



Annual Report 2014/15

1 July 2014-30 June 2015



Progressive Diverse Vibrant

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50,000

The number of people that flock to North Sydney for work or study



40,370

Customer service requests

Shaping a progressive, diverse and vibrant North Sydney community

\$32.7m

Capital works expenditure



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.

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About this Report

This Annual Report summarises the performance of North Sydney Council for 2014/15 against the directions, outcomes, and strategies in the Community Strategic Plan 2013-2023 and actions identified in the Operational Plan 2014/15. 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 2014/15.

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 16 November 2015 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.



71,025

Estimated resident population

01

Introduction

106kg

of residential recyclables collected per person



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 2014/15. 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.

The GRI Index lists the locations within the Annual Report that the indicators and disclosures are reported. Refer to page 280 for more information.

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.

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
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



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





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 2014/15 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.

See pages 45-46 for further information about some of our community engagement activities.

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
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
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



1,698

followers on Twitter and
943 Facebook followers

02

Year in Review



1,105,867

visitors to
the North Sydney
Council website

Awards and Recognition

In 2014/15 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
Environmental Services	Parks and Leisure Australia	2015 Awards of Excellence	Inclusive and Connected Communities Award NSW/Act – Winner	Streets Alive in North Sydney
Landscape Planning and Design	Parks and Leisure Australia	2015 Awards of Excellence	Playspace: Minor (<\$0.5M) NSW/Act – Winner	Three playspaces for less than \$0.5M (Wollstonecraft Railway Park Playground, Berry Island and Brightmore Reserve)
Environmental Services	NSW Landcare	NSW Landcare Awards	Australian Government's Partnership with Landcare – Winner	Bushcare program
Aboriginal Heritage Office	Sustainable Cities Keeping Australia Beautiful NSW Office of Environment and Heritage	NSW Cultural Heritage Award 2014	NSW Cultural Heritage Award 2014 – Winner	Aboriginal Heritage Office
Aboriginal Heritage Office	Clean Beaches Keeping Australia Beautiful	NSW Cultural Heritage Award 2014 (Volunteer Program)	NSW Cultural Heritage Award 2014 – Winner	Aboriginal Heritage Office Volunteer Program
Strategic Planning	Local Government NSW	LGNSW Excellence in the Environment Awards	Local Sustainability Award (main category) – High commendation	Ecologically Sustainable Development (ESD) Best Practice Project
Property Services	Australian Property Institute	API Excellence in Property Awards	Local Government – Commendation	Cogeneration project at North Sydney Olympic Pool
Parks and Reserves	NSW Grade Cricket Association	Ground of the Year Award	Ground of the Year	Tunks Park

Achievements, Challenges, Disappointments and the Year Ahead

Direction 1: Our Living Environment

ACHIEVEMENTS

- 106kg of waste per person was diverted from landfill (page 82)
- Maintained 145ha of open space – enough to fill 77 SCGs (page 84)
- Held community sustainability workshops (page 83)
- Upgrade works were completed for a number of parks and playgrounds (page 84)
- Developing options for transformation of Hume Street Park, St Leonards (page 100)
- New Greenhouse Action Plan and Water Management Plan (page 81)

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 retrofitting them into Council's buildings, which sometimes have heritage significance
- Maintaining parks and sportsgrounds to meet competitive usage, increasing demand and community expectations
- Keeping North Sydney Olympic Pool competitive with other nearby facilities is an ongoing challenge

DISAPPOINTMENTS

- The yield of collected recyclables fell slightly this year
- Implementation of Lavender Bay Parklands Masterplan was delayed due to length of time it took to decide on the Quiberee Park toilet refurbishment and is now expected to be completed in 2015/16

- Remedial repairs to Civic Park fountain were delayed as conservation report highlighted some unforeseen issues. Works had to be prioritised due to financial limitations. Project is now expected to be completed in July 2015

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 toward 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
- Construction of a second synthetic sportsfield at Anderson Park
- Works programs to upgrade parks and open spaces include:
 - North Sydney Oval
 - Bon Andrews Oval
 - Forsyth Park
 - Tunks Park
 - Watts Park
- Council will develop Renewable Energy Masterplan
- Preparation of St Leonards Park Masterplan
- Interactive 'green roof' for coal loader

Direction 2: Our Built Environment

ACHIEVEMENTS

- Record number of road and footpath improvements (pages 97-98)
- Delivery of timely planning decisions (pages 98-99)
- Approving new dwellings (page 100)
- Adoption of Education Precinct Public Domain Masterplan (page 100)
- New Traffic and Parking Strategy (page 102)

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

THE YEAR AHEAD

- Our investment in capital works projects will top \$34m. Major projects include the upgrade of roads, footpath and drainage revitalisation of North Sydney CBD and upgrade of North Sydney Olympic Pool
- Complete reconstruction of Alexander Street Car Park at Crows Nest
- Install traffic calming devices
- Upgrades to traffic signals in North Sydney CBD
- Upgrades of public domain in Crows Nest, Neutral Bay and St Leonards and along Military Road
- Install new bus shelters
- Enhancement to education precinct
- Upgrade to jetty and boardwalk at Lavender Bay
- Gateway treatments for major entrances to the local government area
- Continue to maximise multiple opportunities of our community assets
- 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

- Developing concept plan for Brett Whiteley Place (page 151)
- Public domain improvements in North Sydney CBD (page 118)
- Preparing Economic Development Strategy (page 118)
- Happiness Works Here Program launched (page 118)
- New late night trading provisions in Development Control Plan (page 100)
- Completion of St Leonards/Crows Nest Precinct 2 and 3 urban design studies (page 100)
- Working closely with the business community (page 118)

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

THE YEAR AHEAD

- Council will continue its work to develop economic strength. Securing North Sydney's economic future is one the five key areas identified in our Community Strategic Plan
- Renewal of Brett Whiteley Place to create a cultural heart of North Sydney CBD

Direction 4: Our Social Vitality

ACHIEVEMENTS

- Hosting 11,000 people at Council run community events (page 125)
- Welcoming 675 new citizens (page 48)
- 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 (pages 128-129)
- Continued to support the particular needs of customers from diverse cultural and linguistic backgrounds through the provision of specific programs and services (page 125)
- Promoted community harmony and intercultural understanding through programs which counter racism and intolerance and develop understandings of cultural, linguistic and religious diversity (page 125)
- Giving \$1,903,970 in grants to local community organisations (page 130)
- Stanton Library welcomed 483,339 visitors and has around 43,000 members (page 126-127)
- Recreational Needs Study (page 152)
- Financial sustainability review of Council's childcare services (page 128)
- Initiation of public art trail (page 125)

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 toward accreditation and increasing regulation

DISAPPOINTMENTS

- Review of Affordable Housing Strategy and DCP on hold pending release of new Apartment Design Code. Project to continue in 2015/16
- Research into options for donation of land, buildings and resources for community use was delayed due to issues with the allocation of staff resources to the project. The project will be delivered in 2015/16
- In accordance with industry trends, actual library loans continued to trend down as more people begin to embrace digital content such as e-books

THE YEAR AHEAD

- Council will continue to work on its various community programs including immunisation, 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 placemaking policy
- Refurbishment of Nutcote House Museum
- Redevelopment of Parraween Street Car Park at Cremorne for mixed use

Direction 5: Our Civic Leadership

ACHIEVEMENTS

- Restructure of the organisation (page 60)
- Engaging with our community (pages 150-153)
- Council continued to expand the use of social media (page 154)
- Visits to Council's website continued to increase reinforcing the website's popularity as the first point for information (page 154)
- Implementing advocacy campaigns on behalf of the community including on Fit for Future Local Government Reform Program (page 154)
- Connecting with our customers (pages 154-155)
- Improving business systems and technology (page 155)
- Awarding \$26.7m in major contracts (page 61)
- Council received 1,085 GIPA access applications (page 157)

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 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
- Responding to state government local government reforms
- 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
- Keeping pace with rapid developments in information technology
- Effective performance management, to support responsible, transparent and accountable government

DISAPPOINTMENTS

- Promoting Better Practice Self-Assessment was placed on hold until 2015/16 due to issues with the allocation of staff resources to the project
- Governance Health Check was placed on hold until 2015/16 due to issues with the allocation of staff resources to the project
- Visual communications style guide was delayed due to issues with the allocation of staff resources to the project. The project will be delivered in 2015/16

THE YEAR AHEAD

- Council's budget for the 2015/16 financial year forecasts a net operating result, before capital grants and contributions, of \$2.8m. Income from total continuing operations is forecast at \$102.3m including capital grants and contributions
- Our Operational Plan 2015/16 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
- Conduct customer satisfaction survey
- Review complaint handling processes
- Commence webcasting of Council meetings
- Organisation-wide service reviews to identify efficiencies and process improvements




Further detail on the progress of these and other 2014/15 achievements, challenges and disappointments can be found on pages 76-171.

Summary of Performance

The table below presents the 2014/15 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 2014/15 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 per cent 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 per cent.
	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 per cent.

Direction	Progress %
DIRECTION 1: OUR LIVING ENVIRONMENT	● 100
Outcome	
1.1 Protected, enhanced and rehabilitated native vegetation communities and ecosystems	● 100
1.2 Quality urban greenspaces	● 100
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.	● 98
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	● 100
2.3 Vibrant, connected and well maintained streetscapes and villages that build a sense of community	● 100
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	Progress %
DIRECTION 3: OUR ECONOMIC VITALITY	● 98
Outcome	
3.1 Diverse, strong, sustainable and vibrant local economy	● 100
3.2 North Sydney CBD is one of Australia's largest commercial centres	● 98
3.3 North Sydney is a place that attracts events	● 97

Direction	Progress %
DIRECTION 4: OUR SOCIAL VITALITY	● 99
Outcome	
4.1 Community is connected	● 96
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	● 83
4.9 Enhanced community safety and accessibility	● 100
4.10 Improved affordable housing and accommodation	● 100

Direction	Progress %
DIRECTION 5: OUR CIVIC LEADERSHIP	● 97
Outcome	
5.1 Council leads the strategic direction of North Sydney	● 100
5.2 Council is financially sustainable	● 100
5.3 Council is ethical, open, accountable and transparent in its decision making	● 95
5.4 Community is informed and aware	● 88
5.5 Customer focused Council services	● 100
5.6 Council is an employer of choice	● 90
5.7 Risks are minimised and continuity of Council's critical business functions is ensured	● 97

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 (QBL) performance report.

