(b) Revenue recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council's activities as described below.

Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable. Revenue is measured on major income categories as follows:

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

(i) Rates, annual charges, grants and contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenue when the Council obtains control over the assets comprising these receipts. Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

Control over granted assets/contributed assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed in Note 3(g). The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

(ii) User charges and fees

User charges and fees (including parking fees and fines) are recognised as revenue when the service has been provided or when the penalty has been applied, whichever first occurs.

(iii) Sale of infrastructure, property, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

(iv) Interest

Interest income is recognised using the effective interest rate at the date that interest is earned.

(v) Rent

Rental income is accounted for on a straight-line basis over the lease term.

(vi) Dividend income

Revenue is recognised when the Council's right to receive the payment is established, which is generally when shareholders approve the dividend.

(vii) Other income

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

(c) Principles of consolidation

(i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (NSW) (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of, or in accordance with the trusts relating to those monies. Trust monies and property subject to Council's control have been included in these reports.

Trust monies and property held by Council but not subject to the control of Council have been excluded from these reports. A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

(iii) County Councils

Council is not a member of any county councils.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

(iv) Interests in other entities

Subsidiaries

Council has no interest in any subsidiaries.

Joint arrangements

Council has no interest in any joint arrangements.

Joint ventures/associates

Interests in joint ventures/associates are accounted for using the equity method in accordance with AASB128 Associates and Joint Ventures. Under this method, the investment is initially recognised as a cost and the carrying amount is increased or decreased to recognise the Council's share of the profit or loss and other comprehensive income of the investee after the date of acquisition.

If the Council's share of losses of a joint venture equals or exceeds its interest in the joint venture, the Council discontinues recognising its share of further losses.

The Council's share in the joint venture's gains or losses arising from transactions between itself and its joint venture are eliminated.

Adjustments are made to the joint venture's accounting policies where they are different from those of the Council for the purpose of the consolidated financial statements.

(d) Leases

(i) Finance Leases

Council has no finance leases.

(ii) Operating Leases

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases where Council is a lessor is recognised as income on a straight-line basis over the lease term.

(e) Impairment of assets

Intangible assets that have an indefinite useful life or are not yet available for use are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

(f) Cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

(g) Inventories

(i) Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Cost comprises direct materials, direct labour, and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(ii) Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

(iii) Land held for resale/capitalisation of borrowing costs

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

(h) Non-current assets (or disposal groups) held for sale and discontinued operations

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets; assets arising from employee benefits; financial assets; and

investment properties that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of de-recognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

(i) Investments and other financial assets

Classification

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss; loans and receivables; held-to-maturity investments; and available-for-sale financial assets.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term. Assets in this category are classified as current assets.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

greater than 12 months after the reporting date which that are classified as non-current assets.

Loans and receivables are included in other receivables (note 8) and receivables (note 7) in the Statement of Financial Position.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Council's management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, that are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date.

Investments are designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset.

Investments are initially recognised at fair value plus transaction costs for all financial assets not carried

at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

Subsequent measurement

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

Impairment

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.

(i) Assets carried at amortised cost

For loans and receivables the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

have not been incurred) discounted at the financial asset's original effective interest rate.

The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Council may measure impairment on the basis of an instrument's fair value using an observable market price.

Collectability of receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of the receivables.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The amount of the impairment loss is recognised in the income statement within other expenses. When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

Investment Policy

Council has an approved investment policy complying with Section 625 of the Local Government Act 1993 (NSW) and Clause 212 of the Local Government (General) Regulation 2005 (NSW).

Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order. Council maintains an investment policy that complies with the Act and ensures that it, or its

representatives, exercise the care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order (the Order) arising from the Cole Inquiry recommendations. Certain investments the Council holds are no longer prescribed; however, they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

(j) Fair value estimation – financial instruments

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each reporting date. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(k) Infrastructure, property, plant and equipment (IPPE)

Council's assets have been progressively revalued to fair value in accordance with a staged implementation advised by the Office of Local Government. At reporting date, the following classes of IPPE were stated at their fair value:

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Externally valued:

- Operational land
- Community land*
- Buildings – specialised/non-specialised
- Roads assets including roads, bridges and footpaths
- Swimming pools

*Community land is valued using the unimproved capital value as supplied by the Valuer General. Current valuations have a base date of 1 July 2016.

A small number of parcels of community land do not have a Valuer General valuation. Council applies the average value per square metre of like parcels to the area of the unvalued parcels.

Internally valued:

- Operational land
- Community land
- Buildings – specialised/non-specialised
- Roads assets including roads, bridges and footpaths
- Stormwater drainage
- Swimming pools

As approximated by depreciated historical cost:

- Plant and equipment
- Operational land
- Community land
- Land improvements
- Other structures
- Roads assets including roads, bridges and footpaths
- Bulk earthworks
- Other open space/recreational assets
- Other infrastructure
- Other assets

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. Council has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For all other asset classes, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. If any such indication exists, Council determines the

asset's fair value and revalue the asset to that amount. Full revaluations are undertaken for all assets on a five-year cycle.

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

Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

As it was not possible to accurately determine the carrying amount of assets partially disposed during the year, the carrying amount of only those assets wholly disposed/written off has been disclosed in Note 5. The non-disclosure of the carrying amount of assets only partially disposed is not considered to have materially misstated the net gain/loss on disposal for any category of assets.

Depreciation

Land is not depreciated.

Depreciation on other assets is calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and Equipment

- Office Equipment	3 to 20 years
- Office furniture	3 to 20 years
- Computer Equipment	4 years
- Vehicles	2 to 5 years
- Heavy Plant/Road Making equipment	5 to 20 years
- Other plant and equipment	2 to 5 years

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Other Equipment

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

Buildings

- Buildings	50 to 150 years
- Buildings: Other Structure	5 to 20 years

Stormwater Drainage

- Drains	60 to 120 years
- Culverts	80 to 120 years

Transportation Assets

- Sealed Roads: Surface	20 to 25 years
- Sealed Roads: Structure	80 to 120 years
- Unsealed roads	20 years

- Bridge: Concrete	100 years
- Bridge: Other	50 years

- Road Pavements	20 to 50 years
- Kerb, Gutter and Paths	50 to 100 years

Other Infrastructure Assets

- Bulk earthworks	Infinite
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The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

(l) Investment property

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council.

Investment property is carried at fair value, which is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, Council uses alternative valuation methods such as recent prices in less active markets, or discounted cash flow projections. Changes in fair values are recorded in the income statement as part of other income.

Properties that are under construction for future use as investment properties are regarded as investment properties. These are also carried at fair value unless the fair value cannot yet be reliably determined. Where that is the case, the property will be accounted for at cost until either the fair value becomes reliably determinable or construction is complete.

(m) Payables

These amounts represent liabilities for goods and services provided to the Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

(n) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

(o) Borrowing costs

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

(p) Provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

(q) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled.

The liability for annual leave and accumulating sick leave is recognised in the provision for employee

benefits. All other short-term employee benefit obligations are presented as payables.

(ii) Other long-term employee benefit obligations

The liability for long service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the Statement of Financial Position, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments that arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. However, when this information is not reliably available, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable.

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(r) Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

(s) Self-insurance

Council does not self-insure.

(t) Intangible assets

Council has not classified any assets as intangible.

(u) Crown reserves

Crown Reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

(v) Rural fire service assets

Council has no rural fire services assets.

(w) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which that are recoverable from, or payable to the taxation authority are presented as operating cash flows.

(x) New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the current reporting period and which have not been applied. These are:

AASB 216-1 Amendments to Australian Accounting Standards – Recognition of Deferred Tax Assets for Unrealised Losses [AASB 112] – Income Taxes

AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107 – Statement of Cash Flows

AASB 2016-4 Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities

North Sydney Council

Notes to the Financial Statements for the year ended 30 June 2017

Note 1. Summary of significant accounting policies (continued)

The full impact of the above amendments has yet to be ascertained or quantified but will range from additional and/or revised disclosures to changes in how certain transactions and balances are accounted for.

(y) Rounding of amounts

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

(z) Comparative figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(aa) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2(a). Council functions/activities – financial information

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(b).												
	Income from continuing operations			Expenses from continuing operations			Operating result from continuing operations			Grants included in income from continuing operations		Total assets held (current and non-current)	
	Original budget	Actual	Actual	Original budget	Actual	Actual	Original budget	Actual	Actual	Actual	Actual	Actual	Actual
	2017	2017	2016	2017	2017	2016	2017	2017	2016	2017	2016	2017	2016
Governance	–	–	–	2,458	3,102	3,530	(2,458)	(3,102)	(3,530)	–	1	8,218	103
Administration	6,243	10,522	7,708	25,719	20,233	16,295	(19,476)	(9,711)	(8,587)	–	–	141,144	146,578
Public order and safety	7,872	8,406	7,837	7,617	7,342	7,215	255	1,064	622	–	–	2,435	2,188
Health	287	618	356	1,799	1,927	1,700	(1,512)	(1,309)	(1,344)	–	9	722	565
Environment	14,455	15,083	14,373	19,156	19,167	19,118	(4,701)	(4,084)	(4,745)	67	91	127,289	126,570
Community services and education	952	1,241	1,324	2,939	2,880	2,826	(1,987)	(1,639)	(1,502)	593	682	2,926	2,978
Housing and community amenities	962	1,909	1,637	5,948	6,715	7,651	(4,986)	(4,806)	(6,014)	188	185	6,617	4,807
Recreation and culture	7,129	18,814	15,532	19,051	22,955	22,033	(11,922)	(4,141)	(6,501)	184	197	249,613	248,670
Transport and communication	15,718	17,867	15,480	6,438	13,962	12,116	9,280	3,905	3,364	2,862	1,867	282,613	261,657
Economic affairs	11,182	16,118	56,409	6,055	7,868	6,730	5,127	8,250	49,679	–	–	179,829	175,469
Total functions and activities	64,800	90,578	120,656	97,180	106,151	99,214	(32,380)	(15,573)	21,442	3,894	3,032	1,001,406	969,585
Share of gains/(losses) in associates and joint ventures (using the equity method)	–	–	–	–	1	22	–	(1)	(22)	–	–	33	34
General purpose income ¹	40,359	42,939	40,140	–	–	–	40,359	42,939	40,140	3,061	2,063	1	1
Operating result from continuing operations	105,159	133,517	160,796	97,180	106,152	99,236	7,979	27,365	61,560	6,955	5,095	1,001,440	969,620

1. Includes: rates and annual charges (incl. ex-gratia), untied general purpose grants and unrestricted interest and investment income.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2(b). Council functions/activities – component descriptions

Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:

GOVERNANCE

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policy-making committees, public disclosure (e.g. GIPA), and legislative compliance.

ADMINISTRATION

Includes corporate support and other support services, engineering works, and any Council policy compliance.

PUBLIC ORDER AND SAFETY

Includes Council's fire and emergency services levy, fire protection, emergency services, beach control, enforcement of regulations and animal control.

HEALTH

Includes immunisation, food control, health centres etc.

ENVIRONMENT

Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.

COMMUNITY SERVICES AND EDUCATION

Includes administration and education; social protection (welfare); migrant, Aboriginal and other community services and administration (excluding accommodation – as it is covered under 'housing and community amenities'); youth services; aged and disabled persons services; children's' services, including family day care; child care; and other family and children services.

HOUSING AND COMMUNITY AMENITIES

Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities, including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.

RECREATION AND CULTURE

Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.

MINING, MANUFACTURING AND CONSTRUCTION

Includes building control.

TRANSPORT AND COMMUNICATION

Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas, and aerodromes.

ECONOMIC AFFAIRS

Includes commercial properties; North Sydney Function Centre; assessment of development applications; and other business undertakings.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations

\$ '000	Notes	Actual 2017	Actual 2016
(a) Rates and annual charges			
Ordinary rates			
Residential		22,369	20,849
Business		14,073	13,504
Total ordinary rates		36,442	34,353
Special rates			
Infrastructure levy		1,639	1,631
Environmental levy		1,830	1,820
Main street levies		495	498
Total special rates		3,964	3,949
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic waste management services		10,443	10,081
Stormwater management services		556	547
Section 611 charges		72	70
Total annual charges		11,071	10,698
TOTAL RATES AND ANNUAL CHARGES		51,477	49,000

Council has used 2013 year valuations provided by the NSW Valuer General in calculating its rates.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(b) User charges and fees			
Specific user charges (per s.502 – specific 'actual use' charges)			
Domestic waste management services		1,104	1,026
Total user charges		1,104	1,026
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Planning and building regulation		4,896	3,461
Regulatory / statutory fees		4,997	3,526
Section 149 certificates (EPA Act)		301	280
Section 603 certificates		160	173
Total fees and charges – statutory/regulatory		10,354	7,440
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Business trade waste		369	364
Community centres / facilities		127	58
Domestic waste management – other		24	25
Family day care		189	191
Library		130	118
On street parking		9,096	8,816
Off street parking		3,156	2,853
Ovals		1,147	907
Planning and building regulation (non-statutory)		461	488
Public events		53	44
Reinstatements		1,012	645
Swimming centres		2,387	2,312
Other		205	187
Total fees and charges – other		18,356	17,008
TOTAL USER CHARGES AND FEES		29,814	25,474

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(c) Interest and investment revenue (including losses)			
Interest			
– Interest on overdue rates and annual charges (incl. special purpose rates)		68	54
– Interest earned on investments (interest and coupon payment income)		3,108	3,814
Interest – interest on developer contributions		158	275
Fair value adjustments			
– Fair valuation movements in investments (at fair value or held for trading)		227	(175)
TOTAL INTEREST AND INVESTMENT REVENUE		<u>3,561</u>	<u>3,968</u>
Interest revenue is attributable to:			
Unrestricted investments/financial assets:			
Overdue rates and annual charges (general fund)		68	54
General Council cash and investments		3,335	3,639
Restricted investments/funds – external:			
Development contributions			
– Section 94		123	255
– Section 93F		35	20
Total interest and investment revenue recognised		<u>3,561</u>	<u>3,968</u>
(d) Other revenues			
Fair Value Adjustments – Investment Properties (Non-Cash)	14	5,233	12,803
Rental income – investment properties	14	6,139	5,851
Rental income – other council properties		374	337
Reversal of prior period revaluation decrements (applicable to I,PP&E)	9(a)	245	–
Ex gratia rates		33	31
Fines – parking		7,775	7,287
Other charges for overdue rates and charges		22	29
Legal Fees Recovered		552	94
Advertising on council infrastructure		938	901
Better waste and recycling fund		179	178
Carbon tax refund		–	173
Commissions and agency fees		7	3
Fines – environmental and compliance		157	120
Insurance bonuses, rebates and claim recoveries		88	100
Miscellaneous sales		12	21
Zig Zag Lane Car Park Compensation		1,097	–
Other		645	579
TOTAL OTHER REVENUE		<u>23,496</u>	<u>28,507</u>

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	2017 Operating	2016 Operating	2017 Capital	2016 Capital
(e) Grants				
General purpose (untied)				
Financial assistance – general component	2,204 ¹⁾	1,440	–	–
Financial assistance – local roads component	697 ¹⁾	461	–	–
Pensioners' rates subsidies – general component	160	162	–	–
Total general purpose	3,061	2,063	–	–
Specific purpose				
Pensioners' rates subsidies:				
– Domestic waste management	41	42	–	–
Bus weight tax subsidy	20	31	–	–
Community care				
– Aged Care	59	58	–	–
– Crime Prevention	–	45	–	–
– Family Day Care	465	495	–	–
– Vacation Care	28	40	–	–
– Youth Care	2	5	–	–
– Other	40	47	–	–
Environmental protection	26	50	–	–
Recreation and culture				
– Library - Per Capita	134	131	–	–
– Library - Special Projects	–	–	49	47
– Parks and Gardens	–	–	–	19
Traffic route lighting subsidy	188	185	–	–
Transport				
– Bicycle Facilities	–	37	2,138	532
– Pedestrian Facilities	–	–	18	–
– Roads to Recovery	612	1,165	–	–
– Roads Safety	74	103	–	–
Total specific purpose	1,689	2,434	2,205	598
Total grants	4,750	4,497	2,205	598
Grant revenue is attributable to:				
– Commonwealth funding	1,077	1,660	–	–
– State funding	3,664	2,836	2,205	597
– Other funding	9	1	–	1
	4,750	4,497	2,205	598

⁽¹⁾ Includes advance payment of one-half of the estimated 2017/18 grant allocation

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	2017 Operating	2016 Operating	2017 Capital	2016 Capital
(f) Contributions				
Developer contributions:				
(s93 & s94 – EP&A Act, s64 of the LGA):				
S 93F – contributions using planning agreements	–	–	8,075	3,288
S 94 – contributions towards amenities/services	–	–	7,696	9,413
Total developer contributions 17	–	–	15,771	12,701
Other contributions:				
Affordable housing	295	660	–	–
Alexander street car park (non-cash)	–	–	227	34,321
Alfred Street Retaining Wall	–	–	125	–
Community services				
– Youth Care	–	6	–	–
Environmental protection	330	15	–	–
Ernest Place electricity substation relocation	223	–	–	–
Fire & Emergency Services Levy Implementation	129	–	–	–
Paving	–	–	9	–
Recreation and culture				
– Aboriginal Heritage	54	244	–	–
Relocation of Harbour Cycles Sculpture	118	–	–	–
RMS contributions (regional roads, block grant)	680	673	–	–
Town planning	110	23	–	–
Traffic facilities	–	–	143	–
Other	–	–	–	84
Total other contributions	1,939	1,621	504	34,405
Total contributions	1,939	1,621	16,275	47,106
TOTAL GRANTS AND CONTRIBUTIONS	6,689	6,118	18,480	47,704

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Income from continuing operations (continued)

\$ '000	Actual 2017	Actual 2016
(g) Unspent grants and contributions		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:		
Unexpended at the close of the previous reporting period	30,844	25,829
Add: grants and contributions recognised in the current period but not yet spent:	16,392	12,941
Less: grants and contributions recognised in a previous reporting period now spent:	(23,982)	(7,926)
Net increase (decrease) in restricted assets during the period	(7,590)	5,015
Unexpended and held as restricted assets	23,254	30,844
Comprising:		
– Specific purpose unexpended grants	–	301
– Developer contributions	22,791	30,499
– Other contributions	463	44
	23,254	30,844

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 4. Expenses from continuing operations

\$ '000	Notes	Actual 2017	Actual 2016
(a) Employee benefits and on-costs			
Salaries and wages		31,634	30,269
Travel expenses		331	337
Employee leave entitlements (ELE)		5,340	5,982
Superannuation – defined contribution plans		2,874	2,645
Superannuation – defined benefit plans		984	994
Workers' compensation insurance		672	647
Fringe benefit tax (FBT)		255	266
Training costs (other than salaries and wages)		301	390
Other		165	154
Total employee costs		42,556	41,684
Less: capitalised costs		(1,189)	(1,140)
TOTAL EMPLOYEE COSTS EXPENSED		41,367	40,544
Number of 'full-time equivalent' employees (FTE) at year end		389	398
(b) Borrowing costs			
(i) Interest bearing liability costs			
Interest on loans		302	277
Total interest bearing liability costs expensed		302	277
(ii) Other borrowing costs			
Nil			
TOTAL BORROWING COSTS EXPENSED		302	277

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(c) Materials and contracts			
Raw materials and consumables		3,559	3,521
Contractor and consultancy costs			
– Aboriginal Heritage		31	111
– Agency Staff		1,191	1,423
– Cash Collection		412	393
– CBD Marketing		146	141
– Cleaning of Council Properties		350	334
– Community Transport		171	168
– Computer Hardware and Software Maintenance		1,298	1,244
– Drainage Maintenance		375	326
– Footpath Maintenance		967	646
– Graffiti Removal		125	134
– Internal Audit Program		78	68
– Mowing		1,024	979
– Other Infrastructure Maintenance		360	897
– Parking Meter Maintenance		1,061	843
– Parks, Gardens and Tree Maintenance		1,552	1,568
– Property Maintenance		4,310	4,901
– Property Management		304	311
– Public Events		665	515
– Roads Maintenance		739	832
– Waste and Recycling Collection		5,037	4,820
– Waste and Recycling Disposal		4,523	4,553
– Other		1,673	1,757
Consultancy		1,188	1,475
Auditors remuneration ⁽¹⁾		71	55
Infringement notice contract costs (SEINS)		1,006	1,036
Legal expenses:			
– Legal expenses: planning and development		989	535
– Legal expenses: debt recovery		23	31
– Legal expenses: other		931	804
TOTAL MATERIALS AND CONTRACTS		34,159	34,421
1. Auditor remuneration			
a. During the year, the following fees were incurred for services provided by the Auditor-General:			
(i) Audit and other assurance services			
– Audit and review of financial statements: Auditor-General		70	–
Remuneration for audit and other assurance services		70	–
Total Auditor-General remuneration		70	–
b. During the year, the following fees were incurred for services provided by the other Council's Auditors:			
(i) Audit and other assurance services			
– Audit and review of financial statements: Council's Auditor		–	55
– Audit of regulatory returns		1	–
Remuneration for audit and other assurance services		1	55
Total remuneration of other Council's Auditors		1	55
Total Auditor remuneration		71	55

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(d) Depreciation, amortisation and impairment			
Plant and equipment		1,903	1,723
Office equipment		1,011	817
Furniture and fittings		440	465
Land improvements (depreciable)		454	387
Infrastructure:			
– Buildings – non-specialised		41	46
– Buildings – specialised		3,186	2,800
– Other structures		15	1
– Roads		3,658	3,667
– Footpaths		1,533	1,411
– Stormwater drainage		1,664	1,656
– Swimming pools		420	423
– Other Open Space / Recreational Assets		542	526
– Other infrastructure		1,495	1,197
Other assets			
– Heritage collections		40	35
– Library books		384	382
Total gross depreciation and amortisation costs		16,786	15,536
Less: capitalised costs		–	–
Total depreciation and amortisation costs		16,786	15,536
Impairment			
Nil			
<u>TOTAL DEPRECIATION AND IMPAIRMENT COSTS EXPENSED</u>		<u>16,786</u>	<u>15,536</u>

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(e) Other expenses			
Advertising		122	363
Bad and doubtful debts		115	6
Bank charges		404	355
Community Recycling Centre Rent		217	–
Contributions/levies to other levels of government			
– Department of planning levy		258	251
– Emergency services levy (includes FRNSW, SES, and RFS levies)		1,365	1,362
– Land tax		33	63
Councillor expenses – mayoral fee		64	62
Councillor expenses – councillors' fees		239	233
Councillors' expenses (incl. mayor) – other (excluding fees above)		27	37
Donations, contributions and assistance to other organisations (Section 356)			
– Aboriginal Heritage Office		35	–
– Crows Nest Centre		376	383
– Crows Nest Mainstreet		–	16
– Neutral Bay Mainstreet		16	16
– North Sydney community centre		70	74
– Nutcote		54	33
– Other organisations		313	236
Electricity and heating		1,034	1,046
Fair value decrements – I,PP&E	9(a)	–	245
Insurance		1,913	1,851
NSW Local Government association membership		20	44
Postage		343	319
Street lighting		926	1,015
Telephone and communications		257	274
Valuation fees		72	68
Other		70	84
<u>TOTAL OTHER EXPENSES</u>		<u>8,343</u>	<u>8,436</u>

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 5. Gains or losses from the disposal of assets

\$ '000	Notes	Actual 2017	Actual 2016
Property (excl. investment property)			
Proceeds from disposal – property		2,449	–
Less: carrying amount of property assets sold/written off		(7,009) ⁽¹⁾	(51)
Net gain/(loss) on disposal		(4,560)	(51)
Plant and equipment			
Proceeds from disposal – plant and equipment		1,171	1,204
Less: carrying amount of plant and equipment assets sold/written off		(1,021)	(1,128)
Net gain/(loss) on disposal		150	76
Infrastructure			
Less: carrying amount of infrastructure assets sold/written off		(784)	–
Net gain/(loss) on disposal		(784)	–
Financial assets			
Proceeds from disposal/redemptions/maturities – financial assets		39,055	47,445
Less: carrying amount of financial assets sold/redeemed/matured		(39,055)	(47,445)
Net gain/(loss) on disposal		–	–
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(5,194)	25

⁽¹⁾ Includes the value of affordable housing units in a development at 10 Atchison Street, St Leonards contributed 'in-kind' by the developer during the year but written off as control of them has been transferred to Link Housing.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 6a. – Cash assets and Note 6b. – investments

\$ '000	Notes	2017 Actual Current	2017 Actual Non-current	2016 Actual Current	2016 Actual Non-current
Cash and cash equivalents (Note 6a)					
Cash on hand and at bank		626	–	498	–
Cash-equivalent assets ¹					
– Deposits at call		5,546	–	5,023	–
Total cash and cash equivalents		6,172	–	5,521	–
Investments (Note 6b)					
– Long term deposits		54,500	–	54,500	–
– NCD's, FRN's (with maturities > 3 months)		20,106	–	40,934	–
Total investments		74,606	–	95,434	–
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS		80,778	–	100,955	–

¹ Those investments where time to maturity (from date of purchase) is < 3 mths.

Cash, cash equivalents and investments were classified at year end in accordance with AASB 139 as follows:

Cash and cash equivalents

a. 'At fair value through the profit and loss'	6,172	–	5,521	–
--	-------	---	-------	---

Investments

a. 'At fair value through the profit and loss'				
– 'Held for trading'	74,606	–	95,434	–
Investments	74,606	–	95,434	–

Refer to Note 27. Fair value measurement for information regarding the fair value of investments held.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 6c. Restricted cash, cash equivalents and investments – details

\$ '000	2017	2017	2016	2016
	Actual Current	Actual Non-current	Actual Current	Actual Non-current
Total cash, cash equivalents and investments	80,778	–	100,955	–
attributable to:				
External restrictions (refer below)	25,640	–	35,175	–
Internal restrictions (refer below)	49,806	–	52,834	–
Unrestricted	5,332	–	12,946	–
	80,778	–	100,955	–

2017 \$ '000	Opening balance	Transfers to restrictions	Transfers from restrictions	Closing balance
-----------------	--------------------	------------------------------	--------------------------------	--------------------

Details of restrictions

External restrictions – included in liabilities

Nil

External restrictions – other

Developer contributions – general	(D)	30,499	9,004	(16,712)	22,791
RMS (formerly RTA) contributions	(E)	–	680	(680)	–
Specific purpose unexpended grants	(F)	301	5,928	(6,229)	–
Domestic waste management	(G)	2,413	9,553	(11,033)	933
Stormwater management	(G)	207	257	(455)	9
Environment levy		920	1,799	(1,783)	936
Infrastructure levy		299	1,639	(1,831)	107
Mainstreet levies		373	494	(512)	355
Other specific purpose contributions		44	1,762	(1,343)	463
Waste and sustainability improvement funds		119	157	(230)	46
External restrictions – other		35,175	31,273	(40,808)	25,640
Total external restrictions		35,175	31,273	(40,808)	25,640

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

E RMS contributions which are not yet expended for the provision of services and amenities in accordance with those contributions.

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

G Domestic waste management (DWM) and other special rates/levies/charges are externally restricted assets and must be applied for the purposes for which they were raised.

North Sydney Council

Notes to the Financial Statements
for the year ended 30 June 2017

Note 6c. Restricted cash, cash equivalents and investments – details (continued)

2017 \$ '000	Opening balance	Transfers to restrictions	Transfers from restrictions	Closing balance
Internal restrictions				
Plant and vehicle replacement	1,567	4,077	(4,773)	871
Employees leave entitlement	8,877	10,818	(10,874)	8,821
Deposits, retentions and bonds	7,453	4,572	(3,076)	8,949
2 Anzac Avenue lease proceeds	10,727	–	(10,727)	–
Capital works	13,798	19,556	(13,160)	20,194
Community housing – capital purchases	1,034	–	(71)	963
Community housing – major maintenance	177	–	(101)	76
Income producing projects	6,548	607	(402)	6,753
Insurance	933	83	(16)	1,000
I.T. hardware and software	500	548	(944)	104
Loan principal	475	475	–	950
Property maintenance	745	2,040	(1,660)	1,125
Total internal restrictions	52,834	42,776	(45,804)	49,806
TOTAL RESTRICTIONS	88,009	74,049	(86,612)	75,446

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 7. Receivables

\$ '000	Notes	2017		2016	
		Current	Non-current	Current	Non-current
Purpose					
Rates and annual charges		254	246	353	97
Interest and extra charges		29	62	18	50
User charges and fees		1,337	–	713	–
Accrued revenues					
– Interest on investments		1,429	–	1,740	–
– Other income accruals		2,149	–	931	–
Government grants and subsidies		2,554	–	899	–
Net GST receivable		1,123	–	1,171	–
Outstanding infringements		1,149	–	887	–
Other debtors		–	18	–	–
Other debtors		6	–	20	–
Total		10,030	326	6,732	147
Less: provision for impairment					
User charges and fees		(133)	–	(39)	–
Total provision for impairment – receivables		(133)	–	(39)	–
<u>TOTAL NET RECEIVABLES</u>		<u>9,897</u>	<u>326</u>	<u>6,693</u>	<u>147</u>
Externally restricted receivables					
Domestic waste management		101	2	108	–
Stormwater management		6	1	5	1
Other					
– Environmental levy		18	6	19	4
– Infrastructure levy		16	5	17	3
– Mainstreet levies		7	–	6	2
Total external restrictions		148	14	155	10
Internally restricted receivables					
Nil					
Unrestricted receivables		9,749	312	6,538	137
TOTAL NET RECEIVABLES		<u>9,897</u>	<u>326</u>	<u>6,693</u>	<u>147</u>

Notes on debtors above:

- (i) Rates and annual charges outstanding are secured against the property.
- (ii) Doubtful rates debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates and charges at 8.50% (2016 8.50%).
Generally all other receivables are non-interest bearing.
- (iv) Please refer to Note 15 for issues concerning credit risk and fair value disclosures.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 8. Inventories and other assets

\$ '000	Notes	2017		2016	
		Current	Non-current	Current	Non-current
(a) Inventories					
(i) Inventories at cost					
Trading stock		46	–	43	–
Total inventories at cost		46	–	43	–
(ii) Inventories at net realisable value (NRV)					
Nil					
<u>TOTAL INVENTORIES</u>		<u>46</u>	<u>–</u>	<u>43</u>	<u>–</u>
(b) Other assets					
Prepayments		273	–	226	–
<u>TOTAL OTHER ASSETS</u>		<u>273</u>	<u>–</u>	<u>226</u>	<u>–</u>

Externally restricted assets

There are no restrictions applicable to the above assets.

Other disclosures

Inventory write downs

There were no amounts recognised as an expense relating to the write down of inventory balances held during the year.

Refer to Note 27. Fair value measurement for information regarding the fair value of other assets held.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 9a. Infrastructure, property, plant and equipment

Asset class \$ '000	as at 30/6/2016			Asset movements during the reporting period								as at 30/6/2017		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Reversal of prior period revaluation decrements to the P&L	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	11,539	–	11,539	16,161	624	–	–	(3,028)	–	–	–	25,296	–	25,296
Plant and equipment	15,808	7,786	8,022	2,621	82	(1,021)	(1,903)	–	–	–	–	16,204	8,403	7,801
Office equipment	16,892	13,948	2,944	797	118	(59)	(1,011)	13	–	–	–	17,689	14,887	2,802
Furniture and fittings	7,312	4,389	2,923	1,169	21	(25)	(440)	39	–	–	–	8,499	4,812	3,687
Land:														
– Operational land	78,958	–	78,958	–	–	–	–	–	890	–	1,399	81,247	–	81,247
– Community land	150,397	–	150,397	–	–	–	–	–	(890)	245	6,514	156,266	–	156,266
Land improvements – depreciable	19,483	2,630	16,853	1,021	296	–	(454)	65	–	–	–	20,864	3,083	17,781
Infrastructure:														
– Buildings – non-specialised	2,194	1,572	622	–	–	–	(41)	–	–	–	–	2,194	1,613	581
– Buildings – specialised	165,282	80,663	84,619	1,096	7,826	(6,925)	(3,186)	722	–	–	–	168,001	83,849	84,152
– Other structures	39	2	37	510	131	–	(15)	529	–	–	–	1,209	17	1,192
– Roads	307,451	108,403	199,048	8,453	2,781	(590)	(3,658)	298	–	–	–	316,513	110,181	206,332
– Footpaths	76,090	31,458	44,632	3,611	4,678	(194)	(1,533)	82	–	–	–	84,098	32,822	51,276
– Stormwater drainage	191,504	65,115	126,389	1,100	1,218	–	(1,664)	56	–	–	–	193,877	66,778	127,099
– Swimming pools	25,012	14,285	10,727	81	–	–	(420)	–	–	–	–	25,093	14,705	10,388
– Other open space/recreational assets	10,872	7,435	3,437	363	–	–	(542)	–	–	–	–	11,236	7,978	3,258
– Other infrastructure	36,490	11,053	25,437	2,973	2,590	–	(1,495)	1,224	–	–	–	43,277	12,548	30,729
Other assets:														
– Heritage collections	2,209	750	1,459	66	2	–	(40)	–	–	–	–	2,277	790	1,487
– Library books	7,018	5,929	1,089	385	–	–	(384)	–	–	–	–	7,403	6,313	1,090
TOTAL INFRASTRUCTURE, PROPERTY, PLANT AND EQUIP.	1,124,550	355,418	769,132	40,407	20,367	(8,814)	(16,786)	–	–	245	7,913	1,181,243	368,779	812,464

Additions to buildings and infrastructure assets consist of asset renewals (\$33,764,000, of which \$15,577,000 are work in progress) and new assets (\$19,848,000, of which \$624,000 are work in progress)

Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Refer to Note 27. Fair value measurement for information regarding the fair value of other infrastructure, property, plant and equipment.

North Sydney Council

Notes to the Financial Statements for the year ended 30 June 2017

Note 9b. Externally restricted infrastructure, property, plant and equipment

\$ '000

Council has no externally restricted infrastructure, property, plant and equipment.

Note 9c. Infrastructure, property, plant and equipment – current year impairments

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

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 10a. Payables, borrowings and provisions

\$ '000	Notes	2017		2016	
		Current	Non-current	Current	Non-current
Payables					
Goods and services – operating expenditure		4,289	–	6,473	–
Goods and services – capital expenditure		5,439	–	6,846	–
Accrued expenses:					
– Borrowings		13	–	15	–
– Salaries and wages		376	–	270	–
– Other expenditure accruals		852	–	1,935	–
Security bonds, deposits and retentions		8,949	–	7,453	–
Other		391	–	336	–
Total payables		20,309	–	23,328	–
Income received in advance					
Payments received in advance		1,844	–	1,962	–
Total income received in advance		1,844	–	1,962	–
Borrowings					
Bank overdraft		–	–	220	–
Loans – secured ¹		–	9,500	–	9,500
Total borrowings		–	9,500	220	9,500
Provisions					
Employee benefits:					
Annual leave		3,632	–	3,586	–
Sick leave		100	–	142	–
Long service leave		8,424	189	8,446	205
Gratuities		3,641	–	3,709	–
Other leave – RDO's		52	–	51	–
Total provisions		15,849	189	15,934	205
TOTAL PAYABLES, BORROWINGS AND PROVISIONS		38,002	9,689	41,444	9,705
(i) Liabilities relating to restricted assets					
		2017		2016	
		Current	Non-current	Current	Non-current
Externally restricted assets					
Domestic waste management		923	2	1,698	3
Special rate levies		244	–	395	–
Better waste and recycling funds		1	–	23	–
Liabilities relating to externally restricted assets		1,168	2	2,116	3
Internally restricted assets					
Nil		–	–	–	–
Total liabilities relating to restricted assets		1,168	2	2,116	3
Total liabilities relating to unrestricted assets		36,834	9,687	39,328	9,702
TOTAL PAYABLES, BORROWINGS AND PROVISIONS		38,002	9,689	41,444	9,705

¹ Loans are secured over the general rating income of Council

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 15.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 10a. Payables, borrowings and provisions (continued)

\$ '000	Actual 2017	Actual 2016
(ii) Current liabilities not anticipated to be settled within the next twelve months		
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	11,957	12,064
Payables – security bonds, deposits and retentions	6,303	5,243
	<u>18,260</u>	<u>17,307</u>

Note 10b. Description of and movements in provisions

Class of provision	2016		2017			
	Opening balance as at 1/7/16	Additional provisions	Decrease due to payments	Remeasurement effects due to discounting	Unused amounts reversed	Closing balance as at 30/6/17
Annual leave	3,586	2,587	(2,541)	–	–	3,632
Sick leave	142	11	(53)	–	–	100
Long service leave	8,651	1,138	(1,176)	–	–	8,613
Other leave – RDO's	51	52	(51)	–	–	52
Gratuities	3,709	398	(466)	–	–	3,641
TOTAL	16,139	4,186	(4,287)	–	–	16,038

- a. Employees leave entitlements and on-costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 11. Statement of cash flows – additional information

\$ '000	Notes	Actual 2017	Actual 2016
(a) Reconciliation of cash assets			
Total cash and cash equivalent assets	6a	6,172	5,521
Less bank overdraft	10	–	(220)
Balance as per the Statement of Cash Flows		6,172	5,301
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		27,365	61,560
Adjust for non-cash items:			
Depreciation and amortisation		16,786	15,536
Net losses/(gains) on disposal of assets		5,194	(25)
Non-cash capital grants and contributions		(6,925)	(34,321)
Reversal of prior period I,PP&E revaluation decrements costed direct to the P&L		(245)	–
Losses/(gains) recognised on fair value re-measurements through the P&L:			
– Investments classified as 'at fair value' or 'held for trading'		(227)	175
– Investment properties		(5,233)	(12,803)
– Write offs relating to the fair valuation of I,PP&E		–	245
Share of net (profits) or losses of associates/joint ventures		1	22
+/- Movement in operating assets and liabilities and other cash items:			
Decrease/(increase) in receivables		(3,477)	(1,007)
Increase/(decrease) in provision for doubtful debts		94	(4)
Decrease/(increase) in inventories		(3)	–
Decrease/(increase) in other assets		(47)	2
Increase/(decrease) in payables		(2,184)	2,368
Increase/(decrease) in accrued interest payable		(2)	15
Increase/(decrease) in other accrued expenses payable		(977)	1,531
Increase/(decrease) in other liabilities		1,433	1,858
Increase/(decrease) in employee leave entitlements		(101)	1,351
Net cash provided from/(used in) operating activities from the Statement of Cash Flows		31,452	36,503

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 11. Statement of cash flows – additional information (continued)

\$ '000	Notes	Actual 2017	Actual 2016
(c) Non-cash investing and financing activities			
S93F contributions 'in kind' ⁽¹⁾		6,925	–
Woolworths/Alexander Street Car Park site		–	34,321
Total non-cash investing and financing activities		6,925	34,321
(d) Financing arrangements			
(i) Unrestricted access was available at balance date to the following lines of credit:			
Bank overdraft facilities ⁽²⁾		500	500
Credit cards/purchase cards		350	350
Total financing arrangements		850	850

(1) Fair value of affordable housing units in a development at 10 Atchison Street, St Leonards contributed 'in kind' by the developer.

(2) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Interest rates on overdrafts are interest rates on loans and other payables are disclosed in Note 15.

(ii) Secured loan liabilities

Loans are secured by a mortgage over future years rate revenue only.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Commitments for expenditure

\$ '000	Notes	Actual 2017	Actual 2016
(a) Capital commitments (exclusive of GST)			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Property, plant and equipment			
Buildings		1,667	2,927
Computer equipment		25	34
Computer software		–	10
Infrastructure		11,597	16,189
Library books		9	66
Other structures		37	594
Parking meters		258	266
Plant and equipment		392	366
Office Equipment		–	9
Parking Equipment		–	17
Total commitments		13,985	20,478
These expenditures are payable as follows:			
Within the next year		13,985	20,478
Total payable		13,985	20,478
Sources for funding of capital commitments:			
Unrestricted general funds		1,199	116
Sect 64 and 94 funds/reserves		274	1,134
Unexpended grants		50	56
Externally restricted reserves		461	174
Internally restricted reserves		11,956	18,551
Unexpended loans		45	447
Total sources of funding		13,985	20,478

Details of capital commitments

Upgrade of North Sydney CBD and the renewal of roads, footpaths, drainage and open space infrastructure.

(b) Finance lease commitments

Nil

(c) Operating lease commitments (non-cancellable)

Nil

(d) Investment property commitments

Nil

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 13a(i). Statement of performance measurement – indicators (consolidated)

\$ '000	Amounts 2017	Indicator 2017	Prior periods		Benchmark
			2016	2015	
Local government industry indicators – consolidated					
1. Operating performance ratio					
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions less operating expenses	<u>8,375</u>	7.66%	1.46%	1.96%	>0.00%
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions	<u>109,332</u>				
2. Own source operating revenue ratio					
Total continuing operating revenue ⁽¹⁾ excluding all grants and contributions	<u>102,643</u>	80.31%	63.67%	81.81%	>60.00%
Total continuing operating revenue ⁽¹⁾	<u>127,812</u>				
3. Unrestricted current ratio					
Current assets less all external restrictions ⁽²⁾	<u>65,206</u>	3.51x	3.30x	4.95x	>1.5x
Current liabilities less specific purpose liabilities ^(3, 4)	<u>18,574</u>				
4. Debt service cover ratio					
Operating result ⁽¹⁾ before capital excluding interest and depreciation/impairment/amortisation	<u>25,463</u>	84.31x	62.39x	0.00x	>2x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<u>302</u>				
5. Rates, annual charges, interest and extra charges outstanding percentage					
Rates, annual and extra charges outstanding	<u>591</u>	1.13%	1.05%	0.74%	< 5%
Rates, annual and extra charges collectible	<u>52,085</u>				Metro <10% Rural
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	<u>60,672</u>	7.83 mths	8.0 mths	12.3 mths	> 3 mths
Payments from cash flow of operating and financing activities	<u>7,753</u>				

Notes

(1) Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and the net share of interests in joint ventures and associates.

(2) Refer Notes 6-8 inclusive.

Also excludes any real estate and land for resale not expected to be sold in the next 12 months.

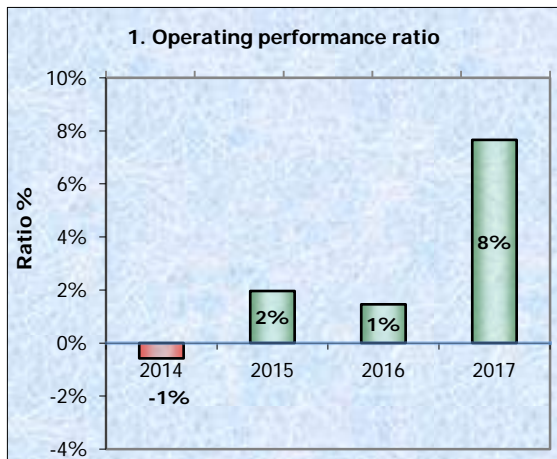
(3) Refer to Note 10(a).