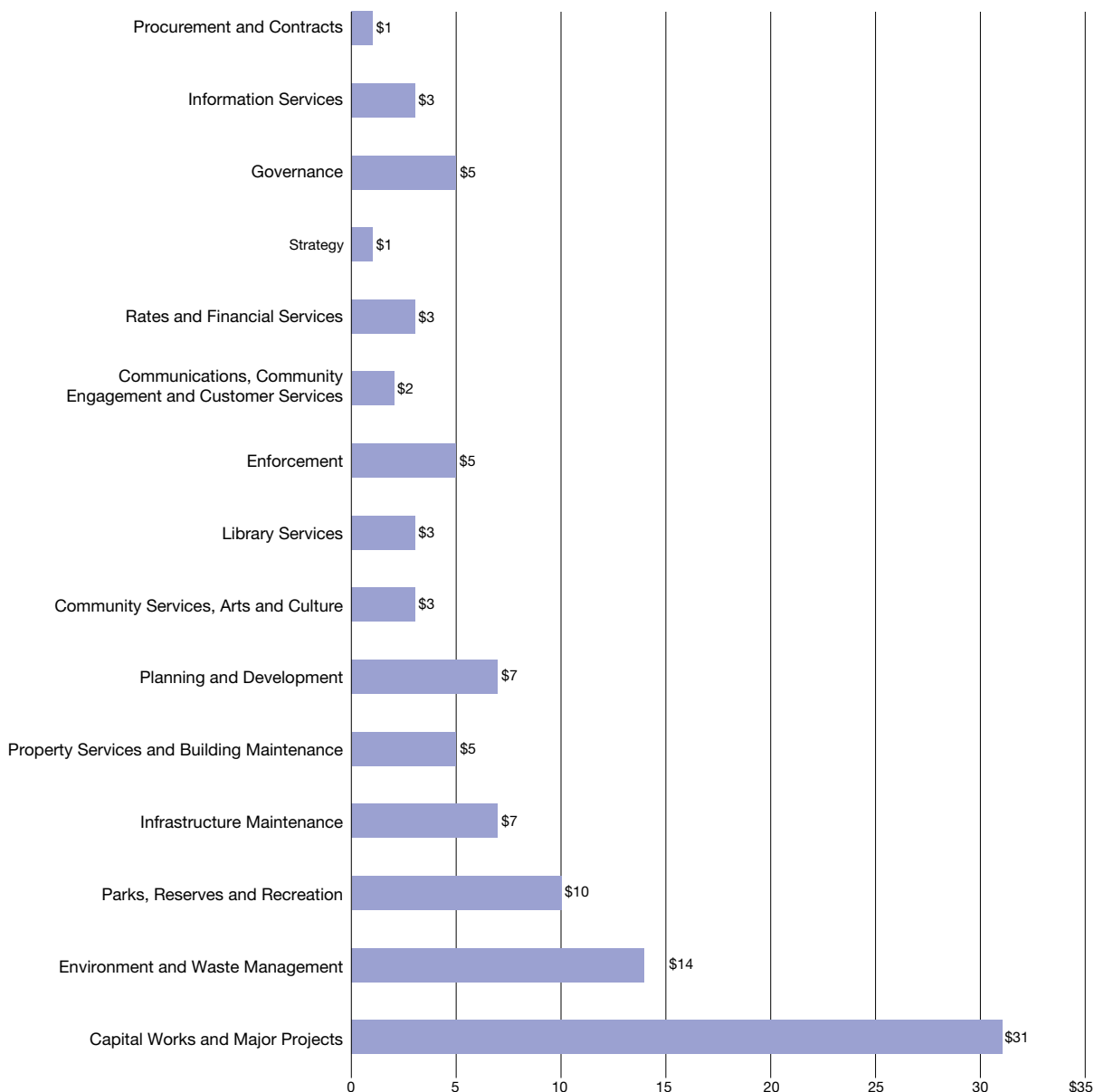
Progress against the QBL was on track during 2014/15.

Element of QBL	Progress %
Environmental	99
Economic	97
Social	99
Governance	97

Our Services – Rates at Work

Council adopted a budget for 2014/15 identifying how funds were to be allocated. For every \$100 of expenditure, Council delivered the following services during 2014/15:

FOR EVERY \$100 OF RATE REVENUE 2014/15



Year in North Sydney



North Sydney Olympic Pool Family Fun Day



Earth Hour



Seniors Week



International Women's Day



Primrose Park Artists Open Studio



Australia Day Celebrations



Nan Manefield Young Writers' Award



North Sydney Street Festival



Guringai Festival



World Environment Day



Sunset Cinema



Clean Up Australia Day



National Trust Heritage Festival



School Holiday Activities



Coal Loader Artisans Market



Harmony Day



Shorefest National Youth Week Music Festival



January

February

March

April

May

June

2015



\$2m

Provided almost \$2 million in community grants



Phase One of community consultation on the North Sydney Olympic Pool complex complete

**15TH
YEAR**

Building Bridges to Boorowa Program

Mayor's Message

It gives me great pleasure to present this 2014/15 Annual Report on behalf of my fellow Councillors and North Sydney Council.

In 2014/15 the elected Council set an agenda of revitalisation for the North Sydney CBD. I was really pleased to see this being delivered with the launch of the NTH SYD marketing strategy and a revitalised brand for the North Sydney CBD in May. The strategy centres around the tagline of Happiness Works Here.

Each week events and street activations under the NTH SYD banner have helped breathe new life into the North Sydney centre and we have launched new digital platforms to support the campaign. As part of our commitment to revitalisation we have also progressed the plans to redesign Brett Whiteley Place, to make it the cultural hub of North Sydney.

In September 2014, the NSW Government announced its Fit for the Future program for local government. We consulted widely with our community about the Government's proposal and provided our submission to IPART, as requested in June 2015, arguing that we are fit for the future just as we are. And, as the financial year ended, we were awaiting the outcome of IPART's findings.

We continue to invest in the future of North Sydney. The 50m pool in the North Sydney Olympic Pool complex has reached the end of its life and Council is taking the opportunity to redevelop this iconic pool to ensure it can serve current and future generations. In late 2014 we completed Phase One of community consultation on the pool. Design options for the redevelopment of North Sydney Olympic Pool were developed and extensive consultation of these design options planned for the new financial year. You can read more about our extensive capital works program on page 28.

Council's commitment to supporting the community continued. In 2014/15 we provided almost \$2 million in community grants, supporting the wonderful work being undertaken by many community organisations.

We also celebrated the work being undertaken by our army of volunteers. We are fortunate to have many dedicated volunteers who give their time again and again to make a difference to the North Sydney environment and the people who live here. In September 2014 I had the opportunity to see this first hand when I accompanied Council staff and volunteers on the 15th anniversary of the Building Bridges to Boorowa program.

It was a wonderful weekend of tree planting and an opportunity to see the hard work of staff and volunteers, both from North Sydney and Boorowa. Since the program began, more than 50,000 trees have now been planted in the Boorowa area, protecting the local environment and the habitat of the Superb Parrot.

In 2014/15 Council's community events continued to go from strength to strength. Council hosted tens of thousands of people at numerous events across the North Sydney area. Whether it's a concert, produce market or community fair, the events help to bring energy to our neighbourhood and connect us all as a community.

There's a lot that's been achieved this year and I would like to acknowledge the work of Council staff and my fellow Councillors. I hope this Annual Report provides you with an insight into the great things that have been achieved for the North Sydney community and our vision for the future.



Cr Jilly Gibson
Mayor of North Sydney

General Manager's Report

I am pleased to present my second Annual Report as General Manager.

North Sydney Council finished the 2014/15 financial year on a high note with a strong financial position and an operating surplus of \$22.6 million. This is actually \$15.6 million higher than that forecast in the original budget.

Councillors set an ambitious and challenging program for 2014/15. We have continued to deliver high quality services to the North Sydney community with 97% of the 591 identified activities in our annual Operational Plan completed or on track. In 2014/15 Council invested \$32.7 million on capital works, the majority of which was spent on infrastructure projects including footpaths and public domain upgrades. This is an outstanding achievement by staff and represents a 32% increase in our capital works from 2013/14 and a 105% increase since 2012/13.

We continue to build and foster an even more responsive customer focussed culture throughout Council. This is evidenced in a number of ways. For example, DA determinations remained very low at 51 days and 99 per cent of all correspondence was responded to within ten working days.

One of our key achievements for 2014/15 was the completion of an organisational realignment with the formation of a City Strategy division and the establishment of a centralised legal and risk management unit. The realignment process will help ensure we can fulfil our strategy led, delivery focussed agenda.

We're also planning for the future of our growing population, to ensure that we can retain the amenity and services that people expect and enjoy in North Sydney.

The St Leonards/Crows Nest planning study is a creative and thoughtful blueprint for future sustainable growth in the area. Transport will continue to be one of the most important issues facing Sydney as a global city. We have started work on a strategic transport framework which will help direct and guide future transport related projects both within and external to Council.

Maintaining our parks and sportsgrounds so that they can meet competitive usage, increasing demand and community expectations is a continuing challenge for Council. In 2014/15 we completed a Recreation Needs Study which will help us plan for the future demand for

recreation and sports facilities in the North Sydney area. The installation of the synthetic turf in Cammeray Park in early 2015, completed ahead of time and below budget, will give us the capability to use this field all year round. Another synthetic turf playing field is planned for Anderson Park in the new financial year.

North Sydney Oval has recently been established as a business unit. The development of a five year business plan for the Oval will ensure it can remain a vibrant and sustainable venue that continues to attract first class sporting fixtures and events. Works on the Oval, including a drop in wicket, will commence in 2015/16. By investing in the Oval, we hope to attract more significant events to North Sydney with their flow on benefits to the local economy.

We have made great inroads in revitalising the North Sydney CBD. The Walker Street footpath upgrades are almost complete, 160 multi-purpose poles have been installed throughout the North Sydney CBD and plans for the further place making design to establish North Sydney as an arts and cultural hub are in their final stages. An integrated marketing and branding campaign for the North Sydney CBD – NTH SYD – has brought the CBD alive with lunchtime activations and events.

Council has set another ambitious capital works program for the 2015/16. I am very proud of the excellent progress we have made as a Council and congratulate and thank the staff on their hard work and achievements for the community. It's an exciting time for North Sydney.



Warwick Winn
General Manager



32%

increase
in capital works
investment

97%

of Operation Plan
2014/15 activities
completed or on track

\$22.6m

operating
surplus

Financial Report

The summary of financial results for 2014/15 is presented below. For more detail please refer to the Financial Statement on pages 178-265.

Council's financial results for 2014/15 were consistent with the performance achieved in the previous year and the performance budgeted for.