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

North Sydney Council

Notes to the Financial Statements for the year ended 30 June 2017

Note 13a(ii). Local government industry indicators – graphs (consolidated)



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.



Commentary on 2016/17 result

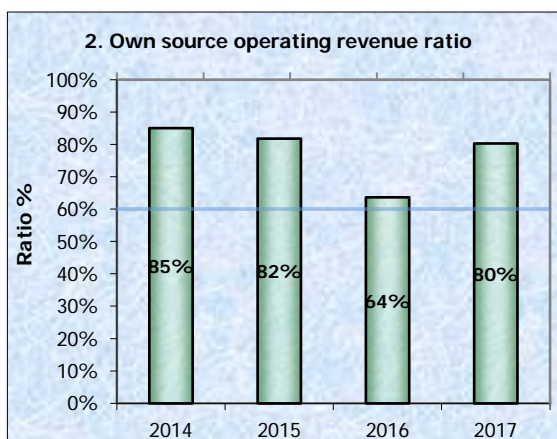
2016/17 ratio 7.66%

Excluding capital grants and contributions, fair value adjustments and losses from disposal of assets and the interest in the Shorelink Library Network joint venture, a \$8.4M operating surplus was achieved. Hence, this ratio was significantly better than the benchmark. On average, at least a breakeven result should be achieved over the long term to prevent a deterioration in the financial position.

Benchmark: ——— Minimum $\geq 0.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #25

 Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.



Commentary on 2016/17 result

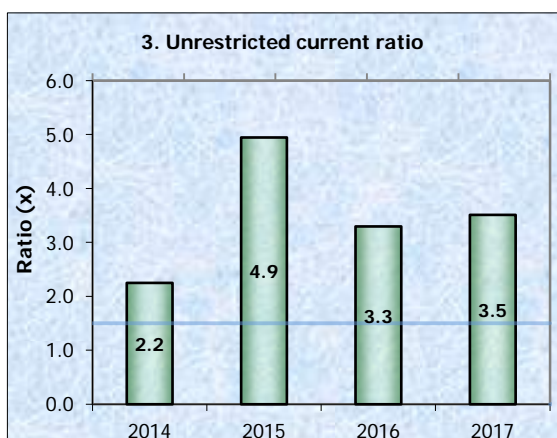
2016/17 ratio 80.31%

This ratio was better than the benchmark, as has been the case for many years. 80% of Council's operating revenue was derived from internal funding sources, i.e. other than from grants and contributions.

Benchmark: ——— Minimum $\geq 60.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #25

 Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.



Commentary on 2016/17 result

2016/17 ratio 3.51x

This ratio was significantly better than the benchmark considered satisfactory by the industry, as has been the case for many years. This is a reflection of Council's ongoing capacity to meet obligations for its unrestricted activities in the short term. At 30 June 2017, for every \$1 of current liabilities to be funded from unrestricted cash, \$3.51 was available from unrestricted current assets.

Benchmark: ——— Minimum ≥ 1.50

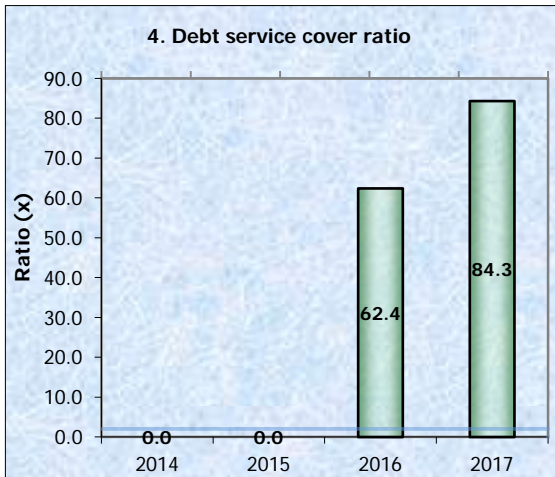
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

 Ratio achieves benchmark
 Ratio is outside benchmark

North Sydney Council

Notes to the Financial Statements for the year ended 30 June 2017

Note 13a(ii). Local government industry indicators – graphs (consolidated)



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

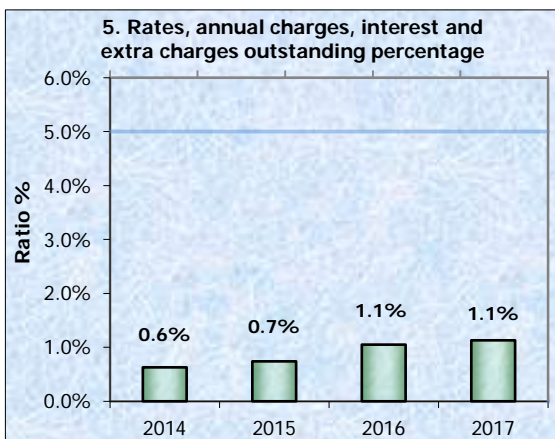
Commentary on 2016/17 result

2016/17 ratio 84.31x

This ratio was better than the benchmark for the second consecutive year. In 2015/16, Council borrowed \$9.5M with repayments consisting of interest only until 31 July 2018. Excluding capital grants and contributions, depreciation, fair value adjustments and losses from disposal of assets and the interest in the Shorelink Library Network joint venture, the net operating surplus was sufficient to cover annual interest payments 84.3 times.

Benchmark: — Minimum ≥ 2.00
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of rates and annual charges outstanding ratio

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

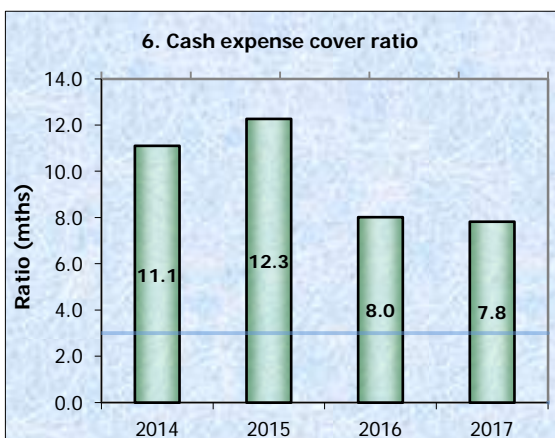
Commentary on 2016/17 result

2016/17 ratio 1.13%

While increasing slightly from the previous year, this ratio was still considerably better than the benchmark, as it has been for many years. This is a reflection of the ongoing effectiveness of Council's recovery efforts.

Benchmark: — Maximum $< 5.00\%$
Source for Benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio is within Benchmark
 Ratio is outside Benchmark



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2016/17 result

2016/17 ratio 7.83 mths

This ratio was better than the benchmark, as has been the case for many years. At 30 June 2017, Council had sufficient cash and funds invested in term deposits which could be redeemed if required to continue paying for its immediate expenses for 7.8 months in the absence of any additional cash inflows.

Benchmark: — Minimum ≥ 3.00
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

Ratio achieves benchmark
 Ratio is outside benchmark

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 14. Investment properties

\$ '000	Notes	Actual 2017	Actual 2016
(a) Investment properties at fair value			
<u>Investment properties on hand</u>		<u>97,623</u>	<u>92,390</u>
Reconciliation of annual movement:			
Opening balance		92,390	79,570
– Net gain/(loss) from fair value adjustments		5,233	12,803
– Other movements		–	17
CLOSING BALANCE – INVESTMENT PROPERTIES		<u>97,623</u>	<u>92,390</u>

(b) Valuation basis

The basis of valuation of investment properties is fair value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

The 2017 revaluations were based on independent assessments made by:
Mr Lawrence Rom of Colliers International

(c) Contractual obligations at reporting date

Refer to Note 12 for disclosures relating to any capital and service obligations that have been contracted.

(d) Leasing arrangements – Council as lessor

Details of leased investment properties are as follows;

Future minimum lease payments receivable under non-cancellable investment property operating leases not recognised in the financial statements are receivable as follows:

Within 1 year	5,809	5,453
Later than 1 year but less than 5 years	12,407	12,162
Later than 5 years	16,195	16,303
Total minimum lease payments receivable	<u>34,411</u>	<u>33,918</u>

(e) Investment property income and expenditure – summary

Rental income from investment properties:		
– Minimum lease payments	6,139	5,851
Direct operating expenses on investment properties:		
– that generated rental income	(2,314)	(1,929)
Net revenue contribution from investment properties	<u>3,825</u>	<u>3,922</u>
plus:		
Fair value movement for year	5,233	12,803
Total income attributable to investment properties	<u>9,058</u>	<u>16,725</u>

Refer to Note 27. Fair value measurement for information regarding the fair value of investment properties held.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 15. Financial risk management

\$ '000

Risk management

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

	Carrying value		Fair value	
	2017	2016	2017	2016
Financial assets				
Cash and cash equivalents	6,172	5,521	6,172	5,521
Investments				
– 'Held for trading'	74,606	95,434	74,606	95,434
Receivables	10,223	6,840	10,223	6,840
Total financial assets	91,001	107,795	91,001	107,795
Financial liabilities				
Bank overdraft	–	220	–	220
Payables	20,309	23,328	20,309	23,328
Loans/advances	9,500	9,500	9,500	9,500
Total financial liabilities	29,809	33,048	29,809	33,048

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current mkt interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) '**at fair value through profit and loss**' or (ii) '**available-for-sale**' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Refer to Note 27. Fair value measurement for information regarding the fair value of financial assets and liabilities.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 15. Financial risk management (continued)

\$ '000

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

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order. This policy is regularly reviewed by Council and it's staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The risks associated with the investments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

(a) Market risk – price risk and interest rate risk

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2017				
Possible impact of a 10% movement in market values	2,011	2,011	(2,011)	(2,011)
Possible impact of a 1% movement in interest rates	807	807	(807)	(807)
2016				
Possible impact of a 10% movement in market values	4,107	4,107	(4,107)	(4,107)
Possible impact of a 1% movement in interest rates	1,011	1,011	(1,011)	(1,011)

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 15. Financial risk management (continued)

\$ '000

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

	2017 Rates and annual charges	2017 Other receivables	2016 Rates and annual charges	2016 Other receivables
(i) Ageing of receivables – %				
Current (not yet overdue)	51%	98%	78%	98%
Overdue	49%	2%	22%	2%
	100%	100%	100%	100%

		2017 Rates and annual charges	2017 Other receivables	2016 Rates and annual charges	2016 Other receivables
(ii) Ageing of receivables – value					
Rates and annual charges	Other receivables				
Current	Current	254	9,612	353	6,313
< 1 year overdue	0 – 30 days overdue	168	217	8	57
1 – 2 years overdue	31 – 60 days overdue	9	24	18	21
2 – 5 years overdue	61 – 90 days overdue	24	–	26	5
> 5 years overdue	> 91 days overdue	45	3	45	33
		500	9,856	450	6,429

(iii) Movement in provision for impairment of receivables

	2017	2016
Balance at the beginning of the year	39	43
+ new provisions recognised during the year	115	6
– amounts already provided for and written off this year	(21)	(10)
Balance at the end of the year	133	39

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 15. Financial risk management (continued)

\$ '000

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Subject to no maturity	payable in:						Total cash outflows	Actual carrying values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2017									
Trade/other payables	8,949	11,360	–	–	–	–	–	20,309	20,309
Loans and advances	–	300	9,544	–	–	–	–	9,844	9,500
Total financial liabilities	8,949	11,660	9,544	–	–	–	–	30,153	29,809
2016									
Bank overdraft	220	–	–	–	–	–	–	220	220
Trade/other payables	7,453	15,875	–	–	–	–	–	23,328	23,328
Loans and advances	–	326	326	9,527	–	–	–	10,179	9,500
Total financial liabilities	7,673	16,201	326	9,527	–	–	–	33,727	33,048

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

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

	2017		2016	
	Carrying value	Average interest rate	Carrying value	Average interest rate
Bank overdraft	–	8.21%	220	8.34%
Trade/other payables	20,309	0.00%	23,328	0.00%
Loans and advances – variable interest rate	9,500	2.45%	9,500	2.89%
	29,809		33,048	

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 16. Material budget variations

\$ '000

Council's original financial budget for 16/17 was adopted by the Council on 14 June 2016.

While the Income Statement included in this General Purpose Financial Report must disclose the original budget adopted by Council, the *Local Government Act 1993* requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Note that for variations* of budget to actual :

Material variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable budget variation, **U** = Unfavourable budget variation

\$ '000	2017 Budget	2017 Actual	2017 ----- Variance* -----		
REVENUES					
Rates and annual charges	51,219	51,477	258	1%	F
User charges and fees	23,878	29,814	5,936	25%	F
This income category was over budget due to greater than expected revenue from Hoarding Permit fees (\$2.2M), Construction Zone fees (\$1.7M), on-street parking fees (\$399K), off-street parking fees (\$159K), shop inspection fees (\$335K) and road and footpath reinstatement fees (\$272K).					
Interest and investment revenue	2,030	3,561	1,531	75%	F
Council traditionally adopts a conservative approach when budgeting for returns from its investment portfolio. This, along with a greater than anticipated pool of funds available for investment due to delays in the completion of some capital projects, earlier than expected receipt of some developer contributions and the aforementioned increased revenue from user charges and fees generated significantly higher than expected interest and investment revenue.					
Other revenues	17,463	23,496	6,033	35%	F
The main component of the budget variance in this income category was the increase in the fair value of Council's investment property portfolio. The budget allowed for a \$1.8M (1.8%) increase, whereas the actual increase was assessed to be \$5.2M (5%). In addition, unbudgeted revenue of \$1.1M was received as consideration for the right to manage a non-residential car park at Zig Zag Lane in Crows Nest. The recovery of legal fees (\$552K) and greater than expected revenue from parking enforcement (\$364K) and advertising on council infrastructure (\$238K) made up the majority of the remainder of the variance.					
Operating grants and contributions	4,101	6,689	2,588	63%	F
The decisions of the Australian Government to bring forward the first two instalments of the estimated 2017/18 Financial Assistance Grant (\$1M) and to pay Council in advance the balance of its funding allocation from the Roads to Recovery Grant to 30 June 2019 (\$612K) were the main reasons for this variance. Other factors were the unbudgeted contributions received from Hunters Hill, Lane Cove, Ryde and Willoughby Councils to assist in funding a newly established Community Recycling Centre (\$325K), Ausgrid to assist in the relocation of an electricity substation kiosk in Ernest Place at Crows Nest (\$223K), the NSW Government to assist in the implementation of the Fire and Emergency Services Levy (\$129K) and \$295K towards an affordable housing project in Atchison Street at St Leonards.					

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 16. Material budget variations (continued)

\$ '000	2017 Budget	2017 Actual	2017 Variance*		
REVENUES (continued)					
Capital grants and contributions	6,198	18,480	12,282	198%	F
Actual revenue from developer contributions exceeded the amount forecast by \$11.8M. This along with the receipt of unbudgeted contributions towards the upgrade of the Alexander Street Car Park (\$227K), construction of a raised pedestrian crossing and threshold outside Anzac Public School (\$143K) and reconstruction of a retaining wall in Alfred Street at North Sydney (\$125K) generated the variance in this income category.					
Net gains from disposal of assets	270	-	(270)	(100%)	U
During the year, control of nine affordable housing units at 10 Atchison Street in St Leonards was transferred to Link Housing. This necessitated the write-off of their combined fair value of \$6.9M which turned a forecast gain from the disposal of assets into a loss.					
EXPENSES					
Employee benefits and on-costs	41,271	41,367	(96)	(0%)	U
Borrowing costs	338	302	36	11%	F
This category of expenses was under budget due to a lower than anticipated interest rate applicable to Council's borrowings.					
Materials and contracts	30,985	34,159	(3,174)	(10%)	U
Higher than forecast legal expenses associated with the amalgamation challenge, North Sydney Public Inquiry and planning and development control, property maintenance costs and costs associated with the relocation of the electricity substation kiosk in Ernest Place at Crows Nest (a contribution towards which was received from Ausgrid) were the main reasons for the unfavourable variance in this category of expenses.					
Depreciation and amortisation	16,543	16,786	(243)	(1%)	U
Other expenses	8,043	8,343	(300)	(4%)	U
Net losses from disposal of assets	-	5,194	(5,194)	0%	U
During the year, control of nine affordable housing units at 10 Atchison Street in St Leonards was transferred to Link Housing. This necessitated the write-off of their combined fair value of \$6.9M which turned a forecast gain from the disposal of assets into a loss.					
Joint ventures and associates – net losses	-	1	(1)	0%	U
Council's share of the deficit incurred by the Shorelink Library Network joint venture was \$1K and this was not forecast in the Original Budget.					

Budget variations relating to Council's Cash Flow Statement include:

Cash flows from operating activities	20,652	31,452	10,800	52.3%	F
The aforementioned favourable variance in revenue from user charges and fees, interest and investment revenue, other revenues and grants and contributions all contributed to the favourable variance in cash flows from operating activities.					
Cash flows from investing activities	(20,167)	(30,581)	(10,414)	51.6%	U
Greater than expected cash inflows from operating activities reduced the reliance on the sale of investment securities to pay for capital expenditure. This resulted in larger than forecast net cash outflows from investing activities.					
Cash flows from financing activities	-	-	-	0.0%	F

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 17. Statement of developer contributions

\$ '000

Council recovers contributions, raises levies and enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions and levies and the value of all remaining funds which are 'restricted' in their future use.

SUMMARY OF CONTRIBUTIONS AND LEVIES

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Administration	350	136	–	3	–	–	489	–
Affordable Housing	3,650	–	–	18	(273)	–	3,395	–
Child Care	841	462	–	6	–	–	1,309	–
Community Centres	–	435	–	–	(32)	(403)	–	(1,209)
Indoor Sports Centre	–	86	–	–	–	(86)	–	(60)
Library Acquisitions	10	87	–	–	(62)	–	35	–
Library Premises & Equipment	–	270	–	–	(76)	(194)	–	(530)
Olympic Pool	–	279	–	–	–	(279)	–	(86)
Open Space Acquisitions	11,637	1,751	–	85	–	(2,996)	10,477	5,843
Open Space Increased Capacity	4,053	3,457	–	–	(11,140)	3,630	–	(3,630)
North Sydney Public Domain	3,592	413	–	–	(4,333)	328	–	(328)
Other Public Domain	231	124	–	2	–	–	357	–
St Leonards Public Domain	1,141	59	–	4	(460)	–	744	–
Traffic Improvements	975	137	–	5	(216)	–	901	–
S94 contributions – under a plan	26,480	7,696	–	123	(16,592)	–	17,707	–
Total S94 revenue under plans	26,480	7,696	–	123	(16,592)	–	17,707	–
S93F planning agreements	4,019	1,150	6,925	35	(120)	–	5,084	
Total contributions	30,499	8,846	6,925	158	(16,712)	–	22,791	–

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 17. Statement of developer contributions (continued)

\$ '000

S94 CONTRIBUTIONS – UNDER A PLAN

NORTH SYDNEY PLAN (2004)

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Administration	350	136	–	3	–	–	489	–
Affordable Housing	3,650	–	–	18	(273)	–	3,395	–
Child Care	841	462	–	6	–	–	1,309	–
Community Centres	–	435	–	–	(32)	(403)	–	(1,209)
Indoor Sports Centre	–	86	–	–	–	(86)	–	(60)
Library Acquisitions	10	87	–	–	(62)	–	35	–
Library Premises & Equipment	–	270	–	–	(76)	(194)	–	(530)
Olympic Pool	–	279	–	–	–	(279)	–	(86)
Open Space Acquisitions	11,637	1,751	–	85	–	(2,996)	10,477	5,843
Open Space Increased Capacity	4,053	3,457	–	–	(11,140)	3,630	–	(3,630)
North Sydney Public Domain	3,592	413	–	–	(4,333)	328	–	(328)
Other Public Domain	231	124	–	2	–	–	357	–
St Leonards Public Domain	1,141	59	–	4	(460)	–	744	–
Traffic Improvements	975	137	–	5	(216)	–	901	–
Total	26,480	7,696	–	123	(16,592)	–	17,707	–

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 18. Contingencies and other assets/liabilities not recognised

\$ '000

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council participates in an employer-sponsored defined benefit superannuation scheme, and makes contributions as determined by the superannuation scheme's trustees.

Member councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The schemes most recent full actuarial review indicated that the net assets of the scheme were not sufficient to meet the accrued benefits of the schemes defined benefit member category with member councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for defined contributions plans.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

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

(iii) Other guarantees

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

2. Other Liabilities

(i) Third Party Claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) S94 Plans

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 18. Contingencies and other assets/liabilities not recognised (continued)

\$ '000

LIABILITIES NOT RECOGNISED (continued):

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Councils intention to spend funds in the manner and timing set out in those Plans.

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

Council has classified a number of privately owned land parcels as Local Open Space or Bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (& subsequent land asset) from such potential acquisitions has not been possible.

(iv) Legal Expenses

Council is the planning authority for its area under the Environmental Planning and Assessment Act 1979. Pursuant to that Act, certain persons dissatisfied by a planning decision of the Council may appeal to the Land and Environment Court. It is the Court's normal practice in Class 1 proceedings that parties bear their own legal costs. In Class 4 proceedings, costs usually follow the event.

As at 30 June 2017, there were twelve (12) Land and Environment Court matters ongoing. Additionally, there

were two (2) Supreme Court matters to be determined and two (2) Local Court matters yet to be prosecuted. Of these matters, two (2) involved legal proceedings in respect of the challenge to Council amalgamations. All known costs have been recognised but the amount of further costs cannot be known until the appeals are determined.