2014/15 Financial Results Overview

	\$000
Total Income	116,219
Total Expenses	93,644
Net Operating Result	22,575
Operating Result before Capital Income	7,032
Total Assets	900,049
Total Liabilities	33,762
Net Assets	866,287
Total Cash and Investments	102,969

Net Operating Result

Council's Income Statement (see page 182) shows whether Council's operations were in surplus or deficit during 2014/15, and is calculated using the formula:

Total income – total expenses = net result.

The net result for 2014/15 as reported in the financial statements, is a surplus of \$22.6m. This is a decrease of \$4.1m from the result achieved in 2013/14 and \$15.6m higher than that forecast in the original budget. The better than expected operating result can be primarily attributed to additional revenue from developer contributions.

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

Net Operating Result	2010/11	2011/12	2012/13	2013/14	2014/15
	\$	\$	\$	\$	\$
Operating Result before Capital Income	-\$1.82m	\$220,000	-\$2.27m	-\$510,000	\$7.03m
Net Operating Result	\$6m	\$9m	\$18m	\$27m	\$23m

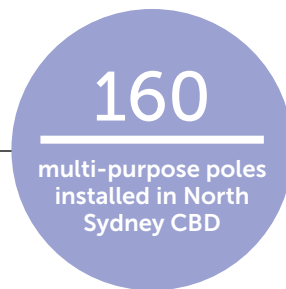
The Income Statement shows how much Council has earned during 2014/15. It details where Council receives its income and where it is spent.

Income: where our money came from

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 fees and charges of \$24.8m or 22 per cent compared to \$22.7m or 19 per cent in 2013/14.

In 2014/15, the largest contribution to income Council received was from rates (38 per cent).

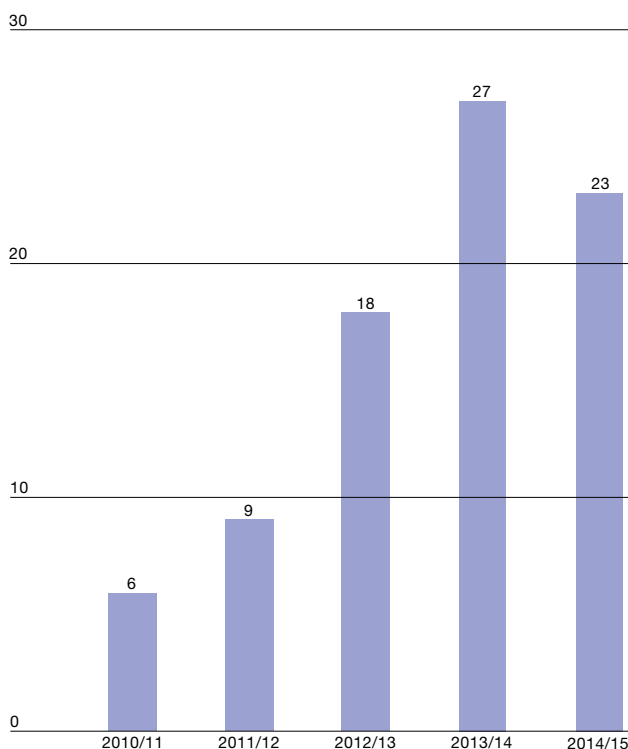


Council's total income from continuing operations for 2014/15 was \$116.2m compared to a budget of \$98.2m. Total income decreased by \$3.9m from the previous year. Ignoring the increase in the fair value of our investment properties, total income actually increased from the previous year by \$11.8m, predominantly due to increased revenue from developer contributions.

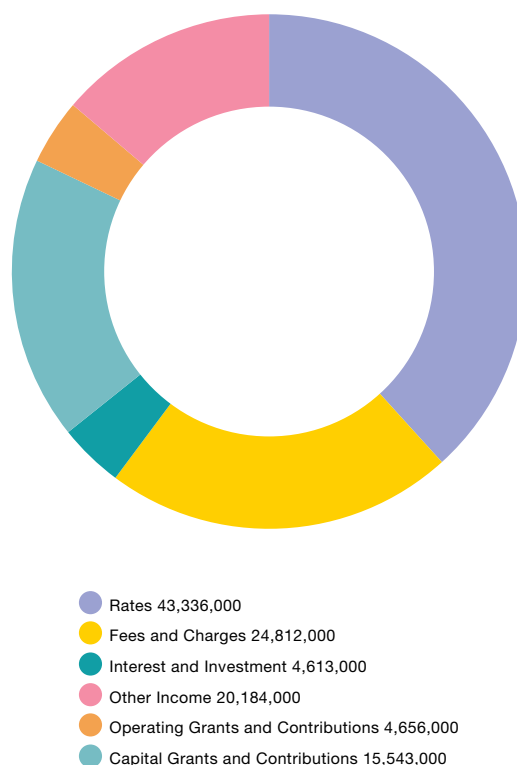
Other income items were generally in line with the previous year.

Total Income	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000
Rates and Annual Charges	37,157	38,968	40,789	43,550	46,336
User Charges and Fees	19,335	20,624	21,056	22,709	24,812
Interest and Investment Revenue	3,437	3,770	4,280	4,022	4,613
Other Revenues	14,868	16,110	29,797	35,005	20,184
Operating Grants and Contributions	3,697	4,462	3,841	3,457	4,656
Capital Grants and Contributions	5,369	6,909	3,443	11,414	15,543
Gains Asset Disposal	143	129	1,542	-	75
Share in Joint Venture	10	20	-	-	0
Total	84,016	90,992	104,748	120,157	116,219

NET OPERATING RESULT (\$ MILLION)



TOTAL INCOME

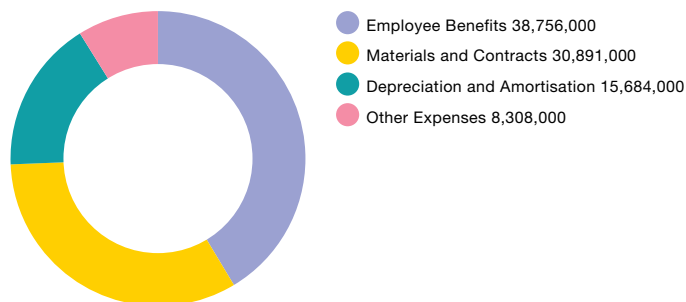


Expenses: where our money went

Council's total expenditure for 2014/15 was \$93.6m.

In 2014/15, the primary expense was employee benefits which accounted for 41 per cent of expenses.

TOTAL EXPENSES



Council's total expenditure for 2014/15 was \$93.6m. Total expenditure remained stable compared with the previous year.

Total Expenses	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000
Employee Benefits	32,848	33,611	34,811	35,559	38,756
Materials and Contracts	23,326	25,932	27,757	29,275	30,891
Depreciation and Amortisation	14,597	14,469	15,044	15,283	15,684
Other Expenses	7,720	7,914	8,704	8,442	8,308
Loss from Asset Disposal	-	-	-	-	-
Loss from Joint Venture	-	-	8	4	5
Total	78,491	81,926	86,324	93,414	93,644

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.

	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000
Revenue	84,016	90,992	104,748	120,157	116,219
Expenses	78,491	81,926	86,324	93,414	93,644
Net result	5,525	9,066	18,424	26,743	22,575
Less capital revenue not available to fund operations	5,369	6,909	3,443	11,414	15,543
Net Operating Result	156	2,157	14,981	15,329	7,032

Our Financial Position is Sound

Council's financial position is sound with no debt.

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 \$6.9m surplus in 2015/16. Revenue is expected to be \$102.3m, \$13.9m lower than in 2014/15 due to less revenue from developer contributions.

Expenditure is forecast to be at \$95.4m, \$1.8m higher than in 2014/15 but still consistent with that allowed for in our Long Term Financial Plan.

The Statement of Financial Position (see page 184) 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 \$109.9m to \$866.3m.

Assets: what we own

The major components of our assets include:

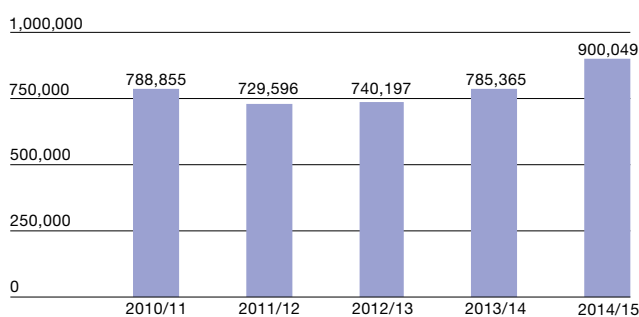
- Infrastructure, property, plant and equipment valued at \$711.2m.
- Cash and investments of \$103.1m.
- Investment properties valued at \$79.6m.

These components make up 99 per cent of our total assets.

Total assets increased in 2014/15 by 14.6 per cent primarily due to the revaluation of our roads, footpaths and stormwater drainage assets.

The movement in total assets over the last five years has remained fairly stable.

TOTAL ASSETS (\$000)



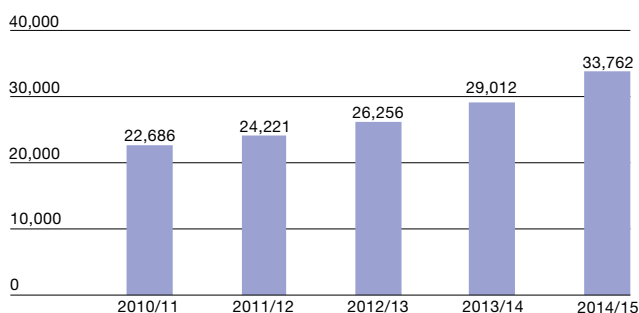
	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000
Cash and Cash Equivalents	1,263	2,284	3,081	5,108	8,607
Investments	52,625	63,308	68,514	90,510	94,534
Receivables	6,762	6,204	5,547	6,603	5,829
Inventories	35	39	43	51	43
Prepaid Expenses	146	217	43	59	228
Infrastructure, Property, Plant and Equipment	585,404	582,702	600,893	608,323	711,182
Investment in Shorelink Library Network	53	73	65	61	56
Investment Property	83,308	85,370	77,680	74,650	79,570
Total Assets	729,596	740,197	755,866	785,365	900,049

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 2015 were \$33.8m, an increase of \$4.8m on the previous year primarily due to an increase in amounts owed to creditors at balance date.