(v) Costs arising from the North Sydney Council Public Inquiry

During the year, the State Government conducted a Public Inquiry into North Sydney Council. The Office of Local Government has notified Council of its intention to seek recovery of \$528,177.02 for the cost of the Inquiry from Council. As at 30 June 2017, an amendment to this amount was still being negotiated. As this had not been finalised, the liability arising from the cost has not been recognised.

ASSETS NOT RECOGNISED:

(i) Land Under Roads

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to & including 30 June 2008.

(ii) Repayment of Community Funds

In 2001, Council entered into an agreement to fund building works relating to child care services in return for specific and continuing obligations from the service provider in relation to the provision of additional child care services.

In the event that such services are not provided to the levels agreed, Council has the right to be repaid its contribution to the building works at a rate amortised over the term of the agreement.

Council is not aware of any circumstances that would require it to seek the repayment of the funds in accordance with the Contractual Deed of Agreement.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 19. Interests in other entities

\$ '000

Council's objectives can and in some cases are best met through the use of separate entities and operations.

These operations and entities range from 100% ownership and control through to lower levels of ownership and control via co-operative arrangements with other councils, bodies and other outside organisations.

The accounting and reporting for these various entities, operations and arrangements varies in accordance with accounting standards, depending on the level of council's (i) interest and (ii) control and the type (form) of entity/operation, as follows;

Controlled entities (subsidiaries)

Note 19(a)

Operational arrangements where Council's control (but not necessarily interest) exceeds 50%.

Joint ventures and associates

Note 19(b)

Joint ventures are operational arrangements where the parties that have joint control have rights to the net assets of the arrangement.

Associates are separate entities where Council has significant influence over the operations (but neither controls nor jointly controls them).

Joint operations

Note 19(c)

Operational arrangements where the parties that have joint control have rights to specific assets and obligations for specific liabilities relating to the arrangement rather than a right to the net assets of the arrangement.

Unconsolidated structured entities

Note 19(d)

Unconsolidated structured entities represent "special vehicles" that Council has an interest in but which are not controlled by Council and therefore not consolidated as a subsidiary, joint arrangement or associate. Attributes of structured entities include restricted activities, a narrow and well-defined objective and insufficient equity to finance its activities without financial support.

Subsidiaries, joint arrangements and associates not recognised

Note 19(e)

Accounting recognition:

(i) Subsidiaries disclosed under Note 19(a) and joint operations disclosed at Note 19(c) are accounted for on a 'line by line' consolidation basis within the Income Statement and Statement of Financial Position.

(ii) Joint ventures and associates as per Note 19(b) are accounted for using the equity accounting method and are disclosed as a 1 line entry in both the Income Statement and Statement of Financial Position.

	Council's share of net income		Council's share of net assets	
	Actual 2017	Actual 2016	Actual 2017	Actual 2016
Joint ventures	(1)	(22)	33	34
Associates	—	—	—	—
Total	(1)	(22)	33	34

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 19. Interests in other entities (continued)

\$ '000

(a) Controlled entities (subsidiaries) – being entities and operations controlled by Council

Council has no interest in any controlled entities (subsidiaries).

(b) Joint ventures and associates

Council has incorporated the following joint ventures and associates into its consolidated financial statements.

(a) Net carrying amounts – Council's share

Name of entity	Nature of relationship	Measurement method	2017	2016
Shorelink Library Network	Joint Venture	Equity	33	34
Total carrying amounts – material joint ventures and associates			33	34

(b) Details

Name of entity	Principal activity	Place of business
Shorelink Library Network	Automation of regional public library services	North Sydney

(c) Relevant interests and fair values

Name of entity	Quoted fair value		Interest in outputs		Interest in ownership		Proportion of voting power	
	2017	2016	2017	2016	2017	2016	2017	2016
Shorelink Library Network	n/a	n/a	20.14%	19.61%	24.29%	24.29%	20.00%	20.00%

(d) Summarised financial information for joint ventures and associates

	Shorelink Library Network	
	2017	2016
Statement of financial position		
Current assets		
Cash and cash equivalents	224	220
Other current assets	7	–
Non-current assets	8	6
Current liabilities		
Other current liabilities	102	87
Net assets	137	139
Reconciliation of the carrying amount		
Opening net assets (1 July)	139	229
Profit/(loss) for the period	(2)	(90)
Closing net assets	137	139
Council's share of net assets (%)	24.3%	24.3%
Council's share of net assets (\$)	33	34

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 19. Interests in other entities (continued)

\$ '000

(b) Joint ventures and associates (continued)

(d) Summarised financial information for joint ventures and associates (cont'd)

	Shorelink Library Network	
	2017	2016
Statement of comprehensive income		
Income	646	614
Interest income	4	5
Depreciation and amortisation	(5)	(9)
Other expenses	(647)	(700)
Profit/(loss) for period	(2)	(90)
Total comprehensive income	(2)	(90)
Share of income – Council (%)	20.1%	19.6%
Profit/(loss) – Council (\$)	(0)	(18)
Total comprehensive income – Council (\$)	(0)	(18)

(c) Joint operations

Council has no interest in any joint operations.

(d) Unconsolidated structured entities

Council has no unconsolidated structured entities

(e) Subsidiaries, joint arrangements and associates not recognised

None.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

\$ '000	Notes	Actual 2017	Actual 2016
(a) Retained earnings			
Movements in retained earnings were as follows:			
Balance at beginning of year (from previous years audited accounts)		748,511	686,951
a. Net operating result for the year		27,365	61,560
Balance at end of the reporting period		775,876	748,511
(b) Revaluation reserves			
(i) Reserves are represented by:			
– Infrastructure, property, plant and equipment revaluation reserve		177,873	169,960
Total		177,873	169,960
(ii) Reconciliation of movements in reserves:			
Infrastructure, property, plant and equipment revaluation reserve			
– Opening balance		169,960	169,960
– Revaluations for the year	9(a)	7,913	–
– Balance at end of year		177,873	169,960
TOTAL VALUE OF RESERVES		177,873	169,960

(iii) Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

– The infrastructure, property, plant and equipment revaluation reserve is used to record increments/decrements of non-current asset values due to their revaluation.

(c) Correction of error/s relating to a previous reporting period

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

(d) Voluntary changes in accounting policies

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

Note 21. Financial result and financial position by fund

Council utilises only a general fund for its operations.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 22. 'Held for sale' non-current assets and disposal groups

\$ '000

Council did not classify any non-current assets or disposal groups as 'held for sale'.

Note 23. Events occurring after the reporting date

Events that occur between the end of the reporting period (30 June 2017) and the date when the financial statements are 'authorised for issue' have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable 'authorised for issue' date relating to these General Purpose Financial Statements.

Accordingly, the 'authorised for issue' date is 31/10/17.

Events that occur after the reporting period represent one of two types:

(i) Events that provide evidence of conditions that existed at the reporting period

These financial statements (and the figures therein) incorporate all 'adjusting events' that provided evidence of conditions that existed at 30 June 2017.

(ii) Events that provide evidence of conditions that arose after the reporting period

These financial statements (and figures therein) do not incorporate any 'non-adjusting events' that have occurred after 30 June 2017 and which are only indicative of conditions that arose after 30 June 2017.

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

Note 24. Discontinued operations

Council has not classified any of its operations as 'discontinued'.

Note 25. Intangible assets

Intangible assets represent identifiable non-monetary assets without physical substance.

Council is unaware of any control over intangible assets that warrant recognition in the financial statements, including either internally generated and developed assets or purchased assets.

Note 26. Reinstatement, rehabilitation and restoration liabilities

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement

\$ '000

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

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

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values:

2017	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Recurring fair value measurements					
Financial assets					
Investments					
– 'Held for trading'		54,500	20,106	–	74,606
Total financial assets		54,500	20,106	–	74,606
Investment properties					
Investment properties	30/06/17	–	97,623	–	97,623
Total investment properties		–	97,623	–	97,623
Infrastructure, property, plant and equipment					
Plant and equipment	30/06/17	–	–	7,801	7,801
Office equipment	30/06/17	–	–	2,802	2,802
Furniture and fittings	30/06/17	–	–	3,687	3,687
Operational land	30/06/13	–	–	81,247	81,247
Community land	30/06/18	–	–	156,266	156,266
Land improvements – depreciable	30/06/17	–	–	17,781	17,781
Buildings – non-specialised	30/06/13	–	–	581	581
Buildings – specialised	30/06/13	–	–	84,152	84,152
Other structures	30/06/17	–	–	1,192	1,192
Roads	30/06/15	–	–	206,332	206,332
Footpaths	30/06/15	–	–	51,276	51,276
Stormwater drainage	30/06/15	–	–	127,099	127,099
Swimming pools	30/06/13	–	–	10,388	10,388
Other open space/recreation assets	30/06/17	–	–	3,258	3,258
Other infrastructure assets	30/06/17	–	–	30,729	30,729
Heritage collections	30/06/17	–	–	1,487	1,487
Library books	30/06/17	–	–	1,090	1,090
Total infrastructure, property, plant and equipment		–	–	787,168	787,168

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

\$ '000

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values: (continued)

2016	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Recurring fair value measurements					
Financial assets					
Investments – 'Held for trading'	30/06/16	54,500	40,934	–	95,434
Total financial assets		54,500	40,934	–	95,434
Investment properties					
Investment properties	30/06/16	–	92,390	–	92,390
Total investment properties		–	92,390	–	92,390
Infrastructure, property, plant and equipment					
Plant and equipment	30/06/16	–	–	8,022	8,022
Office equipment	30/06/16	–	–	2,944	2,944
Furniture and fittings	30/06/16	–	–	2,923	2,923
Operational land	30/06/13	–	–	78,958	78,958
Community land	30/06/16	–	–	150,397	150,397
Land improvements – depreciable	30/06/16	–	–	16,853	16,853
Buildings – non-specialised	30/06/13	–	–	622	622
Buildings – specialised	30/06/13	–	–	84,619	84,619
Other structures	30/06/16	–	–	37	37
Roads	30/06/15	–	–	199,048	199,048
Footpaths	30/06/15	–	–	44,632	44,632
Stormwater drainage	30/06/15	–	–	126,389	126,389
Swimming pools	30/06/13	–	–	10,727	10,727
Other open space/recreation assets	30/06/16	–	–	3,437	3,437
Other infrastructure assets	30/06/16	–	–	25,437	25,437
Heritage collections	30/06/16	–	–	1,459	1,459
Library books	30/06/16	–	–	1,089	1,089
Total infrastructure, property, plant and equipment		–	–	757,593	757,593

(2) Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

\$ '000

(3) Valuation techniques used to derive level 2 and level 3 fair values

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment properties

The market approach using level 2 inputs was used to value Council's investment properties.

Level 2 inputs:

- Quoted prices for similar assets in active markets
- Comparison of rate per square metre of floor area

The 2016 revaluations were based on Independent Assessments made by Mr Antony Mylott of Colliers International. There has been no change to the valuation process during the reporting period.

Infrastructure, property, plant and equipment (IPP&E)

Plant & Equipment

The cost approach using level 3 inputs was used to value Council's plant and equipment.

Level 3 inputs:

- Depreciated historic cost
- Useful life

Office Equipment

The cost approach using level 3 inputs was used to value Council's office equipment.

Level 3 inputs:

- Depreciated historic cost
- Useful life

Furniture & Fittings

The cost approach using level 3 inputs was used to value Council's furniture and fittings.

Level 3 inputs:

- Depreciated historic cost
- Useful life

Operational Land

The market approach using level 3 inputs was used to value Council's operational land.

Level 3 inputs:

- Rate per square metre from the sales evidence available

Community Land

The market approach using level 3 inputs was used to value Council's community land.

Level 3 inputs:

- Inputs to Valuer General valuations

Land Improvements - depreciable

The cost approach using level 3 inputs was used to value Council's depreciable land improvements.

Level 3 inputs:

- Depreciated historic cost
- Useful life

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

\$ '000

(3) Valuation techniques used to derive level 2 and level 3 fair values (continued)

Infrastructure, property, plant and equipment (IPP&E) (continued)

Non specialised buildings

The cost approach using level 3 inputs was used to value Council's non specialised buildings.

Level 3 inputs:

- Components
- Cost
- Residual value
- Useful life
- Asset condition

Specialised buildings

The cost approach using level 3 inputs was used to value Council's specialised buildings.

Level 3 inputs:

- Components
- Cost
- Residual value
- Useful life
- Asset condition

Roads

The cost approach using level 3 inputs was used to value Council's road assets.

Level 3 inputs:

- Unit rates
- Useful life
- Remaining life
- Residual value

Footpaths

The cost approach using level 3 inputs was used to value Council's footpath assets.

Level 3 inputs:

- Unit rates
- Useful life
- Remaining life
- Residual value

Stormwater Drainage

The cost approach using level 3 inputs was used to value Council's stormwater drainage assets.

Level 3 inputs:

- Unit rates
- Useful life
- Remaining life
- Residual value

Swimming Pools

The costs approach using level 3 inputs was used to value Council's swimming pools.

Level 3 inputs:

- Components
- Cost
- Residual value
- Useful life
- Asset condition

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

\$ '000

(3) Valuation techniques used to derive level 2 and level 3 fair values (continued)

Infrastructure, property, plant and equipment (IPP&E) (continued)

Open Space/Recreation Assets

The cost approach using level 3 inputs was used to value Council's open space/recreation assets.

Level 3 inputs:

- Depreciated historic cost
- Useful life

Other Infrastructure Assets

The cost approach using level 3 inputs was used to value Council's other infrastructure assets.

Level 3 inputs:

- Depreciated historic cost
- Useful life

Heritage Collections

The cost approach using level 3 inputs was used to value Council's heritage collections.

Level 3 inputs:

- Depreciated historic cost
- Useful life

Library Books

The cost approach using level 3 inputs was used to value Council's library books.

Level 3 inputs:

- Depreciated historic cost
- Useful life

(4). Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

	Plant and equipment	Office equipment	Furniture and fittings	Total
Opening balance – 1/7/15	6,989	2,714	2,871	12,574
Purchases (GBV)	3,884	1,047	517	5,448
Disposals (WDV)	(1,128)	–	–	(1,128)
Depreciation and impairment	(1,723)	(817)	(465)	(3,005)
Closing balance – 30/6/16	8,022	2,944	2,923	13,889
Purchases (GBV)	2,703	928	1,229	4,860
Disposals (WDV)	(1,021)	(59)	(25)	(1,105)
Depreciation and impairment	(1,903)	(1,011)	(440)	(3,354)
Closing balance – 30/6/17	7,801	2,802	3,687	14,290

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3) (continued)

a. The following tables present the changes in level 3 fair value asset classes. (continued)

	Operational land	Community land	Land improve- -ments depreciable	Buildings non specialised	Total
Opening balance – 1/7/15	62,008	148,353	15,890	632	226,883
Purchases (GBV)	16,950	2,289	1,350	36	20,625
Depreciation and impairment	–	–	(387)	(46)	(433)
FV losses – Income Statement ¹	–	(245)	–	–	(245)
Closing balance – 30/6/16	78,958	150,397	16,853	622	246,830
Purchases (GBV)	–	–	1,382	–	1,382
Depreciation and impairment	–	–	(454)	(41)	(495)
FV gains – other comprehensive income	1,399	6,514	–	–	7,913
FV gains – Income Statement ¹	–	245	–	–	245
Closing balance – 30/6/17	81,247	156,266	17,781	581	255,875
	Buildings specialised	Other structures	Roads	Footpaths	Total
Opening balance – 1/7/15	61,864	28	191,731	39,804	293,427
Purchases (GBV)	25,606	10	10,984	6,239	42,839
Disposals (WDV)	(51)	–	–	–	(51)
Depreciation and impairment	(2,800)	(1)	(3,667)	(1,411)	(7,879)
Closing balance – 30/6/16	84,619	37	199,048	44,632	328,336
Purchases (GBV)	9,644	1,170	11,532	8,371	30,717
Disposals (WDV)	(6,925)	–	(590)	(194)	(7,709)
Depreciation and impairment	(3,186)	(15)	(3,658)	(1,533)	(8,392)
Closing balance – 30/6/17	84,152	1,192	206,332	51,276	342,952

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3) (continued)**a. The following tables present the changes in level 3 fair value asset classes.** (continued)

	Stormwater drainage	Swimming pools	Open space recreation assets	Other infrastructu- - re assets	Total
Opening balance – 1/7/15	125,207	11,097	2,639	21,640	160,583
Purchases (GBV)	2,838	53	1,324	4,994	9,209
Depreciation and impairment	(1,656)	(423)	(526)	(1,197)	(3,802)
Closing balance – 30/6/16	126,389	10,727	3,437	25,437	165,990
Purchases (GBV)	2,374	81	363	6,787	9,605
Depreciation and impairment	(1,664)	(420)	(542)	(1,495)	(4,121)
Closing balance – 30/6/17	127,099	10,388	3,258	30,729	171,474

	Heritage Collection	Library Books	Total
Opening balance – 1/7/15	1,060	1,066	2,126
Purchases (GBV)	434	405	839
Depreciation and impairment	(35)	(382)	(417)
Closing balance – 30/6/16	1,459	1,089	2,548
Purchases (GBV)	68	385	453
Depreciation and impairment	(40)	(384)	(424)
Closing balance – 30/6/17	1,487	1,090	2,577

b. Information relating to the transfers into and out of the level 3 fair valuation hierarchy (as disclosed in the table above) includes:

Nil

North Sydney Council

Notes to the Financial Statements
for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3) (continued)

c. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

Class	Fair value (30/6/17) \$'000	Valuation technique/s	Unobservable inputs
I,PP&E			
Plant and equipment		Cost approach	Depreciated historic cost Useful life
Office equipment		Cost approach	Depreciated historic cost Useful life
Furniture and fittings		Cost approach	Depreciated historic cost Useful life
Operational land		Market approach	Rate per square metre
Community land		Market approach	Rate per square metre
Land improvements - depreciable		Cost approach	Depreciated historic cost Useful life
Buildings - non specialised		Cost approach	Components Cost Residual value Useful life Condition
Buildings - specialised		Cost approach	Components Cost Residual value Useful life Condition
Other Structures		Cost approach	Depreciated historic cost Useful life
Roads		Cost approach	Unit Rates Useful life Remaining life Residual Value

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3) (continued)**c. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.** (continued)

Class	Fair value (30/6/17) \$'000	Valuation technique/s	Unobservable inputs
I,PP&E			
Footpaths		Cost approach	Unit Rates Useful life Remaining life Residual Value
Stormwater drainage		Cost approach	Unit Rates Useful life Remaining life Residual Value
Swimming pools		Cost approach	Components Cost Residual value Useful life Condition
Other open space/recreation assets		Cost approach	Depreciated historic cost Useful life
Other infrastructure assets		Cost approach	Depreciated historic cost Useful life
Heritage collections		Cost approach	Depreciated historic cost Useful life
Library books		Cost approach	Depreciated historic cost Useful life

(5). Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 28. Related party disclosures

\$ '000

a. Key management personnel

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. They are the Mayor, Councillors, Acting General Manager, Acting Director of Corporate Services, Director of City Strategy, Director of Community and Library Services, Director of Engineering and Property Services, Director of Open Space and Environmental Services and Acting Chief Operating Officer.

The aggregate amount of KMP compensation included in the Income Statement is:

	Actual 2017
Compensation:	
Short-term benefits (salaries, Mayoral Allowance, Councillors fees)	2,224
Post-employment benefits (superannuation)	161
Other long-term benefits (increase in employee leave entitlements)	292
Total	<u><u>2,677</u></u>

b. Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed. No transactions have been declared by KMP.

c. Other related party transactions

Nil

North Sydney Council

Notes to the Financial Statements

for the year ended 30 June 2017

Note 29. Financial review

\$ '000

Key financial figures of Council over the past 5 years

Financial performance figures	2017	2016	2015	2014	2013
Inflows:					
Rates and annual charges revenue	51,477	49,000	46,336	43,550	40,789
User charges revenue	29,814	25,474	24,812	22,709	21,056
Interest and investment revenue (losses)	3,561	3,968	4,613	4,022	4,280
Grants income – operating and capital	6,955	5,095	3,922	2,939	3,553
Total income from continuing operations	133,517	160,796	116,219	120,157	104,748
Sale proceeds from I,PP&E	3,620	1,204	1,408	20,769	2,395
New loan borrowings and advances	–	9,500	–	–	–
Outflows:					
Employee benefits and on-cost expenses	41,367	40,544	38,756	35,559	34,811
Borrowing costs	302	277	–	–	–
Materials and contracts expenses	34,159	34,421	30,891	29,275	27,757
Total expenses from continuing operations	106,152	99,236	93,644	93,414	86,324
Total cash purchases of I,PP&E	55,256	49,249	30,582	23,902	14,568
Total loan repayments (incl. finance leases)	–	–	–	–	–
Operating surplus/(deficit) (excl. capital income)	8,885	13,856	7,032	15,329	14,981
Financial position figures	2017	2016	2015	2014	2013
Current assets	90,994	107,917	109,100	37,888	36,779
Current liabilities	38,002	41,444	33,575	28,734	25,976
Net current assets	52,992	66,473	75,525	9,154	10,803
Available working capital (Unrestricted net current assets)	(5,585)	(3,421)	(2,515)	(993)	(181)
Cash and investments – unrestricted	5,332	12,946	9,124	6,227	6,560
Cash and investments – internal restrictions	49,806	52,834	64,316	66,005	44,706
Cash and investments – total	80,778	100,955	103,141	95,618	71,595
Total borrowings outstanding (Loans, advances and finance leases)	9,500	9,720	172	–	–
Total value of I,PP&E (excl. land and earthworks)	943,730	895,195	832,542	748,451	734,488
Total accumulated depreciation	368,779	355,418	341,097	359,865	350,006
Indicative remaining useful life (as a % of GBV)	61%	60%	59%	52%	52%

Source: published audited financial statements of Council (current year and prior year)

North Sydney Council

Notes to the Financial Statements for the year ended 30 June 2017

Note 30. Council information and contact details

Principal place of business:

200 Miller Street
North Sydney NSW 2060

Contact details

Mailing address:

PO Box 12
North Sydney NSW 2060

Opening hours:

9am - 5pm
Monday - Friday

Telephone: 02 9936 8100

Facsimile: 02 9936 8177

Internet: www.northsydney.nsw.gov.au

Email: council@northsydney.nsw.gov.au

Officers

GENERAL MANAGER

Adrian Panuccio

RESPONSIBLE ACCOUNTING OFFICER

Darren Goode

PUBLIC OFFICER

Sandra Moore

AUDITORS

Hill Rogers
Chartered Accountants
Level 5, 1 Chifley Square
Sydney NSW 2000

Elected members

MAYOR

Jilly Gibson

COUNCILLORS

Zoe Baker
Stephen Barbour
MaryAnn Beregi
Dr Alanya Drummond
Kathy Brodie
Dr Alanya Drummond
Samuel Gunning
Jessica Keen
Ian Mutton

Other information

ABN: 32 353 260 317



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
North Sydney Council

To the Councillors of the North Sydney Council

Opinion

I have audited the accompanying financial statements of North Sydney Council (the Council), which comprise the statement of financial position as at 30 June 2017, the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

In my opinion,

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been presented, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2017, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Matter

The financial statements of the Council for the year ended 30 June 2016 were audited by another auditor who expressed an unmodified opinion on that financial statement on 25 October 2016.

The Councillors' Responsibility for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, Note 2(a) and Note 16 budget variation explanations
- on the attached Special Schedules
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Weini Liao
Director, Financial Audit Services

31 October 2017
SYDNEY

Cr Jilly Gibson
Mayor
North Sydney Council
PO Box 12
NORTH SYDNEY NSW 2059

Contact: Weini Liao
Phone no: 9275 7432
Our ref: D1728628/1771

31 October 2017

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2017
North Sydney Council**





I have audited the general purpose financial statements of North Sydney Council (the Council) for the year ended 30 June 2017 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's general purpose financial statements.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2017 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the general purpose financial statements issued under section 417(2) of the Act.

INCOME STATEMENT

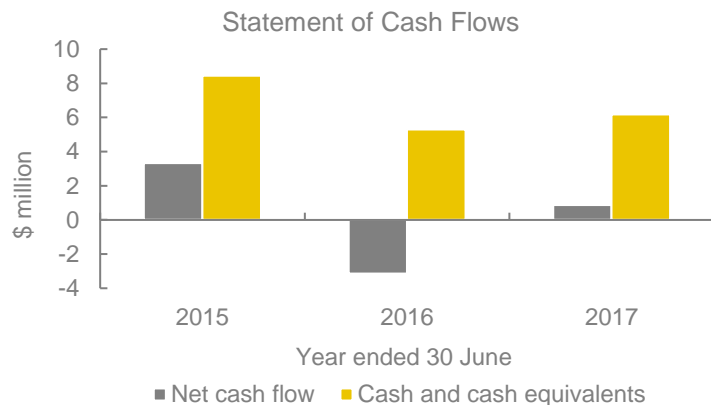
Operating result

	2017	2016	Variance
	\$m	\$m	%
Rates and annual charges revenue	51.5	49.0	5.1 
Grants and contributions revenue	25.2	53.8	(53.2) 
Operating result for the year	27.4	61.6	(55.5) 
Net operating result before capital amounts	8.9	13.9	(35.9) 

- The operating result from continuing activities decreased by \$34.2 million or 55.5 per cent. This was mainly due to the non-cash contribution of \$34.3 million received last year for the Alexander Street carpark.
- The net operating result before capital amounts decreased by \$5.0 million or 35.9 per cent. This was primarily driven by a \$5.2 million net loss in disposal of assets.
- Rates and annual charges revenue increased by \$2.5 million or 5.1 per cent. This movement is mainly attributable to the special variation increase of 5.5 per cent.
- Grants and contributions revenue decreased by \$28.6 million or 53.2 per cent. This movement was mainly due to the non-cash contribution of \$34.3 million received last year for the Alexander Street carpark.

STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash increased by \$871,000 to \$6.2 million at 30 June 2017.
- In addition to operating activities which contributed net cash inflow of \$31.5 million (2016: \$36.5 million), there were cash inflows from the sale of assets (\$3.6 million) and the disposal of investments securities (\$39.1 million). Cash outflows from operating activities were used to acquire investment securities (\$18 million), and purchase and construct assets (\$55.3 million).



FINANCIAL POSITION

Cash and Investments

Restricted Cash and Investments	2017	2016	Commentary
	\$m	\$m	
External restrictions	25.7	35.2	<ul style="list-style-type: none"> Cash and investments amounts to \$80.8 million at 30 June 2017 (2016: \$100.9 million). The decrease is mainly due to \$8 million reduction in unspent developer contributions. Externally restricted cash and investments are restricted in their use by externally imposed requirements. These include unspent development contributions, domestic waste and stormwater management charges, environment, infrastructure and main street levies. Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans and identified programs of works. These aggregated to \$49.8 million and their purpose is fully disclosed in Note 6 of the financial statements. The Council's unrestricted cash and investments amounted to \$5.3 million, which is available to provide liquidity for day to day operations.
Internal restrictions	49.8	52.8	
Unrestricted	5.3	12.9	
Cash and investments	80.8	100.9	

Borrowings

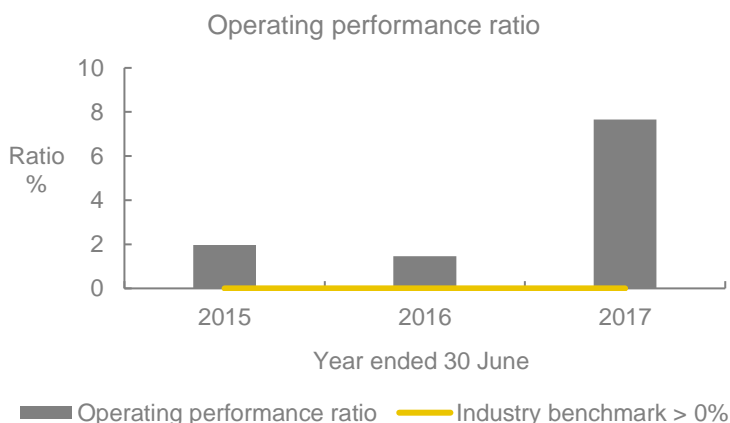
After paying interest of \$0.3 million during the financial year, total borrowing as at 30 June 2017 was \$9.5 million (2016: \$9.5 million).

PERFORMANCE RATIOS

The definition of each ratio analysed below (except for the 'building and infrastructure renewals ratio') is included in Note 13 of the Council's audited general purpose financial statements. The 'building and infrastructure renewals ratio' is defined in Council's Special Schedule 7.

Operating performance ratio

- Council's operating performance ratio of 7.7 per cent reflects a surplus in operating revenues over operating expenses and exceeded the OLG benchmark of greater than zero per cent.
- Council's operating performance ratio has remained positive over the last three years as increases in adjusted operating revenues exceeded increases in costs.

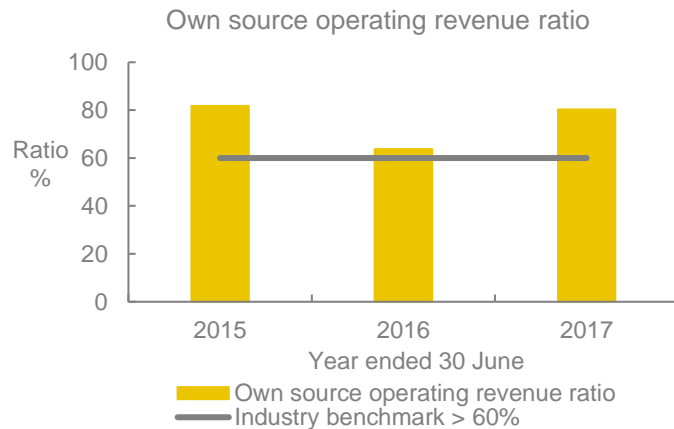


The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than zero per cent.

Own source operating revenue ratio

- Council's own source operating revenue ratio of 80.3 per cent reflects a low level of reliance on externally sourced grant revenue and exceeded the OLG benchmark of greater than 60 per cent.
- The ratio is impacted by capital contributions of \$48.7 million received in 2016.

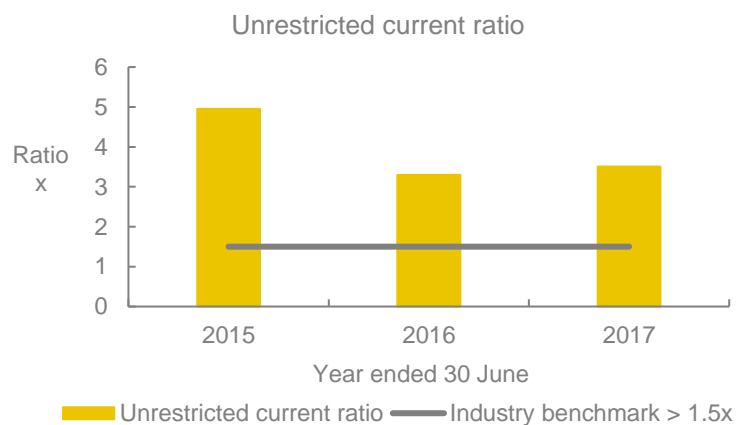
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

- This ratio indicates that Council currently has \$3.5 of unrestricted assets available to service every \$1.0 of its unrestricted current liabilities. This reflects an operating buffer for use in Council's operations and exceeded the OLG benchmark of greater than 1.5 times.
- The unrestricted current ratio excludes restricted assets held by Council, but restricted in use for a specific purpose.

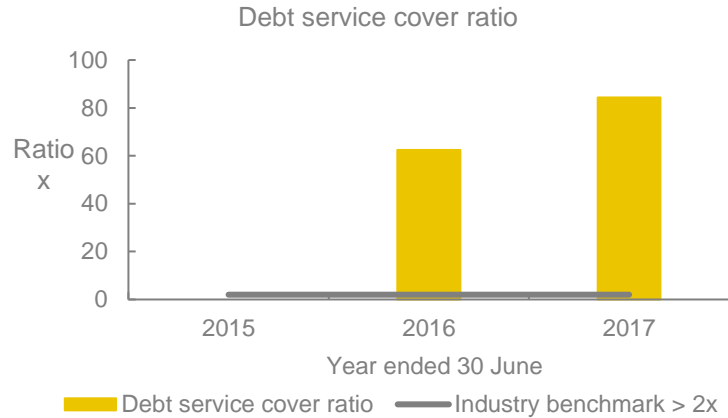
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

- The ratio highlights the new borrowing last year and the comparatively low level of debt and debt servicing costs.
- The ratio of 84.1 greatly exceeds the benchmark of 2 and reflects the interest only terms of borrowing

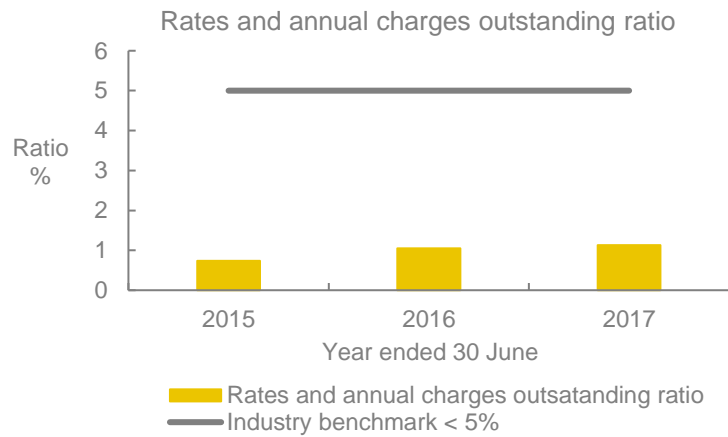
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding ratio

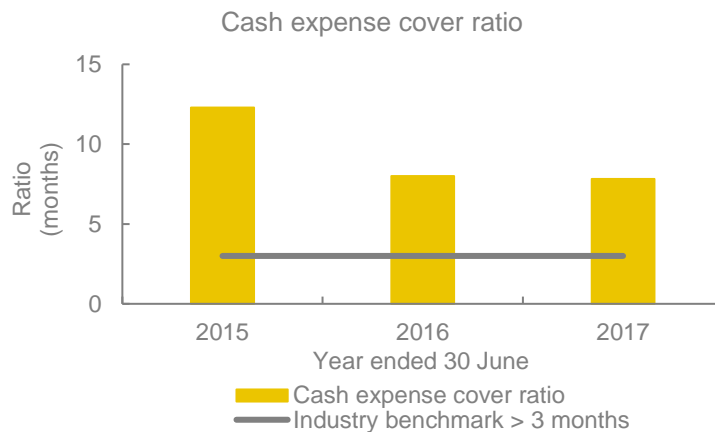
- Council's rates and annual charges outstanding ratio of 1.1 per cent exceeded the OLG benchmark of less than five per cent.
- Although the ratio has slightly increased over the past three years, the level of outstanding balance remains low at \$0.6 million at 30 June 2017.

The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is below five per cent for metro councils.



Cash expense cover ratio

- Council's cash expense cover ratio of 7.8 months exceeded the OLG benchmark of greater than three months.
- This reflects the substantial building up of cash and investment securities made over a number of years.
- Council's cash expense cover ratio has decreased over the past three years, utilising restricted funds for capital projects.



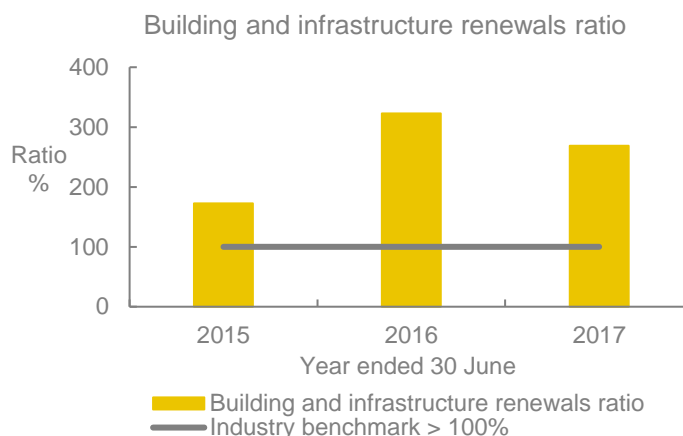
This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

Building and infrastructure renewals ratio

- Council's building and infrastructure renewals ratio of 269 per cent was above the OLG benchmark of greater than 100 per cent.
- This reflects a continued investment in renewing council's existing infrastructure.

The 'building and infrastructure renewals ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark set by OLG is greater than 100 per cent.

This ratio is sourced from information contained in council's Special Schedule 7 which has not been audited.



OTHER MATTERS

New accounting standards implemented

AASB 124 'Related Party Disclosures'

Effective for annual reporting periods beginning on or 1 July 2016g

AASB 2015-6 extended the scope of AASB 124 to include not-for-profit public sector entities. As a result, Council's financial statements disclosed the:

- compensation paid to their key management personnel
- nature of their related party relationships
- amount and nature of their related party transactions, outstanding balances and commitments and outstanding balances (including commitments).

Asset Revaluations

Council's infrastructure, property, plant and equipment are required to be carried at fair value with revaluations of each asset class to be performed at least every five years.

During the year, operational and community land were revalued. This resulted in a net increase of \$7.9 million in the Asset Revaluation Reserve.

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial reports. The Council's:

- accounting records were maintained in a manner and form to allow the general purpose financial statements to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Weini Liao
Director, Financial Audit Services

31 October 2017
SYDNEY

cc: Mr Adrian Panuccio, Acting General Manager
Mr Ron Switzer, Chair of the Audit and Risk Committee
Tim Hurst, Acting Chief Executive of the Office of Local Government

North Sydney Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2017

progressive *vibrant* diverse



North Sydney Council

Special Purpose Financial Statements

for the year ended 30 June 2017

Contents	Page
1. Statement by Councillors and Management	2
2. Special Purpose Financial Statements:	
Income Statement – Water Supply Business Activity	n/a
Income Statement – Sewerage Business Activity	n/a
Income Statement – Other Business Activities	3
Statement of Financial Position – Water Supply Business Activity	n/a
Statement of Financial Position – Sewerage Business Activity	n/a
Statement of Financial Position – Other Business Activities	6
3. Notes to the Special Purpose Financial Statements	9
4. Auditor’s Report	13

Background

- (i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
 - (ii) The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.
 - (iii) For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).
 - (iv) In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).
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North Sydney Council

Special Purpose Financial Statements

for the year ended 30 June 2017

Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

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

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these financial statements:


- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.

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

Signed in accordance with a resolution of Council made on 17 October 2017.



Jilly Gibson
Mayor



Stephen Barbour
Councillor



Adrian Panuccio
General manager



Darren Goode
Responsible accounting officer

North Sydney Council

Income Statement of Council's Other Business Activities

for the year ended 30 June 2017

\$ '000	Commercial Properties		Waste Management	
	Category 1		Category 1	
	Actual 2017	Actual 2016	Actual 2017	Actual 2016
Income from continuing operations				
Access charges	–	–	10,443	10,081
User charges	–	–	1,104	1,026
Fees	–	–	393	388
Interest	–	–	–	–
Grants and contributions provided for non-capital purposes	–	–	41	42
Profit from the sale of assets	–	–	–	–
Share of profit from equity accounted investment	–	–	–	–
Other income	12,018	19,190	–	–
Total income from continuing operations	12,018	19,190	11,981	11,537
Expenses from continuing operations				
Employee benefits and on-costs	4	7	1,490	1,530
Borrowing costs	–	–	–	–
Materials and contracts	2,140	1,691	9,681	9,666
Depreciation, amortisation and impairment	275	251	–	–
Loss on sale of assets	–	–	–	–
Calculated taxation equivalents	731	597	42	39
Debt guarantee fee (if applicable)	–	–	–	–
Other expenses	753	757	33	35
Total expenses from continuing operations	3,903	3,303	11,246	11,270
Surplus (deficit) from continuing operations before capital amounts	8,115	15,887	735	267
Grants and contributions provided for capital purposes	–	–	–	–
Surplus (deficit) from continuing operations after capital amounts	8,115	15,887	735	267
Surplus (deficit) from discontinued operations	–	–	–	–
Surplus (deficit) from all operations before tax	8,115	15,887	735	267
Less: corporate taxation equivalent (30%) [based on result before capital]	(2,435)	(4,766)	(221)	(80)
SURPLUS (DEFICIT) AFTER TAX	5,681	11,121	515	187
Plus opening retained profits	101,119	84,147	(1,287)	1,308
Plus/less: prior period adjustments	–	–	–	–
Plus adjustments for amounts unpaid:				
– Taxation equivalent payments	731	597	42	39
– Debt guarantee fees	–	–	–	–
– Corporate taxation equivalent	2,435	4,766	221	80
Add:				
– Subsidy paid/contribution to operations	–	488	445	–
Less:				
– TER dividend paid	–	–	–	–
– Dividend paid	(5,231)	–	–	(2,901)
Closing retained profits	104,734	101,119	(65)	(1,287)
Return on capital %	112.9%	183.1%	n/a	n/a
Subsidy from Council	–	–	–	–

North Sydney Council

Income Statement of Council's Other Business Activities

for the year ended 30 June 2017

\$ '000	Car Parking Services		North Sydney Function Centre	
	Category 1		Category 2	
	Actual 2017	Actual 2016	Actual 2017	Actual 2016
Income from continuing operations				
Access charges	–	–	–	–
User charges	–	–	–	–
Fees	3,414	3,090	728	455
Interest	–	–	–	–
Grants and contributions provided for non-capital purposes	–	–	–	–
Profit from the sale of assets	–	–	–	–
Share of profit from equity accounted investment	–	–	–	–
Other income	–	–	–	–
Total income from continuing operations	3,414	3,090	728	455
Expenses from continuing operations				
Employee benefits and on-costs	240	176	330	236
Borrowing costs	–	–	–	–
Materials and contracts	692	563	459	297
Depreciation, amortisation and impairment	1,247	713	77	88
Loss on sale of assets	–	–	–	–
Calculated taxation equivalents	324	263	–	–
Debt guarantee fee (if applicable)	–	–	–	–
Other expenses	531	364	283	194
Total expenses from continuing operations	3,034	2,079	1,149	815
Surplus (deficit) from continuing operations before capital amounts	380	1,011	(421)	(360)
Grants and contributions provided for capital purposes	–	–	–	–
Surplus (deficit) from continuing operations after capital amounts	380	1,011	(421)	(360)
Surplus (deficit) from discontinued operations	–	–	–	–
Surplus (deficit) from all operations before tax	380	1,011	(421)	(360)
Less: corporate taxation equivalent (30%) [based on result before capital]	(114)	(303)	–	–
SURPLUS (DEFICIT) AFTER TAX	266	708	(421)	(360)
Plus opening retained profits	59,010	19,087	905	889
Plus/less: prior period adjustments	–	–	–	–
Plus adjustments for amounts unpaid:				
– Taxation equivalent payments	324	263	–	–
– Debt guarantee fees	–	–	–	–
– Corporate taxation equivalent	114	303	–	–
Add:				
– Subsidy paid/contribution to operations	–	38,649	659	376
Less:				
– TER dividend paid	–	–	–	–
– Dividend paid	(1,053)	–	–	–
Closing retained profits	58,661	59,010	1,143	905
Return on capital %	0.5%	1.4%	-22.1%	-21.2%
Subsidy from Council	1,314	541	466	397