TOTAL LIABILITIES (\$000)

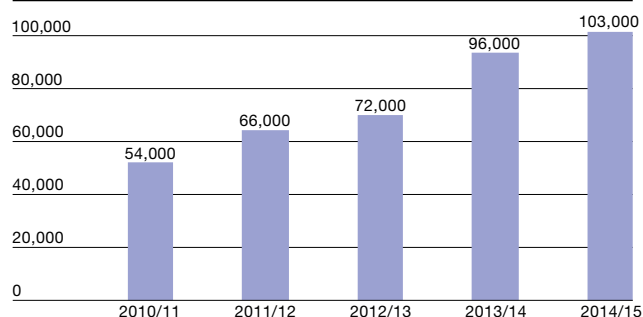


	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000
Payables	11,504	11,891	13,213	15,475	18,802
Borrowings	–	–	–	–	172
Provisions	11,182	12,330	13,043	13,537	14,788
Total Liabilities	22,686	24,221	26,256	29,012	33,762

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

The Statement of Cash Flows (see page 186) 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 \$103m, \$7.4m more than that of the previous year. The cash balance increased primarily due to greater than expected revenue from developer contributions and construction zone and hoarding permit fees.

CASH BALANCE (\$000)



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 214-216) of this Annual Report.

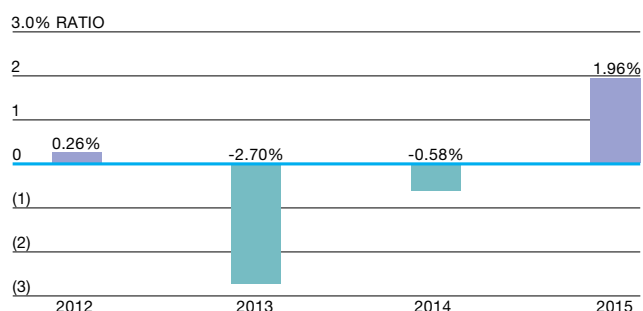
	2010/11	2011/12	2012/13	2013/14	2014/15
Operating Performance Ratio	-2.08%	0.26%	-2.70%	-0.58%	1.96%
Own Source Operating Revenue Ratio	88.95%	87.20%	91.67%	85.05%	81.81%
Unrestricted Current Ratio	2.94:1	2.86:1	2.34:1	2.25:1	4.95:1
Debt Service Cover Ratio	0.00	0.00	0.00	0.00	0.00
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	0.97%	1.10%	0.93%	0.63%	0.74%

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 1.96 per cent, it was above the breakeven position of 0 per cent for the first time in 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.

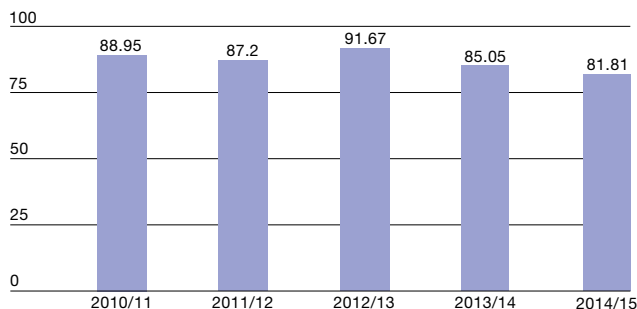
OPERATING PERFORMANCE RATIO



OWN SOURCE OPERATING REVENUE RATIO

This ratio provides a measure of Council's reliance on external funding sources such as grants and contributions. At 81.8 per cent, it was comfortably above the industry benchmark of 60 per cent, as has been the case in each of the last four years. This indicates an adequate degree of reliance on Council's own source revenue, such as rates and annual charges and user charges and fees, as opposed to revenue from external sources.

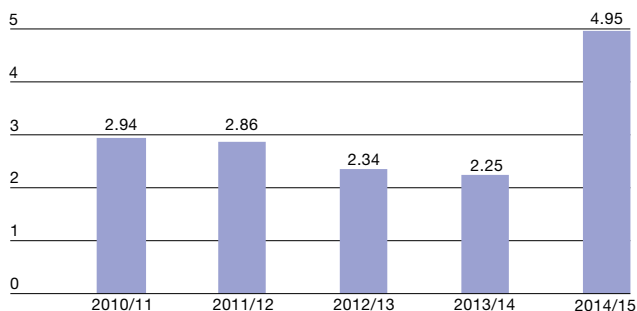
OWN SOURCE OPERATING REVENUE RATIO



UNRESTRICTED CURRENT RATIO

For every \$1 Council owned we had \$4.95 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 1:5 is satisfactory, meaning that Council has liquid assets that can meet short term liabilities as they fall due.

UNRESTRICTED CURRENT RATIO



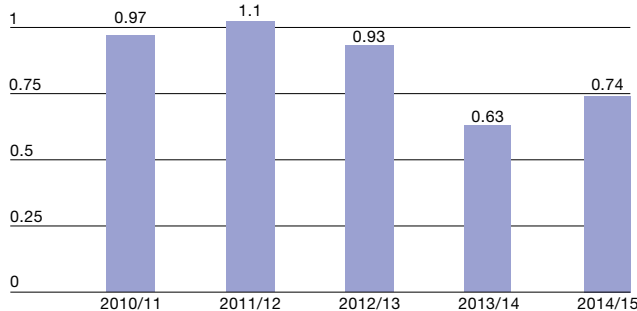
DEBT SERVICE RATIO

As Council is debt free and has been for many years, this ratio remained at 0 per cent. This ratio indicates the capacity of Council to service its outstanding debt by comparing the amount of interest expense on borrowings with total revenue.

RATE AND ANNUAL CHARGES OUTSTANDING

Council maintains a strong recovery rate of 0.74 per cent of outstanding rates and annual charges, which compares favourably with the industry benchmark of 5 per cent.

RATE AND ANNUAL CHARGES OUTSTANDING (%)



Capital Works Expenditure

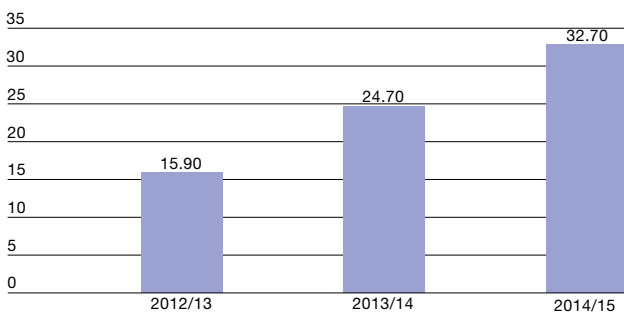
Council has an extensive capital works program to renew, upgrade and provide new assets. Council spent \$32.7m on capital works (including plant and equipment purchases) in 2014/15 compared to \$24.7m in 2013/14. These included:

- road replacement and construction \$5.8m
- plant and equipment replacement \$3.5m
- building refurbishment and acquisition \$1.7m
- land acquisition and improvements \$1.8m
- replacement and construction of other infrastructure assets \$5.7m
- stormwater drainage replacement and construction \$2.9m
- footpath replacement and construction \$4.3m

During 2014/15, we spent \$8.4m more than we originally budgeted for on capital works.

We have maintained the level of capital expenditure on our assets to ensure our long term sustainability.

CAPITAL WORKS (\$ MILLION)



Timely Creditor Payments

During the year we paid 95 per cent 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 160.

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 graph 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 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 per cent inclusive of the annual rate peg in 2013/14 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 \$000		Forecast \$000						
	2014/15	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 local government area.

Our major projects help drive activity to achieve our strategic directions. During 2014/15, our major projects included the following:

- Restructure of the organisation (see page 60)
- Preparing submission on Fit for Future Local Government Reform Program (see page 151)
- Development of concept options for upgrading North Sydney Olympic Pool (see page 151)
- Renewal of Brett Whitely Place in North Sydney CBD (see page 151)
- Construction of a new synthetic sportsfield surface for Cammeray Park (see page 84)
- Undertaking Recreation Needs Study (see page 152)

Overall, major projects have progressed satisfactorily during the year.

Future Major Projects

Other major projects to commence or continue in 2015/16 include:

- Upgrade of North Sydney Olympic Pool
- Renewal of Brett Whitely Place in North Sydney CBD
- Interactive 'green roof' for Coal Loader
- Redevelopment of Alexander Street Car Park, Crows Nest
- Organisation-wide review of Council's services



675

People who became Australian Citizens



53

groups assisted by annual Community Grants



03

Our Community

North Sydney Profile

This brief snapshot alludes to some of the strategic factors that will influence North Sydney over the next 10 years.



Overview

North Sydney at a Glance

	2011	2031
Population	67,033	83,850
Land area	1,049ha (10km ²)	–
Population density	55.98 people per ha	–

Source: Australia Bureau of Statistics and NSW Department of Planning and Infrastructure

The North Sydney local government area is located in Sydney’s inner northern suburbs, about 3km from the Sydney GPO and covers 10 sq km. It is both urban and green in character, comprising two Central Business Districts (CBDs), smaller suburban centres, residential areas and parks and open spaces.

The local government area includes the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahons Point, Milsons Point, Neutral Bay, North Sydney, St Leonards (part), Waverton and Wollstonecraft. It is bounded by Willoughby local government area in the north, Mosman local government area in the east, Port Jackson in the south and the Lane Cove local government area in the west.

Major features include the commercial and retail areas, St Leonards Park and North Sydney Oval, HMAS Waterhen and HMAS Platypus, Mary MacKillop Place, Admiralty and Kirribilli Houses, and a high proportion of academic facilities including TAFE colleges, a campus of the Australian Catholic University and a number of secondary and primary schools. North Sydney is served by the Bradfield Highway, the Pacific Highway, the Warringah Freeway and the North Shore railway line with stations at Milsons Point, North Sydney, Waverton and Wollstonecraft.

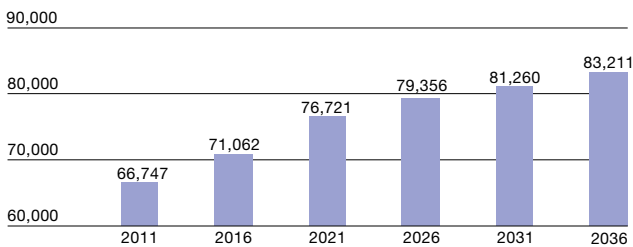
Council acknowledges the Guringai Tribe and Cammeraygal Clan as the traditional custodians of this area. It is important to recognise the Aboriginal spiritual, social and cultural connections to North Sydney’s land and waters.