North Sydney Council

Income Statement of Council's Other Business Activities

for the year ended 30 June 2017

Development
Applications

Category 2

\$ '000	Actual 2017	Actual 2016
Income from continuing operations		
Access charges	–	–
User charges	–	–
Fees	1,463	1,639
Interest	–	–
Grants and contributions provided for non-capital purposes	–	–
Profit from the sale of assets	–	–
Share of profit from equity accounted investment	–	–
Other income	–	–
Total income from continuing operations	1,463	1,639
Expenses from continuing operations		
Employee benefits and on-costs	4,519	4,422
Borrowing costs	–	–
Materials and contracts	215	333
Depreciation, amortisation and impairment	–	–
Loss on sale of assets	–	–
Calculated taxation equivalents	213	204
Debt guarantee fee (if applicable)	–	–
Other expenses	633	682
Total expenses from continuing operations	5,580	5,641
Surplus (deficit) from continuing operations before capital amounts	(4,117)	(4,002)
Grants and contributions provided for capital purposes	–	–
Surplus (deficit) from continuing operations after capital amounts	(4,117)	(4,002)
Surplus (deficit) from discontinued operations	–	–
Surplus (deficit) from all operations before tax	(4,117)	(4,002)
Less: corporate taxation equivalent (30%) [based on result before capital]	–	–
SURPLUS (DEFICIT) AFTER TAX	(4,117)	(4,002)
Plus opening retained profits	(1,286)	(1,199)
Plus/less: prior period adjustments	–	–
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	213	204
– Debt guarantee fees	–	–
– Corporate taxation equivalent	–	–
Add:		
– Subsidy paid/contribution to operations	3,832	3,711
Less:		
– TER dividend paid	–	–
– Dividend paid	–	–
Closing retained profits	(1,358)	(1,286)
Return on capital %	n/a	n/a
Subsidy from Council	4,117	4,002

North Sydney Council

Statement of Financial Position – Council's Other Business Activities

as at 30 June 2017

\$ '000	Commercial Properties		Waste Management	
	Category 1		Category 1	
	Actual 2017	Actual 2016	Actual 2017	Actual 2016
ASSETS				
Current assets				
Cash and cash equivalents	–	–	933	712
Investments	–	–	–	–
Receivables	121	177	105	109
Inventories	–	–	–	–
Other	–	–	–	–
Total Current Assets	121	177	1,038	821
Non-current assets				
Investments	–	–	–	–
Receivables	–	–	–	–
Inventories	–	–	–	–
Infrastructure, property, plant and equipment	7,190	8,679	–	–
Investments accounted for using equity method	–	–	–	–
Investment property	97,623	92,392	–	–
Intangible assets	–	–	–	–
Total non-current assets	104,813	101,071	–	–
TOTAL ASSETS	104,934	101,248	1,038	821
LIABILITIES				
Current liabilities				
Bank overdraft	–	–	–	–
Payables	200	129	923	1,843
Income received in advance	–	–	–	–
Borrowings	–	–	–	–
Provisions	–	–	177	259
Total current liabilities	200	129	1,100	2,102
Non-current liabilities				
Payables	–	–	2	3
Borrowings	–	–	–	–
Provisions	–	–	1	3
Total non-current liabilities	–	–	3	6
TOTAL LIABILITIES	200	129	1,103	2,108
NET ASSETS	104,734	101,119	(65)	(1,287)
EQUITY				
Retained earnings	104,734	101,119	(65)	(1,287)
Revaluation reserves	–	–	–	–
Other reserves	–	–	–	–
Council equity interest	104,734	101,119	(65)	(1,287)
Non-controlling equity interest	–	–	–	–
TOTAL EQUITY	104,734	101,119	(65)	(1,287)

North Sydney Council

Statement of Financial Position – Council's Other Business Activities

as at 30 June 2017

	Car Parking Services Category 1		North Sydney Function Centre Category 2	
	Actual 2017	Actual 2016	Actual 2017	Actual 2016
\$ '000				
ASSETS				
Current assets				
Cash and cash equivalents	8	8	6	6
Investments	–	–	–	–
Receivables	22	11	17	8
Inventories	–	–	23	10
Other	–	–	–	–
Total Current Assets	30	19	46	24
Non-current assets				
Investments	–	–	–	–
Receivables	–	–	–	–
Inventories	–	–	–	–
Infrastructure, property, plant and equipment	71,178	71,533	1,906	1,702
Investments accounted for using equity method	–	–	–	–
Investment property	–	–	–	–
Intangible assets	–	–	–	–
Total non-current assets	71,178	71,533	1,906	1,702
TOTAL ASSETS	71,208	71,552	1,952	1,726
LIABILITIES				
Current liabilities				
Bank overdraft	–	–	–	–
Payables	127	126	–	–
Income received in advance	–	–	–	–
Borrowings	–	–	–	–
Provisions	76	72	52	64
Total current liabilities	203	198	52	64
Non-current liabilities				
Payables	–	–	–	–
Borrowings	–	–	–	–
Provisions	1	1	1	1
Total non-current liabilities	1	1	1	1
TOTAL LIABILITIES	204	199	53	65
NET ASSETS	71,004	71,353	1,899	1,661
EQUITY				
Retained earnings	58,661	59,010	1,143	905
Revaluation reserves	12,343	12,343	756	756
Other reserves	–	–	–	–
Council equity interest	71,004	71,353	1,899	1,661
Non-controlling equity interest	–	–	–	–
TOTAL EQUITY	71,004	71,353	1,899	1,661

North Sydney Council

Statement of Financial Position – Council's Other Business Activities

as at 30 June 2017

Development Applications

Category 2

\$ '000	Actual 2017	Actual 2016
ASSETS		
Current assets		
Cash and cash equivalents	–	–
Investments	–	–
Receivables	–	–
Inventories	–	–
Other	–	–
Total Current Assets	–	–
Non-current assets		
Investments	–	–
Receivables	–	–
Inventories	–	–
Infrastructure, property, plant and equipment	–	–
Investments accounted for using equity method	–	–
Investment property	–	–
Intangible assets	–	–
Total non-current assets	–	–
TOTAL ASSETS	–	–
LIABILITIES		
Current liabilities		
Bank overdraft	–	–
Payables	28	–
Income received in advance	–	–
Borrowings	–	–
Provisions	1,313	1,268
Total current liabilities	1,341	1,268
Non-current liabilities		
Payables	–	–
Borrowings	–	–
Provisions	17	18
Total non-current liabilities	17	18
TOTAL LIABILITIES	1,358	1,286
NET ASSETS	(1,358)	(1,286)
EQUITY		
Retained earnings	(1,358)	(1,286)
Revaluation reserves	–	–
Other reserves	–	–
Council equity interest	(1,358)	(1,286)
Non-controlling equity interest	–	–
TOTAL EQUITY	(1,358)	(1,286)

North Sydney Council

Special Purpose Financial Statements

for the year ended 30 June 2017

Contents of the notes accompanying the financial statements

Note	Details	Page
1	Summary of significant accounting policies	10
2	Water Supply Business Best-Practice Management disclosure requirements	n/a
3	Sewerage Business Best-Practice Management disclosure requirements	n/a

North Sydney Council

Notes to the Special Purpose Financial Statements for the year ended 30 June 2017

Note 1. Significant accounting policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the Local Government (General) Regulation, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to

activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

- a. **Commercial Properties**
Managed rental Property portfolio.
- b. **Waste Management**
Waste collection and disposal (Domestic, Trade and recyclables).
- c. **Car Parking Services**
Permanent and casual off street parking facilities subject to charges.

Category 2

(where gross operating turnover is less than \$2 million)

- a. **North Sydney Oval Function Centre**
Bar and catering facilities for hire to the public and members.
- b. **Development Applications**
Building, Development and Subdivision approval processing.

Monetary amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest thousand dollars.

(i) Taxation-equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

North Sydney Council

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2017

Note 1. Significant accounting policies (continued)

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **30%**

Land tax – the first **\$549,000** of combined land values attracts **0%**. For that valued from \$549,001 to \$3,357,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$3,357,000, a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$750,000.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The 30% rate applied is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(iii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

North Sydney Council

Notes to the Special Purpose Financial Statements for the year ended 30 June 2017

Note 1. Significant accounting policies (continued)

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 2.38% at 30/6/17.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

North Sydney Council

To the Councillors of the North Sydney Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of North Sydney Council's (the Council) Declared Business Activities, which comprise the statement of financial position of each Declared Business Activity as at 30 June 2017, the income statement of each Declared Business Activity for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information for the Business Activities declared by Council, and the Statement by Councillors and Management.

The Declared Business Activities of the Council are:

- Commercial properties
- Waste management
- Car parking services
- North Sydney function centre
- Development applications.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2017, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting (LG Code).

My opinion should be read in conjunction with the rest of this report and in particular, the Emphasis of Matter referring to the basis of accounting.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Note (1) to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Matter

The financial statements of the Council for the year ended 30 June 2016 were audited by another auditor who expressed an unmodified opinion on that financial statement on 25 October 2016.

The Councillors' Responsibility for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting, as it affects the Council's Declared Business Activities.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at:

http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in blue ink, appearing to be 'W. Liao', with a vertical line extending downwards from the end of the signature.

Weini Liao
Director, Financial Audit Services

31 October 2017
SYDNEY

North Sydney Council

SPECIAL SCHEDULES

for the year ended 30 June 2017

progressive *vibrant* diverse



North Sydney Council

Special Schedules

for the year ended 30 June 2017

Contents

Page

Special Schedules¹

Special Schedule 1	Net Cost of Services	2
Special Schedule 2(a)	Statement of Long Term Debt (all purposes)	4
Special Schedule 2(b)	Statement of Internal Loans (Sect. 410(3) LGA 1993)	n/a
Special Schedule 3	Water Supply Operations – incl. Income Statement	n/a
Special Schedule 4	Water Supply – Statement of Financial Position	n/a
Special Schedule 5	Sewerage Service Operations – incl. Income Statement	n/a
Special Schedule 6	Sewerage Service – Statement of Financial Position	n/a
Notes to Special Schedules 3 and 5		n/a
Special Schedule 7	Report on Infrastructure Assets	5
Special Schedule 8	Permissible Income Calculation	9

¹ Special Schedules are not audited (with the exception of Special Schedule 8).

Background

- (i) These Special Schedules have been designed to meet the requirements of special purpose users such as;
- the NSW Grants Commission
 - the Australian Bureau of Statistics (ABS),
 - the NSW Office of Water (NOW), and
 - the Office of Local Government (OLG).
- (ii) The financial data is collected for various uses including;
- the allocation of Financial Assistance Grants,
 - the incorporation of Local Government financial figures in national statistics,
 - the monitoring of loan approvals,
 - the allocation of borrowing rights, and
 - the monitoring of the financial activities of specific services.

North Sydney Council

Special Schedule 1 – Net Cost of Services

for the year ended 30 June 2017

\$'000

Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
Governance	3,102	–	–	(3,102)
Administration	20,233	10,385	137	(9,711)
Public order and safety				
Fire service levy, fire protection, emergency services	1,401	–	–	(1,401)
Beach control	–	–	–	–
Enforcement of local government regulations	5,777	8,405	–	2,628
Animal control	36	1	–	(35)
Other	128	–	–	(128)
Total public order and safety	7,342	8,406	–	1,064
Health	1,927	618	–	(1,309)
Environment				
Noxious plants and insect/vermin control	131	–	–	(131)
Other environmental protection	2,829	2,210	125	(494)
Solid waste management	11,736	12,160	–	424
Street cleaning	2,205	15	–	(2,190)
Drainage	–	–	–	–
Stormwater management	2,266	573	–	(1,693)
Total environment	19,167	14,958	125	(4,084)
Community services and education				
Administration and education	877	28	–	(849)
Social protection (welfare)	575	–	–	(575)
Aged persons and disabled	293	59	–	(234)
Children's services	1,135	692	462	19
Total community services and education	2,880	779	462	(1,639)
Housing and community amenities				
Public cemeteries	–	–	–	–
Public conveniences	264	–	–	(264)
Street lighting	931	190	–	(741)
Town planning	4,826	1,424	–	(3,402)
Other community amenities	694	295	–	(399)
Total housing and community amenities	6,715	1,909	–	(4,806)
Water supplies	–	–	–	–
Sewerage services	–	–	–	–

North Sydney Council

Special Schedule 1 – Net Cost of Services (continued)
for the year ended 30 June 2017

\$'000

Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
Recreation and culture				
Public libraries	3,352	273	406	(2,673)
Museums	465	10	–	(455)
Art galleries	–	–	–	–
Community centres and halls	800	102	435	(263)
Performing arts venues	–	–	–	–
Other performing arts	–	–	–	–
Other cultural services	605	65	–	(540)
Sporting grounds and venues	3,485	427	–	(3,058)
Swimming pools	3,544	2,455	279	(810)
Parks and gardens (lakes)	6,038	307	–	(5,731)
Other sport and recreation	4,666	91	13,964	9,389
Total recreation and culture	22,955	3,730	15,084	(4,141)
Fuel and energy	–	–	–	–
Agriculture	–	–	–	–
Mining, manufacturing and construction				
Building control	–	–	–	–
Other mining, manufacturing and construction	–	–	–	–
Total mining, manufacturing and const.	–	–	–	–
Transport and communication				
Urban roads (UR) – local	1,508	709	–	(799)
Urban roads – regional	72	680	–	608
Sealed rural roads (SRR) – local	–	–	–	–
Sealed rural roads (SRR) – regional	–	–	–	–
Unsealed rural roads (URR) – local	–	–	–	–
Unsealed rural roads (URR) – regional	–	–	–	–
Bridges on UR – local	–	–	–	–
Bridges on SRR – local	–	–	–	–
Bridges on URR – local	–	–	–	–
Bridges on regional roads	–	–	–	–
Parking areas	2,220	11,822	227	9,829
Footpaths	1,979	717	9	(1,253)
Aerodromes	–	–	–	–
Other transport and communication	8,183	1,267	2,436	(4,480)
Total transport and communication	13,962	15,195	2,672	3,905
Economic affairs				
Camping areas and caravan parks	–	–	–	–
Other economic affairs	7,868	16,118	–	8,250
Total economic affairs	7,868	16,118	–	8,250
Totals – functions	106,151	72,098	18,480	(15,573)
General purpose revenues ⁽¹⁾		42,939		42,939
Share of interests – joint ventures and associates using the equity method	1	–		(1)
NET OPERATING RESULT ⁽²⁾	106,152	115,037	18,480	27,365

(1) Includes: rates and annual charges (including ex gratia, excluding water and sewer), non-capital general purpose grants, interest on investments (excluding externally restricted assets) and interest on overdue rates and annual charges (2) As reported in the Income Statement

North Sydney Council

Special Schedule 2(a) – Statement of Long Term Debt (all purpose)

for the year ended 30 June 2017

\$'000

Classification of debt	Principal outstanding at beginning of the year			New loans raised during the year	Debt redemption during the year		Transfers to sinking funds	Interest applicable for year	Principal outstanding at the end of the year		
	Current	Non-current	Total		From revenue	Sinking funds			Current	Non-current	Total
Loans (by source)											
Commonwealth Government	–	–	–	–	–	–	–	–	–	–	–
NSW Treasury Corporation	–	–	–	–	–	–	–	–	–	–	–
Other State Government	–	–	–	–	–	–	–	–	–	–	–
Public subscription	–	–	–	–	–	–	–	–	–	–	–
Financial institutions	–	9,500	9,500	–	–	–	–	302	–	9,500	9,500
Other	–	–	–	–	–	–	–	–	–	–	–
Total loans	–	9,500	9,500	–	–	–	–	302	–	9,500	9,500
Other long term debt											
Ratepayers advances	–	–	–	–	–	–	–	–	–	–	–
Government advances	–	–	–	–	–	–	–	–	–	–	–
Finance leases	–	–	–	–	–	–	–	–	–	–	–
Deferred payments	–	–	–	–	–	–	–	–	–	–	–
Total long term debt	–	–	–	–	–	–	–	–	–	–	–
Total debt	–	9,500	9,500	–	–	–	–	302	–	9,500	9,500

Notes: excludes (i) internal loans and (ii) principal inflows/outflows relating to loan re-financing.

This schedule is prepared using the **face value** of debt obligations, rather than **fair value** (which are reported in the GPFS).

North Sydney Council

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2017

\$'000

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance ^a	2016/17 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Buildings	Buildings	–	–	2,484	2,217	84,733	170,195	22%	7%	63%	2%	6%
	Sub-total	–	–	2,484	2,217	84,733	170,195	22.0%	7.0%	63.0%	2.0%	6.0%
Other structures	Other structures	–	–	–	–	1,192	1,209	100%	0%	0%	0%	0%
	Sub-total	–	–	–	–	1,192	1,209	100.0%	0.0%	0.0%	0.0%	0.0%
Roads	Sealed roads	–	–	870	857	155,071	225,850	46%	33%	16%	3%	2%
	Footpaths	–	–	1,720	1,840	51,276	84,098	22%	36%	38%	2%	2%
	Other road assets	–	–	104	109	51,261	90,663	32%	31%	19%	5%	13%
	Sub-total	–	–	2,694	2,806	257,608	400,611	37.8%	33.2%	21.3%	3.2%	4.5%

North Sydney Council

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2017 (continued)

\$'000

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance ^a	2016/17 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Stormwater drainage	Stormwater drainage	–	–	517	576	127,099	193,877	44%	40%	2%	1%	13%
	Sub-total	–	–	517	576	127,099	193,877	44.0%	40.0%	2.0%	1.0%	13.0%
Open space/recreational assets	Swimming pools	–	–	774	789	10,389	25,093	3%	0%	95%	1%	1%
	Other	–	–	759	858	3,257	11,236	19%	7%	7%	31%	36%
	Sub-total	–	–	1,533	1,647	13,646	36,329	7.9%	2.2%	67.8%	10.3%	11.8%
Other infrastructure assets	Other	–	–	1,506	1,447	30,729	43,277	49%	33%	5%	2%	11%
	Sub-total	–	–	1,506	1,447	30,729	43,277	49.0%	33.0%	5.0%	2.0%	11.0%
Land improvem. depreciable	Land Improvements – depreciable	–	–	–	–	17,781	20,864	93%	3%	2%	1%	1%
	Sub-total	–	–	–	–	17,781	20,864	93.0%	3.0%	2.0%	1.0%	1.0%
	TOTAL – ALL ASSETS	–	–	8,734	8,693	532,788	866,362	36.8%	27.5%	25.8%	2.7%	7.2%

Notes:

a Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

North Sydney Council

Special Schedule 7 – Report on Infrastructure Assets (continued)
for the year ended 30 June 2017

\$ '000	Amounts	Indicator	Benchmark	Prior periods	
	2017	2017		2016	2015
Infrastructure asset performance indicators * consolidated					
1. Infrastructure renewals ratio					
Asset renewals ⁽¹⁾	<u>33,764</u>	268.95%	>= 100%	322.62%	172.78%
Depreciation, amortisation and impairment	<u>12,554</u>				
2. Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	<u>–</u>	0.00%	< 2%	0.00%	0.00%
Net carrying amount of infrastructure assets	<u>532,788</u>				
3. Asset maintenance ratio					
Actual asset maintenance	<u>8,693</u>	1.00	> 1.00	1.07	1.11
Required asset maintenance	<u>8,734</u>				
4. Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council ⁽²⁾	<u>–</u>	0.00%		0.00%	
Gross replacement cost	<u>866,362</u>				

Notes

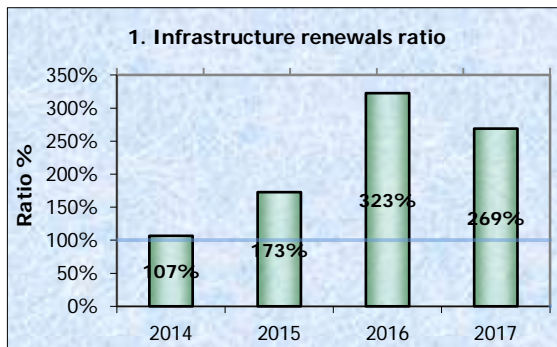
* All asset performance indicators are calculated using the asset classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

(2) Sufficient funds are set aside in internal and external reserves to bring infrastructure assets assessed at balance date to be in a condition below the agreed service level set by Council to at least the agreed service level. Agreed service levels will be reviewed when the Community Strategic Plan is reviewed during 2017/18.

North Sydney Council

Special Schedule 7 – Report on Infrastructure Assets (continued) for the year ended 30 June 2017



Purpose of asset renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

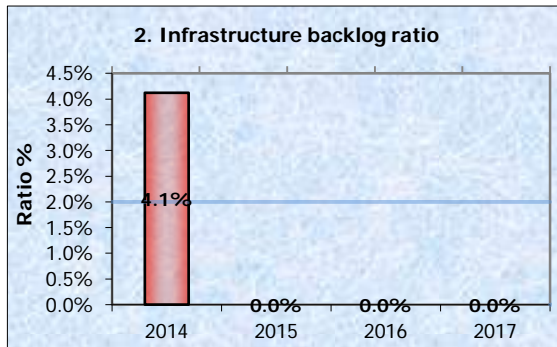
Commentary on 2016/17 result

2016/17 Ratio 268.95%

This ratio was better than the benchmark for the fourth successive year. This is a reflection of Council's ongoing commitment to ensuring that sufficient funds are allocated to the replacement and renewal of our infrastructure assets to offset the rate at which they are depreciating.