Demographic Profile

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

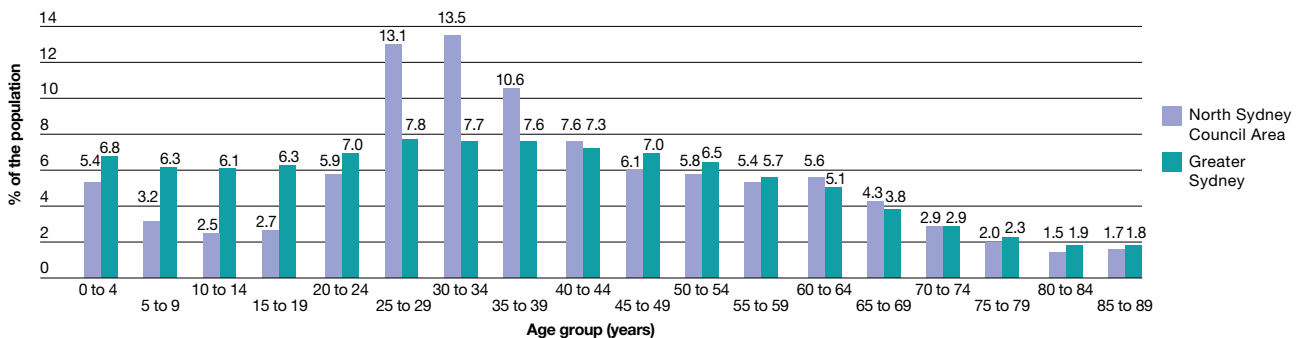
- The estimated resident population in 2011 was 67,033 people. The forecast population for 2012 was 67,150 people
- The North Sydney population is expected to increase to 83,211 people by 2036 – an additional 16,464 people (24.67 per cent) or an average of 0.99 per cent per annum change during this period

FORECAST POPULATION, NORTH SYDNEY



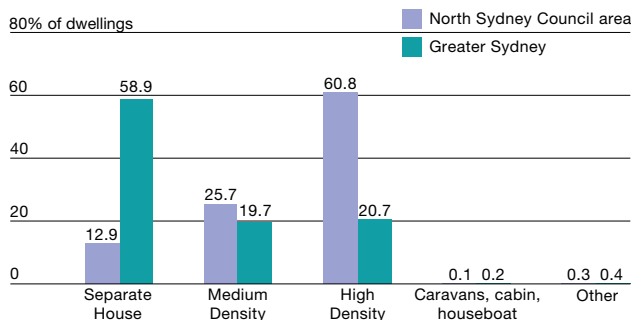
- Almost half of North Sydney's residents are aged between 25 and 49 years
- The largest age group is 30 to 34 year olds (13.5 per cent). North Sydney has a larger percentage of 25 to 34 year olds (26.6 per cent) compared to the Greater Sydney average (15.4 per cent)
- North Sydney has a lower proportion (11.1 per cent) of people in the younger age groups (under 15) and a similar proportion (12.5 per cent) of people in the older age groups (65+) compared with 19.2 and 12.8 per cent respectively for Greater Sydney

FIVE YEAR AGE STRUCTURE, 2011



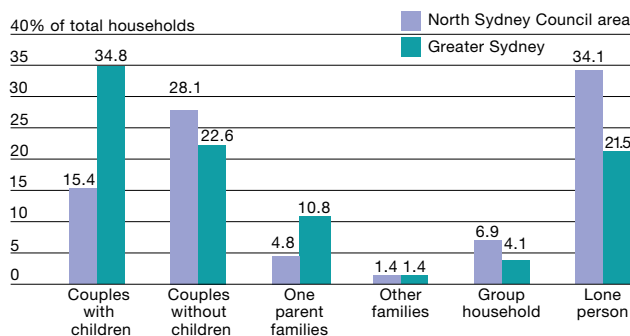
- North Sydney is a relatively affluent community with above average incomes. Overall 50.9 per cent of households earn \$2,500 or more per week, while 11 per cent are low income households, earning less than \$600 per week
- Overall, 61.8 per cent of the population hold tertiary qualifications compared with 40.5 per cent for the Sydney average
- Overall, 36.4 per cent of the population was born overseas, compared with 34.2 per cent for Greater Sydney; 20.8 per cent are from a non-English speaking background, compared with 34.2 per cent and 26.3 per cent respectively for the Sydney average
- The largest non-English speaking country of birth in North Sydney is China, where 2.2 per cent of the population, or 1,382 people, were born
- The dominant language spoken at home, other than English, in North Sydney was Cantonese, with 2.7 per cent of the population or 1,662 people speaking this language at home
- 1,269 who speak another language report difficulty with speaking English
- In 2011 the North Sydney population was living in 34,954 dwellings with an average household size of two people. Dwelling density is higher in North Sydney than in other parts of Sydney with 25.7 per cent residing in medium density dwellings (semi-detached, row, terrace, townhouses and villa units) compared with 19.7 per cent for the Sydney average; while 60.8 per cent live in high density dwellings (flats and apartments) compared with 20.7 per cent for the Sydney average

DWELLING STRUCTURE, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated Data)

HOUSEHOLD TYPES, 2011

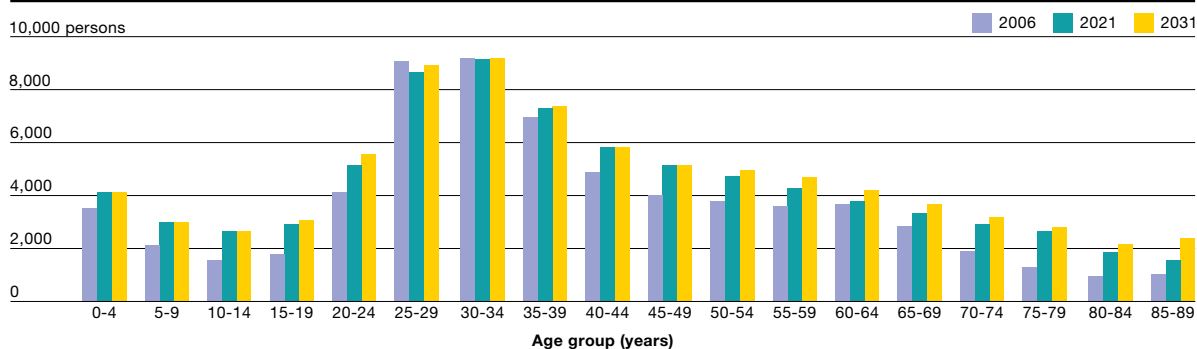


- North Sydney has a low proportion of households with children (15.4 per cent), compared to the Greater Sydney average (34.8 per cent) with 87.2 per cent of the population over 18 years
- Family households accounted for 49.7 per cent of total households in North Sydney while lone person households comprised 34.1 per cent of total households compared with 69.6 and 21.5 per cent respectively for Greater Sydney
- The population is highly mobile. 46.5 per cent of all residents rent compared with 30.4 per cent in Greater Sydney. The establishment of the North Sydney area as a major commercial, employment and entertainment centre has attracted a youthful, transient population. The area has a high proportion of rental dwellings, with the proportion of households renting privately double that of Greater Sydney
- By 2031 North Sydney is required by the state government to provide an additional 5,500 dwellings as outlined in the 2007 Draft Inner North Subregional Strategy¹
- Over 50,000 people travel daily to North Sydney for work and study. The state government’s employment capacity target for North Sydney is 15,000 by 2031 as outlined in the 2007 Draft Inner North Subregional Strategy. Of our 15,000 students attending schools and tertiary institutions in North Sydney, only one in five live in the local government area

It is forecast in 2021:

- The most populous forecast age group will be 25-29 year olds, with 8,712 people
- The age group with the largest proportional increase (relative to its population size) will be 70-74 year olds, forecast to increase by 92.2 per cent to 2,912 people
- The number of people aged under 15 is forecast to increase by 1,894 (33.0 per cent), representing a rise in the proportion of the population to 10.4 per cent. The number of people aged over 65 is expected to increase by 3,649 (50.6 per cent), and represent 14.8 per cent of the population

FORECAST AGE STRUCTURE – NORTH SYDNEY COUNCIL AREA (PERSONS)



- The largest increase in household type between 2006 and 2021 is forecast to be in group households, which will increase by 601 households, comprising 7.8 per cent of all households, compared to 7.2 per cent in 2006
- In contrast lone person households are forecast to increase by 1,448 households, to comprise 38.2 per cent of all households in 2021, compared to 39.7 per cent in 2006

Source: Australian Bureau of Statistics, Census of Population and Housing, 2001 and 2011; and .id, the population experts 2012.

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

¹ The state government’s New Sub-regional Strategies will be prepared following finalisation of the Metropolitan Strategy, at which time these targets may be revised.

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 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 local government area 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 state and federal 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

Council's finances are well managed with Council financially sustainable and remaining debt free. Council achieved a surplus of \$22.6m in 2014/15.

Council's operating expenditure was 78.1m with an operating performance ratio of 1.96 in 2014/15, above the breakeven position of 0 per cent for the first time in 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 below the industry benchmark of 5 per cent. 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 4.95, 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 172.78, well above the benchmark of 100 per cent, meaning that, during 2014/15 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 remains debt free and, hence the debt service ratio remains 0. 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 less than 10 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 on to 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 North Sydney continually seeks to implement the most cost effective and innovative solutions, and resource 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 intergovernmental 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 financially 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 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 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 (ie if current assets are lower than current liabilities) then it may indicate financial difficulty.

Council has a positive working capital ratio of 3.25:1 at June 2015.

FUNDING FROM OTHER LEVELS OF GOVERNMENT

Grant income is not keeping pace with the Council 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 state and federal 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 local government area, 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 31-32, 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 per cent, and represent 14.8 per cent 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 local government area 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 local government area. 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 20th 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 local government area 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 in 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 in 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 in 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 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 local government area 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 the 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 have become major priorities 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, lodging petitions and attending Community Ward Forums. 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 per cent.

Council participates in the Local Government Managers Association Challenge run by the Local Government Managers Association. This has proven to be an invaluable professional and personal development experience for the employees who have been selected to participate. It has also been an important investment for North Sydney in proactively providing development opportunities to employees who will be future leaders within our industry.

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. While 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 – and 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, flexitime, 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 per cent 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.



Council's Customer
Satisfaction Survey
indicated that satisfaction
with Council's overall
performance was

85%



593,649

Stanton Library loans

04

Our Council

338,938

visits at North Sydney Olympic Pool

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. The next election will be held in September 2016.

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*.



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 2014/15

Councillor Sarah Burke, who represented Cremorne Ward, resigned in May 2015.

This position will remain vacant for the remainder of this term of Council. Under Section 294B of the *Local Government Act 1993*, a casual vacancy is not filled if a reduction in numbers has been approved by a constitutional referendum.

At the last local government election in 2012, a referendum was held seeking support to reduce the number of councillors from 12 to nine, plus a popularly elected mayor, and the number of wards from four to three. There was 70 per cent support for the referendum and the reduced number of wards and councillors will take effect from the 2016 election.

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	60,580
Councillors' fees and allowances	248,900
Total	309,480

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	–
Telephone calls	1,804
Consultancy	–
Conference and seminars	24,642
Training and provision of skill development	44,465
Legal expenses (associated with Code of Conduct Reviews)	24,854
Mayoral vehicle	–
Sustenance	3,197
Transport costs (taxi, internal plant cost for site visits)	3,160
Membership subscription	–
Sundries	1,804
Total	103,926

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.

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.

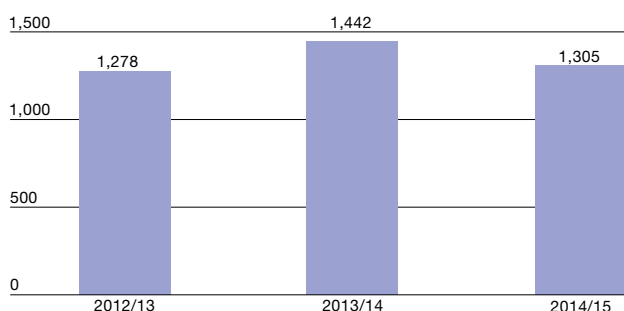
Committee Meetings and Reference Group Meetings are held at various times. For details of meeting times and locations, and agendas, reports and minutes please refer to the individual committee meetings on Council's website at www.northsydney.nsw.gov.au or by contacting Council on 9936 8100.

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.

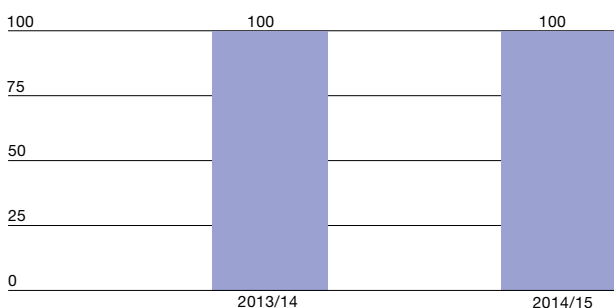
During 2014/15, 16 Council meetings and 22 Committee meetings were held with a total of 1,305 resolutions made by Council compared with 1,442 in the previous year.

NUMBER OF COUNCIL RESOLUTIONS



97% of these decisions were made in open session.

COUNCIL RESOLUTIONS MADE IN OPEN SESSION (%)



Council Meeting Attendance

Attendance at Council Meetings from 1 July 2014 to 30 June 2015 was as follows:

Councillor	Number of Council and Extraordinary Meetings Attended (Leave of Absence Granted)
Jilly Gibson	16
Zoe Baker	16
Stephen Barbour	14 (2)
MaryAnn Beregi	16
Virginia Bevan	12 (3)
Sarah Burke*	6 (7)
Tony Carr	15 (1)
Melissa Clare	10 (5)
Veronique Marchandean	12 (4)
Jeff Morris	14 (1)
Michel Reymond	16

*Resigned during 2014/15

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.

Further information on policies is available on page 70.

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 one Code of Conduct complaint from the public about councillors in 2014/15.

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 70.

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
- joining Council's online community engagement panel Voice Box at www.northsydney.nsw.gov.au
- attend Community Ward Forums
- 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.

ONLINE COMMUNITY ENGAGEMENT PANEL

Council's online community engagement panel Voice Box allows the community to have their say about important local Council issues. By joining the panel participants are asked to take part in online surveys to tell Council what they think about particular issues and proposals relating to their area(s) of interest.

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.

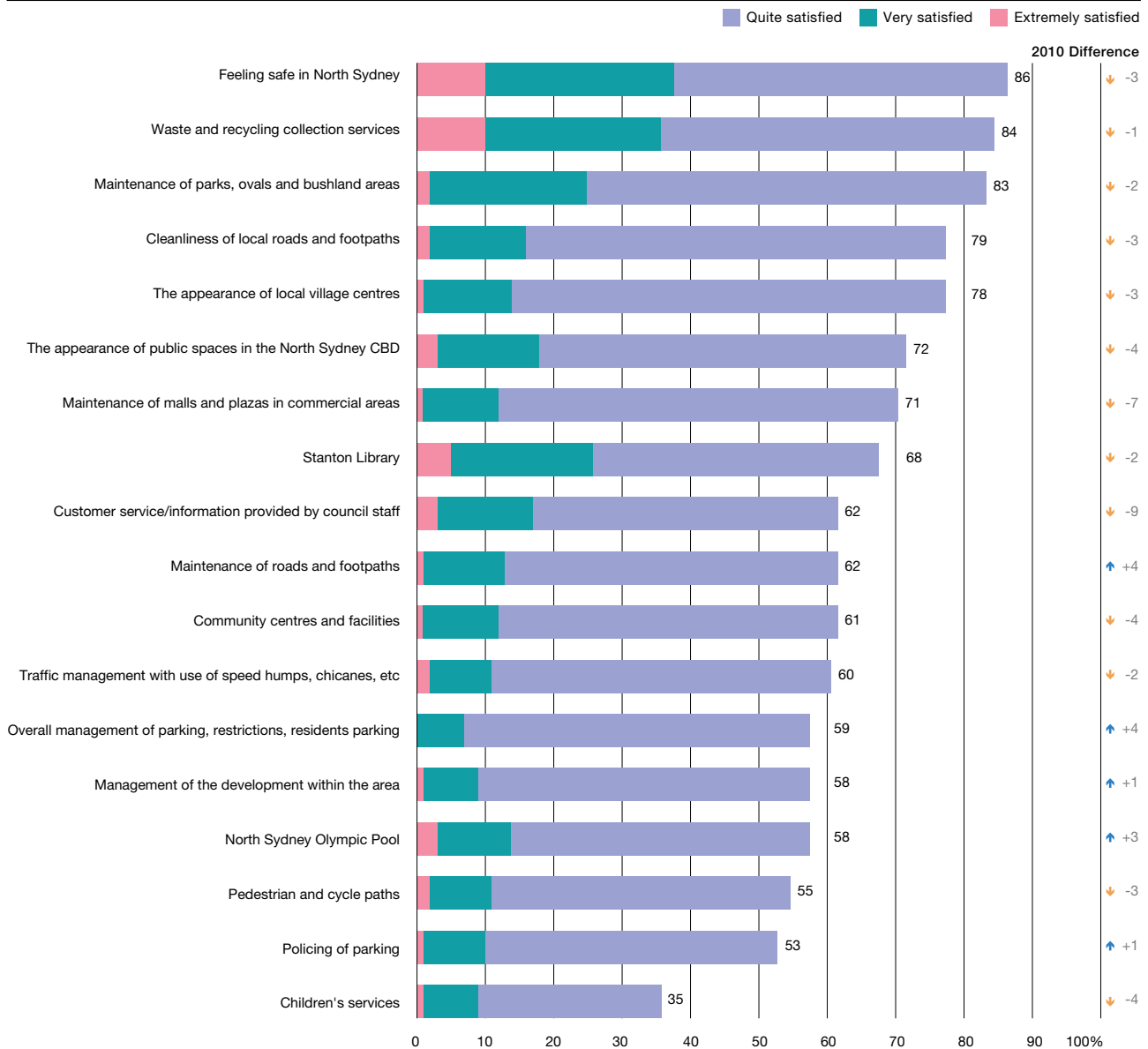
Customer Satisfaction Survey

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 2013 provided the results shown below and on the following page.

This information shows that 86 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 2013 are available on Council's website www.northsydney.nsw.go.au.

Further information on community engagement is available on pages 150-153 and on Council's website.

SATISFACTION IN RELATION TO KEY SERVICE AREAS



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 enquiries
- 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 pages 154-155 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:

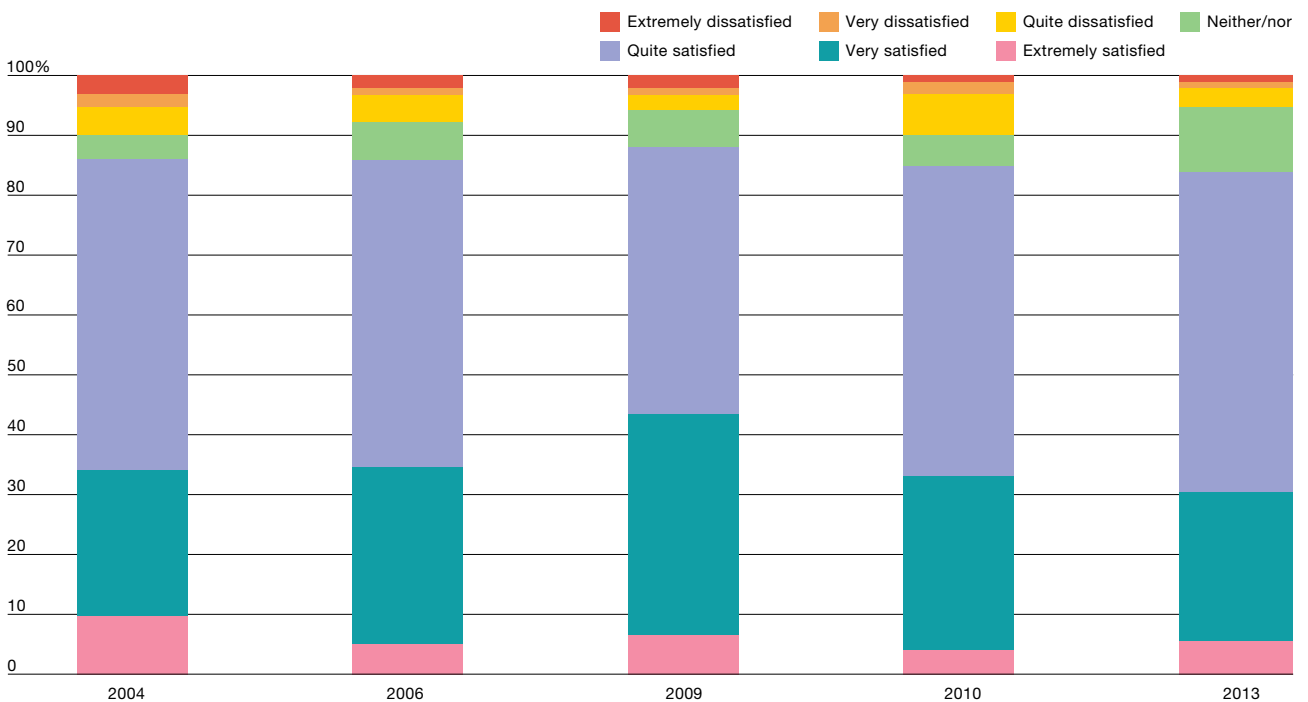
- Complaints Handling Policy
- online form for making a complaint, offering a compliment or making a suggestion
- Staff Complaints Handling Guidelines and training.

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 155 and on Council's website.

OVERALL SATISFACTION WITH NORTH SYDNEY COUNCIL



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 pages 153-154.

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 154.