Benchmark: — Minimum $\geq 100.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

■ Ratio achieves benchmark
■ Ratio is outside benchmark



Purpose of infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

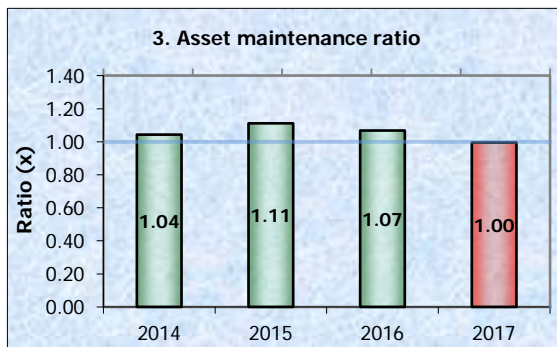
Commentary on 2016/17 result

2016/17 Ratio 0.00%

This ratio was better than the benchmark for the third successive year. Significant increases in funding for infrastructure renewal over the last three years has ensured that our infrastructure assets are in a satisfactory condition.

Benchmark: — Maximum $< 2.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

■ Ratio achieves benchmark
■ Ratio is outside benchmark



Purpose of asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

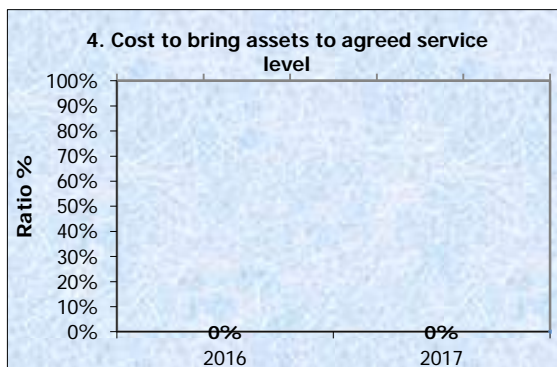
Commentary on 2016/17 result

2016/17 Ratio 1.00 x

After being better than the benchmark for the previous three years, this ratio dropped slightly below the benchmark in 2016/17. More funds will need to be allocated to the maintenance of our infrastructure assets in future years to ensure that they remain in a satisfactory condition.

Benchmark: — Minimum > 1.00
Source for benchmark: Code of Accounting Practice and Financial Reporting #25

■ Ratio achieves benchmark
■ Ratio is outside benchmark



Purpose of agreed service level ratio

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on 2016/17 result

2016/17 Ratio 0.00%

Significant increases in funding for infrastructure renewal over the last three years has ensured that our infrastructure assets are in a satisfactory condition.

North Sydney Council

Special Schedule 8 – Permissible Income Calculation

for the year ended 30 June 2018

\$'000		Calculation 2016/17	Calculation 2017/18
Notional general income calculation ⁽¹⁾			
Last year notional general income yield	a	39,014	41,197
Plus or minus adjustments ⁽²⁾	b	92	47
Notional general income	c = (a + b)	39,106	41,244
Permissible income calculation			
Special variation percentage ⁽³⁾	d	5.50%	5.50%
Or rate peg percentage	e	0.00%	0.00%
Or crown land adjustment (incl. rate peg percentage)	f	0.00%	0.00%
Less expiring special variation amount	g	–	–
Plus special variation amount	h = d x (c – g)	2,151	2,268
Or plus rate peg amount	i = c x e	–	–
Or plus Crown land adjustment and rate peg amount	j = c x f	–	–
Sub-total	k = (c + g + h + i + j)	41,257	43,512
Plus (or minus) last year's carry forward total	l	–	(1)
Less valuation objections claimed in the previous year	m	(61)	–
Sub-total	n = (l + m)	(61)	(1)
Total permissible income	o = k + n	41,196	43,511
Less notional general income yield	p	41,197	43,512
Catch-up or (excess) result	q = o – p	(1)	(1)
Plus income lost due to valuation objections claimed ⁽⁴⁾	r	–	–
Less unused catch-up ⁽⁵⁾	s	–	(200)
Carry forward to next year	t = q + r – s	(1)	(201)

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916*.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Special Schedule 8 in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule No. 8

North Sydney Council

To the Councillors of North Sydney Council

Opinion

I have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 8) of North Sydney Council (the Council) for the year ending 30 June 2018.

In my opinion, Special Schedule No. 8 of North Sydney Council for 30 June 2018 is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting (LG Code) issued by the Office of Local Government (OLG), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report, and in particular the Emphasis of Matter paragraph, which describes the basis of accounting.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of Special Schedule No.8' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the notes and explanations in Special Schedule No. 8 that instruct councils in its preparation so it complies with OLG's requirements as described in the LG Code. As a result, Special Schedule No. 8 may not be suitable for another purpose.

Other Matter

Special Schedule No.8 of the Council for the year ended 30 June 2017 was audited by another auditor who expressed an unmodified opinion on Special Schedule No. 8 on 25 October 2016.

Councillors' Responsibility for Special Schedule No. 8

The Councillors of the Council are responsible for the preparation of Special Schedule No. 8 in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of Special Schedule No. 8 that is free from material misstatement, whether due to fraud or error.

In preparing Special Schedule No.8, the Councillors must assess the Council's ability to continue as a going concern except where the Council will be dissolved or amalgamated by an Act of Parliament. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibility for the Audit of Special Schedule No. 8

My objectives are to:

- obtain reasonable assurance whether Special Schedule No. 8 as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on Special Schedule No.8.

A description of my responsibilities for the audit of Special Schedule No.8 is located at the Auditing and Assurance Standards Board website at http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Special Schedule No.8 on any website where they may be presented
- about any other information which may have been hyperlinked to/from Special Schedule No 8.



Weini Liao
Director, Financial Audit Services

31 October 2017
SYDNEY

Annual Report 2016/17 Feedback Form

Council welcomes your feedback on the 2016/17 Annual Report. To 'have your say' visit the North Sydney Council website at www.northsydney.nsw.gov.au/Council_Meetings/Policies_Plans/Annual_Report or complete and submit the feedback form below and return it to North Sydney Council by mailing it to PO Box 12 North Sydney NSW 2059, delivering it to the Customer Service Centre 200 Miller Street North Sydney or by faxing it to 9936 8177. You can also email your comments to council@northsydney.nsw.gov.au.

1. Which stakeholder group do you belong to:

- Community
- Community group
- Employee
- Non Government Organisation
- Government agency
- Government
- Contractor/supplier
- Other council
- Media
- Other _____

2. The report structure was:

- Easy to follow Acceptable Difficult to follow

3. Please rank the report in each of the following aspects:

	Poor	Average	Good	Excellent
Level of detail provided				
Readability				
Range of information provided				
Usefulness of the report				
Layout and design				

4. Did you feel that the report provided you with enough information about Council's performance in the areas of:

	Poor	Average	Good	Excellent
Organisational profile				
Our approach to planning and reporting				
Environmental				
Economic				
Social				
Governance				
Financials				

5. Please give the report an overall ranking:

Poor	Average	Good	Excellent

6. What information were you looking for in the report?

7. Could you find the information you were looking for?

Yes No

8. What did you like most about the report?

9. What would you like to see in the report?

10. How did you rate our financial information?

Easy to read and understand Difficult to read and understand

11. Why?

12. Please write any other comments you would like to make here. If you need to attach additional pages please do so.

Your Contact Details - this section is optional

Name _____
Address _____
Organisation (if relevant) _____
Position (if relevant) _____
Telephone _____
Email _____

Thank you for providing your feedback

For more information contact Council's Corporate Planning Coordinator on 9936 8270 or email council@northsydney.nsw.gov.au.

Privacy and Personal Information

The personal details requested on this form are being collected and will only be used for the purposes of obtaining community input into the Annual Report. The supply of information by you is voluntary. This form will be retained at Council's Offices. The information in this form will be stored in Council's electronic document management system. Further information on how Council manages privacy is contained in Council's Privacy Management Plan available from Council's website at www.northsydney.nsw.gov.au.

Terms Used in this Report

Action	An item in the Operational Plan that may be a project, strategy or policy. A temporary endeavour undertaken to create a unique product or result.
Advocacy	The act of speaking or arguing in favour of something, such as a cause, idea or policy.
Affordable housing	Low cost housing for sale or rent, often provided by a housing association.
Annual Report	The annual review of Council's performance as measured against the Operational Plan.
Asset	A facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.
Audit	An examination of the records, statements, systems and procedures of an organisation, together with its stated claims for performance.
Baseline	Data that represents an initial measurement of performance. Baseline data is often collected to measure the incremental change or improvement over time of specific outcomes or indicators.
Benchmark	A benchmark is a level of achievement against which organisations can measure their own progress. Benchmarks may be used for comparisons of organisational processes or results against an internal or external standard.
Best practice	The process(es) that achieve outcomes/results which are superior to all others known.
Biodiversity	The diversity of plant and animal life in a particular habitat (or in the world as a whole).
Budget	The adopted list of Council's planned expenses and revenues for one or several financial years. Council's actual financial performance is monitored against its budget targets throughout the year and is subject to an external annual audit.
Business Continuity Plan	A clearly defined and documented plan that allows an organisation to respond to business disruption events should they occur.
Capital expenditure	The expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months.
Capital works	Any work undertaken to establish, renew, expand or upgrade Council's assets.
Carbon emissions	Carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.

CBD	Refers to the Central Business District in the suburb of North Sydney, which is the economic centre of the North Sydney local government area.
Charter	Outlines Council's commitment to the community and what the community can expect from Council.
Civic leadership	In the IPR Framework the fourth element in quadruple bottom line, known as 'governance' is described as "civic leadership"; this term has been chosen to indicate it relates not only to the way that Council will interact with the Community Strategic Plan, but also the way that members of the community might become involved in delivering some of the Plan's objectives.
Commercial centre	An area where the majority of town planning uses permitted are offices, commercial businesses and retail premises.
Community	Broadly refers to any specific socially or geographically defined sectors of the North Sydney community that may have an interest in or be affected by the workings of Council. These may include residents and ratepayers/land owners, business owners and operators, people who work in the local government area, visitors (including tourists and shoppers), government agencies, users of Council services, local community groups and associations (including sporting, church and charity groups).
Community consultation/engagement	The process of purposeful and timely information exchange between the Council and the community, where input/feedback is gathered through consultation mechanisms is taken into consideration in Council's decision making processes. Community consultation in developing the Community Strategic Plan and Delivery Program is a prerequisite of the plans.
Community grants	Council funding to assist local not-for-profit community groups to implement projects and activities that meet identified community priorities and which benefit North Sydney community.
Community land	Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management which may apply to one or more areas of land.
Community Strategic Plan	The Community Strategic Plan is the highest level plan that a council is required to prepare. The Community Strategic Plan outlines the goals, objectives and strategies for achieving the long term vision for North Sydney. The Community Strategic Plan guides decision making and resource allocation to achieve the vision. Council's Community Strategic Plan covers a 20 year outlook and is reviewed every four years.
Community transport	Vehicular movements of people by not for profit organisations and bodies, refers most often to bus services provided by Council and community service providers.
Continuous improvement	The process that ensures review and improvement practices are built into operational activities.

Council	Describes North Sydney Council.
Councillors	The elected representatives of Council.
Crown Land	Land that is owned and managed by state or federal government but managed on their behalf by Council.
Customer satisfaction survey	The results of qualitative and quantitative research undertaken to ascertain customer satisfaction with a number of aspects of Council's service provision. Conducted biennially.
Delivery Program	A plan that complies with the relevant provisions of the Local Government Act and identifies Council's strategic direction and objectives for at least four years into the future. It summarises the projects, performance measures and resources required to deliver these activities for the years of the plan.
Directions	Represent the major challenges and opportunities that the community has identified as needing to be addressed in North Sydney. Directions describe the five primary areas Council is focused on to achieve the community's vision. However, they do not set specific milestones or determine ways to get there. The Directions are reviewed every four years.
Diversity	Variety in people and community members, of different ages, origins, backgrounds, sexes, religions and culture.
Ecologically Sustainable Development (ESD)	Using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased. ¹
Ecosystems	A specific area of size in which climate, landscape, animals and plants share the same habitat. Ecosystems can be permanent or temporary.
Effectiveness	The extent to which outputs and /or services make positive contributions to the specified outcome. Effectiveness indicators are used to assess the degree of success in achieving outcomes.
Efficiency	The extent to which the use of inputs is minimised for a given level of outputs or services; or how outputs are maximised for the given level of inputs.
E-waste	Electronic waste including televisions, computers and mobile phones.
Expense	An outgoing payment made by Council.
External audit	A formal, independent review of an organisation's financial statements, records, transactions or operations.

¹ National Strategy for Ecologically Sustainable Development (NSED) 1992.

Financial year	The financial year is between 1 July to 30 June. This is also the accounting period for which annual financial statements are regularly prepared, covering a period of 12 months. The financial year for the purposes of this Annual Report, is the period 1 July 2014 to 30 June 2015.
Full Time Equivalent (FTE)	In relation to staff numbers this refers to a figure that is based on the wages for full time staff eg two part time employees can comprise one FTE.
Global Reporting Initiative (GRI)	An independent institution whose mission is to make sustainability reporting standard practice for all organisations. GRI's core product is the Sustainability Reporting Framework, which is used voluntarily by organisations to report on their economic, environmental, governance and social performance.
Goal	It states <i>what</i> is to be achieved but not <i>how</i> it is to be achieved.
Governance	The values, policies and procedures a council and its staff adopt, to provide ethical, transparent and accountable local governance.
Green Travel Plan	A package of projects aimed at reducing car travel.
Greenspace	All vegetated land within the local government area, including bushland and natural areas, parkland and sportsfields, road verges and traffic islands, backyards, courtyards, gardens and plazas.
ICLEI	An international association of local governments and their associations that have made a commitment to sustainable development.
Infrastructure	The basic facilities required for the functioning of the community such as roads, drainage, and parks. These assets are generally long lived, are fixed in place and often have no market value.
Integrated Planning and Reporting Framework	An approach to provide strategic direction and review our progress towards delivering identified priorities. North Sydney has an integrated approach to move toward sustainability.
Key Performance Indicators (KPIs)	Quantitative and qualitative information that is used to measure whether an organisation has met, or is progressing towards achievement of its planned outcomes, goals and strategies. While they are based on the service under discussion, they also relate to the relevant outcome.
Leader	Lead by example through best practice.
Local Environment Plan (LEP)	The plan determines the use, development and protection of land within the local government area of North Sydney.
Local roads	The municipal road network which is maintained by North Sydney Council.

MANEX	Management Executive Team, comprising of the General Manager and five Directors.
Masterplan	A plan which outlines a preferred future vision for a particular area. It is usually developed for an area being considered for redevelopment or redesign.
Mission	The purpose of Council and what it should be doing and for whom it does it.
North Sydney	Describes the entirety of the North Sydney local government area.
Open space	A spatial concept that typically includes parks, gardens, trails, habitat corridors, foreshore area, waterways, utility reserves, sportsgrounds and conservation areas. ²
Operational Plan	Annual Operational Plans document the services, projects and performance targets and measures that Council will undertake to contribute towards the outcomes, goals and strategies set out in the Community Strategic Plan.
Outcome	Desired position to be achieved in the longer term in order to achieve the community vision.
Output	Actual deliverables of activities that a council delivers to its customers.
Partnering	A structured approach to working together with other parties to achieve a mutually beneficial outcome.
Performance	The results of activities and progress in achieving the desired outcomes over a given period of time.
Performance Reviews	Council periodically reports achievement against its Operational Plan and budget each quarter; and against its Delivery Program every six months. The report includes indicators aligned to strategies and financial results.
Plan of Management	A document which regulates the use and management of community land.
Policies and procedures	Statements of Council's principles in relation to a specific activity/issue, supported by procedures which are guidelines to be followed in the achievement of policy.
Projects	A specific initiative that Council proposes to implement to achieve an objective. Projects have a short term focus, generally within a set budget and having a finite duration defined by planned start and finish dates.
Quadruple Bottom Line (QBL)	QBL is a reporting device and an approach to decision making (e.g. the use of reporting and decision making tools) to understand the social, environmental, economic and governance implications of decisions across council activities. ³

² Moran, J (2001), "Strategic Framework for Open Space Planning in Parks and Leisure Australia, Vol 4, No. 3.

³ Adapted from ICLEI and City of Melbourne *Triple Bottom Line Toolkit* 2002

Radio Frequency Identification technology (RFID)	Library self-service, barcode reading and scanning system.
Rate pegging	The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government.
Recreation	Activities that people undertake for enjoyment in their own free time; not based on formal competition and/or organised administration; and that lack formal sets of rules.
Resourcing Strategy	Financial and non-financial resources for the next ten years that are required to achieve the objectives.
Revenue	The amount of money that Council actually received from its activities, mostly from rates and services provided to customers and ratepayers.
Risk management	The procedures adopted by Council to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.
Service Level Agreements	The standard to which services are provided and performance may be measured. Service levels usually relate to productivity, quality, quantity, reliability, responsiveness, acceptability and cost.
Services	The services Council carries out on an ongoing basis. How the outputs (the actual deliverables of services) will be achieved.
Social Plan	The Social Plan guides Council and community stakeholders in the provision of appropriate and accessible services and facilities to meet the social needs of people within North Sydney in a fair and equitable manner.
Stakeholders	Stakeholders could include anyone with direct or indirect involvement in the performance management system and anyone who uses performance information or is affected by the results produced by a council. Stakeholders would most often include executives, staff, councillors, peer councils and the public.
Stewardship	The management and/or care for resources of community resources.
Strategic	Having a carefully devised plan of action to achieve a goal, or possessing the skill of developing or carrying out such a plan.
Strategic direction/priorities	A broad statement of what the community would like to see happen in the long term as outlined in the Community Strategic Plan. At North Sydney Council they are referred to as "Directions". They chart direction, show where the organisation is going, and point toward a broad destination. However, they do not set specific milestones or determine ways to get there.
Strategic planning	Strategic planning systematically addresses an organisation's purpose, internal and external environment and current and future plans for action.

Strategy	A way of achieving the outcomes, goals or target. Each outcome or goal will be supported by one or more strategies. Some strategies may support more than one outcome or goal. A strategy should be achievable within a timeframe, measurable and resourced.
Streetscapes	The appearance of the street as a whole incorporating the road, curb and gutter, verges, fences, trees and house frontages.
Sustainability	Providing for the needs of the present community without compromising the ability of future generations to meet their own needs.
Target	A realistic, attainable and quantifiable level of performance assigned to an activity or indicator to be attained at a specific future date, the attainment of which will indicate good performance in working towards the goals identified in the Community Strategic Plan.
Trend	The movement or change in results in a general direction, usually upwards or downwards.
Values	The beliefs, commitments, principles and philosophies that underpin how Council conducts itself in carrying out its day to day business and guide Council's everyday decision making.
Ward	An area which provides a fair and equitable division of a local government area for the purposes of administration and representation. North Sydney local government area is divided into four wards with three elected Council representatives.
Vision	A statement articulating the desired future toward which the organisation is working. An image of where the community wants to be. It is a common picture of a community's environmental, social and economic future that is sufficiently long term to allow substantial change from past and current patterns. Focuses the attention and resources of Council on some desired future which can be visualised but not yet realised. It outlines what Council is committed to. All aspects of Council business should contribute towards achieving the vision.
Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging.

Acronyms and Abbreviations

ABS	Australia Bureau of Statistics
AIMS	Asset Information Management System
AMP	Asset Management Plans
AMS	Asset Management Strategy
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CO ₂	Carbon dioxide
CSP	Community Strategic Plan
DA	Development Application
DCP	Development Control Plan

DP	Delivery Program
Eco	Economic
EEO	Equal Employment Opportunity
Env	Environmental
ESD	Ecologically Sustainable Development
FTE	Full Time Equivalent
GIPA	Government Information (Public Access) Act
GIS	Geographic Information System
GM	General Manager
Gov	Governance
GRI	Global Reporting Initiative
GST	Goods and Services Tax
HR	Human Resources
HRIS	Human Resources Information System
ICLEI	International Council for Local Environmental Initiatives
KPI	Key Performance Indicator
LEP	Local Environmental Plan
LFY	Last Financial Year
LGA	Local Government Area
LGSA	Local Government and Shires Association
LTFP	Long Term Financial Plan
LTI	Lost Time Injury
MANEX	Management Executive
MOU	Memorandum of Understanding
NSC	North Sydney Council
NSOP	North Sydney Olympic Pool
NSROC	North Sydney Regional Organisation of Councils
OLG	Office of Local Government
OOSH	Outside school hours care
OP	Operational Plan
PCI	Pavement Condition Index
PID	Public Interest Disclosure
PPA	Performance Planning and Assessment
PPIPA	Privacy and Personal Information Protection Act
QBL	Quadruple Bottom Line
SES	State Emergency Services
Soc	Social
WHS	Workplace Health and Safety

Statutory Index

The following table outlines Council's legislative requirements disclosed within this Annual Report.