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 more than 675 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 2015, the award winners were:

- Citizen of the Year
Annett Bowman
- Young Citizen of the Year
Lexie Duncan
- Community Group of the Year
Bushcare Community Nursery Group



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

13%

Staff turnover



05

Our Organisation

78,931

call centre calls received

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 decisions,¹

- 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'.

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 towards sustainability.

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

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. 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 sustainability. 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 78-95.

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 96-116.

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 117-123.

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 124-148.

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 pages 71-72 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 pages 45-46 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 pages 28-29 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 149-171.

Coordinating Sustainability

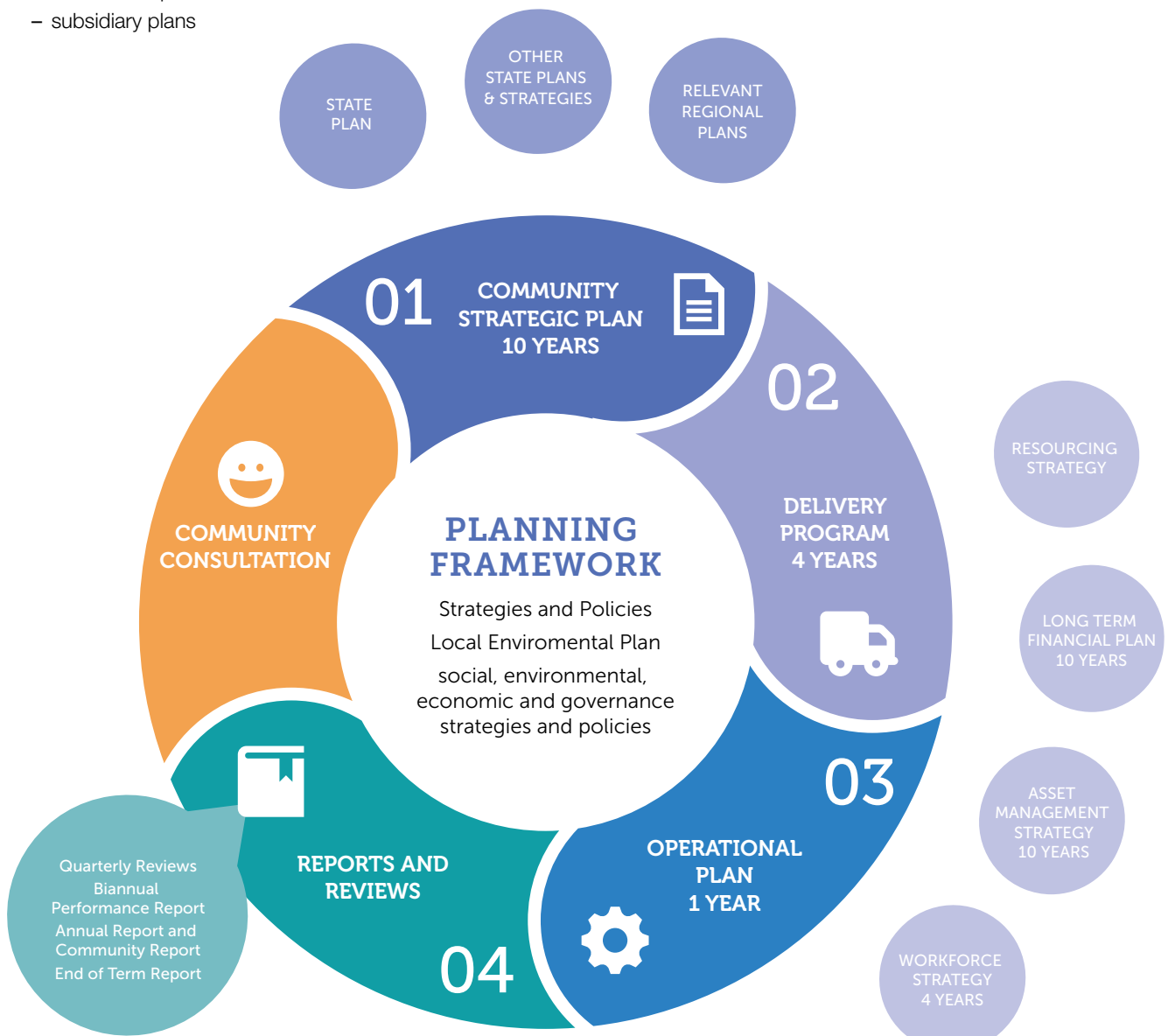
To assist Council to better coordinate and integrate sustainability issues into its decision making processes, we have established an Organisational Sustainability Working Group. Key sustainability projects are presented to the group on a regular basis, ensuring greater collaboration, communication and 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 greenspaces
- 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 78-95 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 96-116 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 117-123 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 124-148 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 149-171 for further details.

The Delivery Program

The Delivery Program outlines the activities Council will undertake over the four year 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 every four years 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 four 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 36,920 rateable properties and an operating budget of \$98.2m. 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.

The diagram below shows how the Community Strategic Plan aligns with our operational planning and reporting. It summarises the place of the plans and recognises the lifespan and interaction of the plans and the timeframe of reporting progress against the strategic directions set out within these plans.

The Community Strategic Plan and Delivery Program are available on Council's website and at the Customer Service Centre and Stanton Library.

COUNCIL'S STRATEGIC OVERVIEW

Community Strategic Plan 2013-2023				
Delivery Program 2013/14-2016/17	Delivery Program 2017/18-2020/21		Delivery Program 2021/22-2024/25	
Annual Operational Plans				
Annual Report 2014/15				
1 Jul 2014 - 30 Jun 2015				

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.



Warwick Winn
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.

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 form 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.

Staff per division as at 30 June 2015

General Manager's Office	12	(3%)
City Strategy	96	(24%)
Community and Library Services	58	(15%)
Corporate Services	69	(17%)
Engineering and Property Services	53	(13%)
Open Space and Environmental Services	111	(28%)



Ross McCreanor
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.

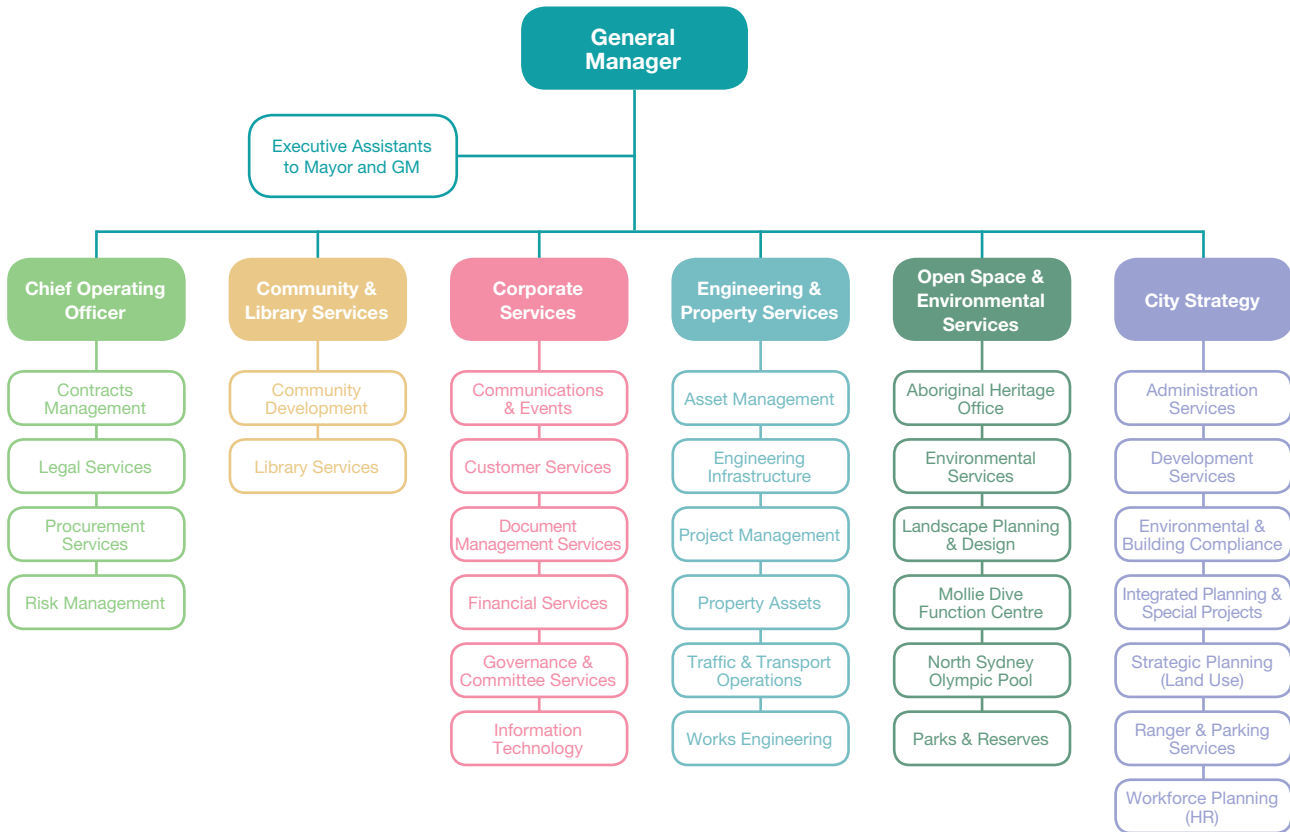
Services provided by this division include:

- 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.

Changes to the Organisation Structure in 2014/15

Council reviewed its organisational structure and made a number of significant changes to the organisation during 2014/15. The restructure resulted in a loss of no employees, with six new positions created. The structure will provide a more efficient and responsive organisation.

ORGANISATIONAL STRUCTURE AS AT 30 JUNE 2015



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 2014/15.

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.

Program	Description
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 design 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 \$26.7m.