Requirement		Page in Annual Report
LG Act s428(2)(a)	Financial statements	293
LG Reg cl 132	Rates and charges written off	244
LG Act 428(2)(b)	Performance of principal activities	103-278
LG Act s428(2)(d)(i-iii)	Condition of public works	Financial Statement pages 293-416
LG Act s428(e)	Legal proceedings	284-290
LG Act s428(2)(f) and Reg cl 217 (a)(a1)(i-viii)	Councillors fees, expenses and facilities	60
LG Reg cl 217(1)(a)	Overseas visits by councilors and staff	86
LG Act s428(2)(g)	Senior staff	81-84
LG Act s428(2)(g) and Reg cl 217(1)(b)(i-v)	Senior staff remuneration	89
LG Act s4282(h)	Contracts awarded	87
LG Act s428(2)(i1)	Bushfire hazard reduction activities	107
LG Act s428(2)(j)	Program for people with culturally and linguistically diverse backgrounds	189-190
LG Act s428(2)(r) and Reg cl 217(1)(c)	Services and programs for the needs of children	193-194
LG Act s428(2)(r) and Reg cl 217(1)(d)(i)	Access and equity activities	194-195
LG Act s428(2)(k)	Work on private land	Graffiti management page 146
LG Act s428(2)(l)	Contributions under section 356	195-197
LG Act s428(2)(m)	Human resources activities	89
LG Act s428(2)(n)	Equal Employment Opportunity	91-92
LG Act s428(2)(o)	External bodies exercising council functions	86
LG Act s428(2)(p)	Controlling interest in companies	86

Requirement		Page in Annual Report
LG Act s428 (2)(q)	Partnerships, cooperatives and joint ventures	86
LG Act s428(2)(r) and Reg cl 217(1)(d)(ii, iii, iv, and viii)	Category 1 and 2 businesses	88
Reg cl 217 (1)(d)(vi,vii, and ix)	Competitive neutrality	88
Reg cl 217(1)(e)	Stormwater management	107
Reg cl 217(1)(f)	Companion Animals Act and Regulation	144
LG Act s508(2) and s508A	Special variation expenditure	291
GIPA s125(1), Reg cl 13 and Schedule 1	Applications to access information	279-283
PID Act s6CA	Public interest disclosures	101
EP&AA s93G(5)	Planning agreements	143
s31 of the Public Interest Disclosures Act 1994 (PID Act)	Public Interest Disclosures	101-102
Council's policy on the provision of facilities for, and the payment of expenses to, councillors - LG Act s428(2)(f)	Mayor and Councillor Facilities and Benefits Policy	429-440



Policy Owner: Director Corporate Services

Category: 5. Our Civic Leadership

1. STATEMENT OF INTENT

- 1.1 This Policy complies with the requirement of the *Local Government Act 1993* to detail the payment of expenses and the provision of facilities to the Mayor and other Councillors.

2. ELIGIBILITY

- 2.1 The Policy applies to the Mayor and all elected Councillors of North Sydney Council.

3. DEFINITIONS

- 3.1 Councillor - For the purpose of this Policy the term “Councillor” also refers to the Mayor.
- 3.2 *Local Government Act 1993* - refers to s.252, 253 and 254 - Payment of Expenses and the Provision of Facilities.
- 3.3 Reasonable personal use:
- a) should be infrequent and brief;
 - b) should not involve activities that might be questionable, controversial or offensive (as per the inappropriate use definition); and
 - c) must not disrupt Council’s communication/information technology systems.
- 3.4 Inappropriate use - includes:
- a) intentionally downloading unauthorised software (including apps) including interactive games (i.e. played online), music files or accessing TV stations (including as pay TV e.g. Foxtel);
 - b) viewing, creating, sending or storing material that is or may be obscene, sexually explicit (including pornography), profane, violent, defamatory, fraudulent or otherwise illegal, or which is intended to or may annoy, harass or intimidate another person;
 - c) visiting chat lines/rooms or on-line gambling sites;

- d) recording telephone conversations or meetings unless authorised under relevant legislation to do so; and
- e) using mobile devices (phone or tablet) whilst driving.

4. PROVISIONS

4.1 Facilities to be provided to Councillors

Councillors may receive the benefit of:

- 4.1.1 Provision and use of official stationery, including letterhead, business cards and name badges, but not specialist secretarial services.
- 4.1.2 Postage of official correspondence - all mail (post) is to be directed through the Council's own mailing system.
- 4.1.3 Meals/refreshments on evenings of Council, Committee, Reference Group and Working Group supplied in accordance with Council's Catering Policy and or at any other time deemed appropriate by the Mayor or General Manger whilst on Council business.
- 4.1.4 Transport to official functions when deputising for the Mayor either by provision of a Council vehicle or by taxi.
- 4.1.5 A Councillor's Room for official business.
- 4.1.6 A computer or similar (i.e. tablet such as iPad) and a facsimile/printer (multi-function device) (including toner cartridges to a limit of \$300 per annum) for business purposes.
 - a) Councillors will be provided with a computer or equivalent tablet based on Council's current standards, to enable Internet access, emailing access to Council business papers, minutes, policies and other Council records. This will include the provision of corporate apps, as considered relevant from time to time by Council to enable Councillors to undertake their civic duties.
 - b) Reasonable personal use of Council e-mail facility and web access is permissible, however personal use is a privilege, which needs to be balanced in terms of operational needs; its use must be appropriate, lawful, efficient, proper and ethical.
 - c) Councillors are limited to a maximum total download of three (3) gigabytes per month, including personal use.
 - d) Councillors must not download apps for personal use using non-Council logins (e.g. via own account) as this may cause the loss of corporate apps. App usage will be monitored by

Council's Manager Information Technology via Council's mobile device management (MDM) software. Unauthorised or inappropriate personal use apps will be removed.

- e) Councillors may request additional corporate apps and/or personal use apps which will be deployed through Council's MDM software. Permission to install new apps is required by the Manager Information Technology.

4.1.7 Corporate mail account - corporate issued email address for business use:

- a) Electronic messages are considered a form of business communication. E-mails sent or received in the course of Council activities are State Records or Corporate Records and must be retained in accordance with the Record Keeping Plan and Knowledge Management Strategy.
- b) The format of e-mails, transmitted for business purposes, will comply with Council's corporate standards, as amended from time to time, and will include an e-mail signature as follows:

Councillor Name (e.g. Cr John Smith)
Ward (e.g. Cremorne Ward)
Mobile: (insert own number)
Fax: 99368177
Mail: PO Box 12, NORTH SYDNEY NSW 2059

4.1.8 Use of Council's copying facilities for official Council business.

4.1.9 Suitable personal protective equipment in accordance with the *Work Health and Safety Act 2011* relating to general construction site requirements.

4.1.10 Disability and Access Needs of Councillors - where requested, Council will give consideration to the payment of reasonable expenses associated with the special requirements of Councillors with respect to disability and access needs to allow them to perform their normal civic duties and responsibilities.

4.1.11 Local Transport - where requested, Council will supply taxi vouchers to enable Councillors to return from the Council Chambers after attending Council, Committee or Reference/Working Group meetings and briefings, and from meetings of external bodies which they have attended as Council's official representative, after 7.00pm during the winter months and after 8.00pm during daylight saving.

Council will supply transport from Council Chambers in order for Councillors to attend Site Inspections.

4.1.12 Traffic and Parking Fines - Councillors will be personally responsible for traffic and/or parking fines when driving private or Council vehicles on Council business.

4.1.13 Carer's Expenses - in accordance with the principles of participation, access and equity, Council will provide for reimbursement of the reasonable cost of carer arrangements, including childcare expenses and the care of elderly, disabled and/or sick immediate family members of the Councillors.

Cost reimbursement for attendance at all Council endorsed Meetings and Working Parties will be to a maximum of \$85 to cover a four hour engagement of a carer (including the period of 30 minutes prior to the scheduled commencement time and one hour after conclusion of the meeting/Working Party).

With respect to the above, an additional hourly rate of up to \$15 per hour will be paid for meetings and working parties that go beyond the four hour engagement period referred to above.

All reimbursements are subject to the provision of receipts. Reimbursement is subject to a formal claim being lodged not later than one month after the expense was incurred.

4.2 Facilities to be provided to the Mayor - in addition to those facilities that may be provided to the Councillors as set out in 4.1 above, the Mayor is entitled to receive the benefit of:

4.2.1 Use of a fully serviced and maintained vehicle - including a fuel card and allocated parking space at Council premises. The value of the vehicle will be equivalent to the value of a vehicle in Council's pool fleet, to facilitate the performance of the Mayor's civic and ceremonial functions. When not being used by the Mayor, the vehicle will be available for use as a pool vehicle. Alternatively, the Mayor may travel by taxi and use a Council charge account for official business.

4.2.2 Traffic and Parking Fines - The Mayor will be personally responsible for traffic and/or parking fines when driving private or Council vehicles on Council business.

4.2.3 Fully equipped office at the Council Chambers building.

4.2.4 Administrative assistance associated with functions of the office of Mayor.

4.2.5 Office refreshments.

4.2.6 A facsimile machine at place of residence or business.

- 4.2.7 A telephone pager, mobile telephone or palm diary. Call charges associated with the use of a mobile telephone be to a maximum of \$250 per month.
- 4.2.8 Provision and maintenance of a Mayoral Chain and Robes.
- 4.2.9 Payment of costs in relation to the Mayor (or delegate) attending functions to represent the Council.
- 4.3 Acquisition and return of equipment and facilities by Councillors
 - 4.3.1 At the completion of the Councillor's term of office, Councillors are required to return all Council issued equipment to the Council after the completion of their term of office or at the cessation of their civic duties.
 - 4.3.2 During periods of extended leave - in excess of three (3) months - Councillors are required to return all Council issued equipment to the Council.
- 4.4 Use of Council Equipment and Facilities during Re-election Campaign

The interests of a Councillor in their re-election are considered to be personal interests. Councillors may not claim reimbursement of travel expenses incurred on election matters.

Council letterhead, council crests and other information that could give the impression it is official Council material must not be used for election purposes.
- 4.5 Councillors may choose to purchase Council equipment previously allocated to them at the cessation of their duties. Items that may be purchased are - personal computer/tablet (iPad), facsimile/printer and mobile phone. The items are offered to the Councillor at the written down value at the time of purchase.
- 4.6 Annual Fees to be paid to the Mayor and Councillors
 - 4.6.1 The Mayor and Councillors will be paid an annual fee in accordance with the determination of the Local Government Remuneration Tribunal.
 - 4.6.2 The Mayor and Councillors will be paid the maximum annual fee for the category classification for Council determined from time to time by the Tribunal.
 - 4.6.3 Fees will be paid with effect from 1 July each year on a monthly basis, in arrears.

4.6.4 If a Councillor is absent, with or without leave of the Council, from ordinary meetings of the Council for any period of more than three months, payment will not be made for the period in excess of three months.

4.6.5 In circumstances where the annual fee adversely affects a Councillor's entitlement to a pension, benefit or allowance under any legislation of the Commonwealth, a Territory or State (including NSW), the Councillor may request that the annual fee be reduced or not paid. The request shall be made in writing to the General Manager.¹

4.6.6 In accordance with the Australian Taxation Office Interpretative Decision 2007/205, a Councillor may elect to forego all or part of their annual fee in exchange for the Council making pre-tax contributions to a complying superannuation fund on their behalf.²

4.7 Conferences and Seminars

4.7.1 The Mayor and Councillors may be nominated to attend conferences, seminars and similar functions by the Council, through resolution of the Council or by the Mayor and General Manager acting under delegated authorities. If the Mayor requires approval to attend conferences, etc outside of Council meetings it should be given jointly by the Deputy Mayor and the General Manager.

Attendance at conferences will be subject to the budget limits adopted each year.

Note: This shall not preclude the Mayor from nominating a substitute attendee for functions within the local government area or general Sydney Metropolitan Area on those occasions where the Mayor is unable to be in attendance.

4.7.2 Conferences, Seminars, Workshops to which this Policy applies are:

- a) Local Government Association of NSW Annual Conferences.
- b) Special "one-off" conferences called by the One Association on important issues.
- c) Annual conferences and congresses of the major industry associations and professions in Local Government.
- d) Seminars which further the training and development goals of the Council and are within the approved budget.

4.7.3 After returning from a conference, Councillors or a member of Council staff accompanying the councillor/s shall provide a written

¹ S.404 of Local Government (General) Regulation 2005

² Councillors are responsible for compliance with applicable ATO superannuation contribution thresholds.

report to Council on the aspects of the conference relevant to Council business and/or the local community. No written report is required for the Annual Conferences of the Local Government Association of NSW.

- 4.7.4 Registration Fees - Council will pay all normal registration costs, including those for the Local Government Association of NSW Annual Conference, which are charged by organisers, including those relating to official luncheons, dinners and tours which are relevant to the interests of the Council.
- 4.7.5 Expenses - in relation to Local Government Association of NSW Annual Conference: Councillors may choose to pay for their own travel expenses and for accommodation, meal costs and out of pocket expenses associated with the Local Government Association of NSW Annual Conference.
- 4.7.6 Expenses - in relation to Other Approved Conferences, Seminars Travel Expenses:
- a) Travel - must be by the most cost effective and reasonable route, subject to any personal medical condition. Actual expenses but limited to:
 - i) the return economy airfare, or first class return rail ticket;
 - ii) the rate per kilometre for vehicle travel as specified in the *North Sydney Council Notional Agreement Preserving the Local Government (State) Award 2004*.
 - b) Accommodation and Meals - Reasonable costs associated with accommodation and meals, including the night before and/or after the conference where this is necessary will be met by Council.
 - c) Out of Pocket Expenses:
 - i) Out of pocket expenses will be reimbursed to a maximum of \$50.00 per day. Expenses of a personal nature are excluded;
 - ii) Claims must be supported by a receipt and must be made no later than three months after the expenses were incurred;
 - iii) Claims in excess of this amount may be referred to Council for consideration.
- 4.7.7 Payment in Advance - Council will pay registration fees, accommodation deposits and airline tickets in advance. Where this is not appropriate or possible, a cash allowance or cheque equivalent to the fees or expenses may be paid to the attendee in advance, subject to the provision of acceptable documentary evidence or receipts.

An allowance for “out-of-pocket” expenses up to \$50.00 per day may be paid to an attendee in advance upon request subject to a reconciliation statement together with a refund of any unexpended amount being submitted within 10 days of the close of the conference, seminar or function.

4.7.8 Interstate and Overseas Travel - Council does not, as a matter of policy, consider there is a benefit in Councillors travelling interstate or overseas. However, the following clauses are included in the interest of ensuring that this Policy provides for the exceptional contingency that such travel may be required in the future.

- a) Interstate Travel - must be approved by Council, through resolution of the Council or by the Mayor and General Manager acting under delegated authorities. The application for approval should include full details of the travel, including itinerary, costs and reasons for travel.
- b) Overseas Travel - a proposal to undertake overseas travel must be approved by a meeting of the full Council prior to a Councillor undertaking the trip. Travel must be approved on an individual trip basis.

Travel proposals should be included in the Council business papers and not appear as a Mayoral Minute.

Loyalty Programs - Councillors should not obtain private benefit through travel bonuses such as ‘frequent flyer’ schemes or any other such loyalty programs

4.7.9 Spouse/Partner: Attendees may be accompanied by their spouse/partner, subject to Council not incurring any additional expense.

4.8 Training and Education

A Councillor Development and Training Plan will be submitted to Council on an annual basis to address the training needs of Councillors. A budget for the plan will be allocated as part of the annual budget program.

Additionally, Councillors are entitled to undertake training and education that is directly related to the Councillor’s civic functions and responsibilities, provided it falls within the approved budget limits. Such training shall support an active learning process and skills development in addition to attending seminars and conferences related to Council functions.

Councillors must apply to the General Manager in writing for approval.

Payment arrangements will be in accordance with those set out above for conferences and seminars.

4.9 Attendance at Public Events

All Councillors are invited to attend any public event organised by North Sydney Council or funded, in part or through sponsorship, by Council.

4.10 Attendance at Dinners and Other Non-Council Functions

Council will meet the cost of a Councillor attending a dinner or function to which they have been invited in their role as elected officials, which relates directly to the business of Council, e.g. Business Awards Dinner.

4.11 Insurance - Councillors

Councillors will receive the benefit of insurance cover to the limit specified in Council's insurance policies for the following:

- 4.11.1 Personal Injury - or death whilst on Council business, worldwide, covering bodily injury caused by accidental, violent, external and visible means. Personal injury insurance also provides specified benefits for lost income and other expenses arising from permanent disablement, temporary total disability and temporary partial disability. The cover does not include medical expenses. Full details of personal accident insurance are available from Council's Manager Risk Services.
- 4.11.2 Professional Indemnity - insurance applies in relation to claims arising out of the Councillors' (alleged) negligent performance of civic duties or exercise of their functions as Councillors, provided the performance or exercise of the relevant civic duty or function is in the opinion of Council bona fide and/or proper. This is subject to any limitations or conditions set out in the policy of insurance that is taken out at the direction of Council.
- 4.11.3 Public Liability - insurance applies in relation to claims arising out of the Councillors' (alleged) negligent performance of civic duties or exercise of their functions as Councillors. This is subject to any limitations or conditions set out in the policy of insurance that is taken out at the direction of Council.
- 4.11.4 Councillors' and Officers' Liability (including Employment Practices Liability) - applies to cover expenses incurred by Councillors in respect of claims made against them for any alleged wrongful acts arising out of their official capacities
- 4.11.5 Personal Effects - Council Premises - Councillors are covered for loss or damage of personal effects stored on Council's premises, subject to the terms and exclusions of the Council's Industrial Special Risks Policy and an excess to be paid by Council.

4.11.6 Travelling - Councillors are provided with cover for Business Property and Private Baggage, whilst travelling on authorised Council business. A number of restrictions and sub-limits apply. Further details are available from the Manager Risk Services.

4.11.7 Use of Private Motor Vehicle whilst on Council Business - Councillors using their private motor vehicles to undertake civic duties or when attending Council and Committee meetings, Association Conferences or meetings of Regional Councils or Committees will be covered for the loss or damage to their vehicles to a maximum prescribed by Council's *Motor Vehicle Insurance Policy*.

4.12 Legal Assistance for Councillors

4.12.1 Subject to 4.12.3, legal assistance will be provided to Councillors in the event of an enquiry, investigation or hearing, into the conduct of a Councillor by:

- a) the Independent Commission Against Corruption;
- b) the Office of the Ombudsman;
- c) the Division of Local Government and Co-operatives;
- d) the Police;
- e) the Director of Public Prosecutions;
- f) the Local Government Pecuniary Interest Tribunal; or
- g) an independent enquiry established by the Council following a suggestion made by one of the above.

4.12.2 Further to 4.12.1, legal assistance will be provided subject to the following conditions:

- a) the amount of such reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Councillor on any basis;
- b) the enquiry, investigation, hearing or proceeding results in a finding substantially in favour of the Councillor;
- c) the amount of such reimbursement is limited to the equivalent of the standard fees being charged by Council's Solicitors.

4.12.3 The Council will indemnify or reimburse a Councillor's reasonable legal expenses of:

- a) a Councillor defending an action arising from the performance in good faith of a function under the *Local Government Act 1993*; or
- b) a Councillor defending an action in defamation provided the statements complained of were made in good faith in the

course of exercising a function under the *Local Government Act 1993*.

- 4.12.4 The Council will not meet the costs of an action in defamation taken by a Councillor or Council employee as plaintiff (DLG Circular 05/08).

The Council will not meet the costs of a Councillor seeking advice in respect of possible defamation, or in seeking non-litigious remedy for possible defamation (DLG Circular 05/08).

- 4.13 Fees and Benefits to be included in the Annual Report

In accordance with s.428 (2) (f) of the *Local Government Act 1993* Council will include the following in its Annual Report:

- 4.14.1 Total amount of money expended during the year on Mayoral fees and Councillors fees.
- 4.14.2 Council's Policy on the provision of facilities for, and the payment of expenses to Councillors.
- 4.14.3 Total amount of money expended during the year on providing such facilities and payment of such expenses, as required by the *Local Government (General) Regulation 2005* as amended.

5. RESPONSIBILITY/ACCOUNTABILITY

- 5.1 Councillors are responsible for providing receipts to support claims for reimbursement of expenses.
- 5.2 Council's Manager Governance and Committee Services is responsible for including details of Mayoral and Councillor fees and benefits in the Council's Annual Report.

6. RELATED POLICIES/DOCUMENTS/LEGISLATION

The Policy should be read in conjunction with the following Council policies and documents:

- Catering Policy
- Code of Conduct - Councillors and Staff
- Gifts and Benefits Policy
- Media Liaison Policy
- Motor Vehicle Insurance Policy (staff policy)

The Policy should be read in conjunction with the following documents/legislation:

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Office of Local Government Guidelines for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors for Local Councils in NSW, May 2007
- Office of Local Government Circular No. 05-08: Legal Assistance for Councillors and Council Employees
- Model Code of Conduct for Local Councils in NSW (March 2013)
- Work Health and Safety Act 2011

Version	Date Approved	Approved by	Resolution No.	Review Date
1	9 December 2002	Council	1548	2003/04
2	2 August 2004	Council	794	2004/05
3	22 August 2005	Council	743	2005/06
4	23 October 2006	Council	817	2006/07
5	12 March 2007	Council	124	2007/08
6	24 November 2008	Council	757	2008/09
7	23 November 2009	Council	918	2009/10
8	29 November 2010	Council	776	2010/11
9	26 September 2011	Council	664	2011/12
10	27 November 2012	Council	726	2012/13
11	18 February 2013	Council	61	2016/17
12	16 September 2013	Council	600	2016/17
13	15 September 2014	Council	394	2016/17
14	21 September 2015	Council	339	2016/17
15	19 September 2016	Council	308	2017/18
16	20 March 2017	Council	52	2017/18