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

Contractor	Goods and Services Supplied	Amount \$
Kellogg Brown & Root Pty Ltd	Engineering consultancy services stormwater	422,168
ITS PipeTech Pty Ltd	Stormwater drainage rehabilitation works	263,711
Tract Consultants	Public domain upgrade Miller Street	155,631
Forpark Australia (NSW)	Playground upgrading at Brightmore Reserve (tricycle track)	167,470
Imperium Projects Pty Ltd	Archive relocation to central depot	318,992
Statewide Civil Pty Ltd	Walker Street public domain upgrade works	4,000,581
Australian High Voltage	Supply and installation of LED luminaires	322,474
Tiara & H Holdings Pty Ltd	Cleaning of Council recreational premises	328,119
The Sparkle Team	Cleaning of Council recreational premises	506,259
Elite Commercial Solutions Pty Ltd	Fitout of part Level 3, 1 James Place, North Sydney	167,395
Stateline Asphalt Pty Ltd	Footpath upgrade construction works	876,166
UrbanStone Pty Ltd	Paver supply	3,212,000
Pebblecrete Insitu Pty Ltd	Paver supply	1,040,000
Australian High Voltage	Installation of traffic control lights North Sydney	4,687,196
GW Building Pty Ltd	New boarding house 23 Nicholson Street, Wollstonecraft	1,264,344
Australian High Voltage	Ausgrid light poles	234,674
Byrne Civil Engineering Constructions	Stormwater drainage construction works	1,167,828
Shamrock Developments International	Stormwater drainage construction works	514,885
GIO Workers Compensation (NSW) Limited	Workers compensation insurance	3,346,081
Turf One Pty Ltd	Cammeray Oval	1,574,711
Beaver Air Conditioning Service Pty Ltd	Kirribilli Neighbourhood Centre air conditioning installation	188,400
Shamrock Developments International	Quibaree Park landscape and lighting upgrade	533,138
Tonkin Zulaikha Greer Pty Ltd	Hume Street Park, Crows Nest proposed expansion	161,180
Australian High Voltage	CBD Works lighting conduits and footings stage	1,040,822
Bus & Coach International Pty Ltd	Supply of low floor bus	200,066

Source: Financial Statements

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 \$2M PER ANNUM

Name	Description of Activity
Waste management services	Waste collection and disposal (domestic, trade and recyclables)
Commercial property management	Managed rental property portfolios

CATEGORY 2:

TURNOVER OF LESS THAN \$2M 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 2015 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. Council reviews the performance of the General Manager and the General Manager reviews the performance of Directors and sets out a performance plan for each of them for the coming year.

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 \$1,796,534.

The total remuneration packages for Council's senior staff for the period 1 July 2014 to 30 June 2015 was:

Position	Total Remuneration (\$)
General Manager	330,978
Directors	1,465,556
Total	1,796,534

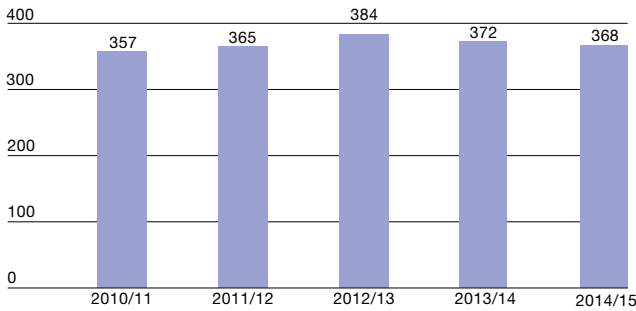
Staffing and Recruitment

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 372 to 368.

NUMBER OF STAFF (FTE)



	2010/11	2011/12	2012/13	2013/14	2014/15
Total staff headcount	456	391	389	391	399
Total staff full time equivalent (FTE) ¹	357*	365	384	372	368

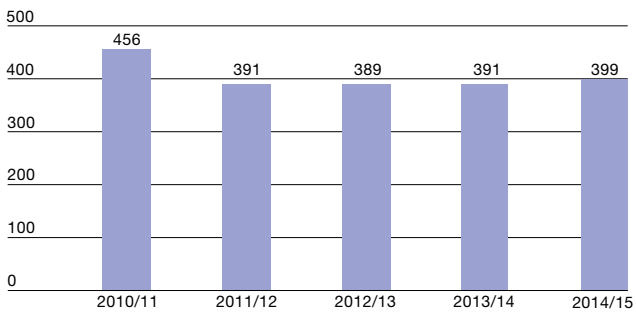
Note: Data excludes 'employees' defined as casuals or agency resources who meet the ad hoc needs of relevant Council business

*Includes full time, part time and casuals

1 Source: Financial Statements

Headcount has increased in 2014/15 from 391 to 399 employees.

NUMBER OF STAFF (HEADCOUNT)

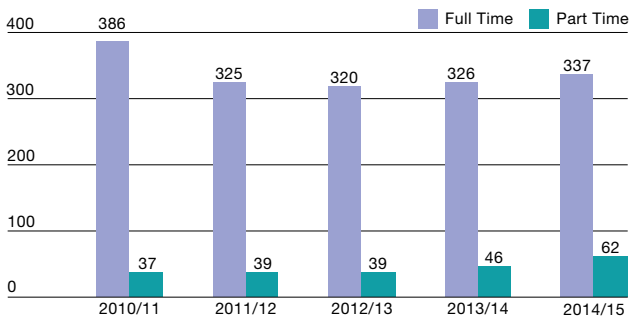


Note: Data excludes 'employees' defined as casuals or agency resources who meet the ad hoc needs of relevant Council business

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.

In order to deliver the broad range of services provided by Council throughout the year, flexible employment arrangements are required. This provides benefits for both the community and our staff. The distribution between these employment types is show below.

EMPLOYMENT TYPE



	2010/11	2011/12	2012/13	2013/14	2014/15
Full time	386 (91%)	325 (89%)	320 (89%)	326 (88%)	337 (67%)
Part time	37(9%)	39 (11%)	39(11%)	46 (12%)	62 (13%)
Casual	na	na	na	na	92 (19%)
Total	423(100%)	364(100%)	359(100%)	372 (100%)	491 (100%)

The age spread of Council's staff is consistent with Australia's ageing workforce trend.

This presents challenges in retaining and recruiting sufficient staff, as increasing numbers of our employees moving toward retirement.

Council is continuing to address this issue through initiatives such as succession planning, flexible working arrangements, family friendly policies and learning and development programs.

Age Spread of Staff

	2010/11	2011/12	2012/13	2013/14	2014/15
<25	12 (3%)	9 (2%)	11 (3%)	13 (3%)	11 (3%)
25-34	82 (18%)	75 (19%)	69 (18%)	69 (18%)	79 (20%)
35-44	109 (24%)	111 (28%)	106 (27%)	106 (27%)	103 (26%)
45-54	104 (23%)	110 (28%)	116 (30%)	116 (30%)	105 (26%)
55-64	69 (15%)	75 (19%)	75 (19%)	82 (21%)	89 (22%)
65+	10 (2%)	11 (3%)	12 (3%)	14 (4%)	13 (3%)

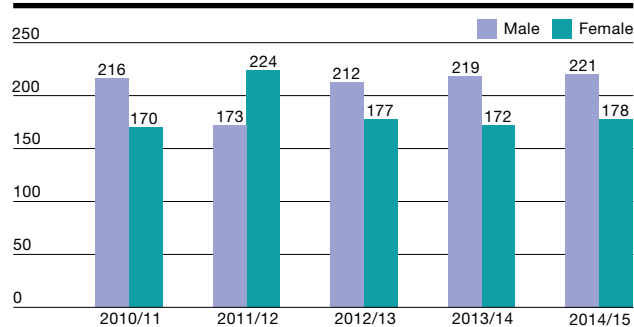
The percentage of Council's workforce that has been with Council for less than five years is 40 per cent.

Length of Service as at 30 June 2015

Less than 1 year	52 (13%)
1 to 5 years	108 (27%)
6-10 years	82 (21%)
11 to 20 years	107 (27%)
21 and over	50 (13%)

Gender composition of employees indicates the split between males (55 per cent) and females (45 per cent) employed at Council.

EMPLOYMENT TYPE BY GENDER



	2010/11	2011/12	2012/13	2013/14	2014/15
Male	216 (56%)	173 (44%)	212 (55%)	219 (56%)	221 (55%)
Female	170 (44%)	224 (56%)	177 (46%)	172 (44%)	178 (45%)

Employment Type by Gender and Employment Type as at 30 June 2015

	Male	Female
Full time	208 (6%)	129 (38%)
Part time	13 (14%)	49 (79%)
Casual	34 (37%)	58 (60%)

New Employees by Gender and Age Group as at 30 June 2015

Age	Male	Female	Total
<25	4 (7%)	1 (2%)	5 (9%)
25-34	16 (28%)	10 (8%)	27 (47%)
35-44	8 (14%)	7 (12%)	15 (26%)
45-54	4 (7%)	2 (4%)	6 (11%)
55-64	2 (4%)	2 (4%)	4 (7%)
65+	0 (0%)	0 (0%)	0 (0%)

CREATING DEVELOPMENT OPPORTUNITIES

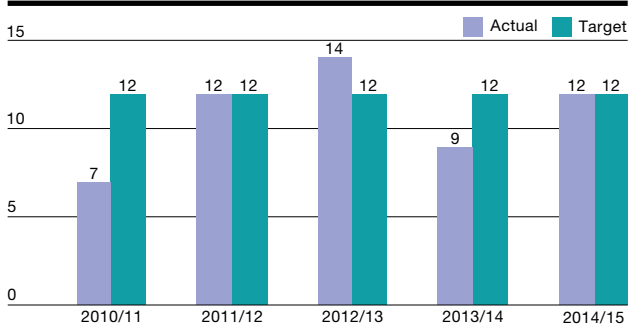
Our ability to achieve our strategic directions and to add genuine value to our customers depends on the skills and proficiency of our staff.

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 12 per cent, 3 per cent lower than the 9 per cent in 2013/14. We facilitated a smooth transition of people and knowledge to ensure effective business continuity.

STAFF TURNOVER (%)



	2010/11 %	2011/12 %	2012/13 %	2013/14 %	2014/15 %
Permanent full time equivalent employees leaving the organisation	7	12	14	9	12

The current target is to stabilise Council's employee turnover at below 12 per cent. This will be reviewed as and when future human resource strategic initiatives become realised. Council will continue to monitor employee turnover to ensure that it is resourced appropriately and maintains its position as an employer of choice.

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 2015

Age	Male	Female	Total
<25	2 (4%)	2 (4%)	4 (8%)
25-34	13 (27%)	5 (10%)	18 (38%)
35-44	6 (13%)	4 (8%)	10 (21%)
45-54	6 (12%)	3 (6%)	9 (19%)
55-64	4 (8%)	1 (2%)	5 (10%)
65+	2 (4%)	2 (4%)	4 (8%)

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.

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 is 3 per cent.

The majority of employees are positioned at the officer level (91 per cent) with senior management representing 2 per cent of the total workforce.

Employee Category as at 30 June 2015

	Male	Female	Total
Executive*	6 (2%)	0 (0%)	6 (2%)
Managerial	18 (5%)	10 (3%)	28 (7%)
Non-managerial	197 (93%)	168 (97%)	365 (91%)

*Comprises General Manager and directors

Return to Work Retention Rates after Parental Leave

	2010/11	2011/12	2012/13	2013/14	2014/15
Male	0%	1 (100%)	0 (0%)	1 (100%)	0 (100%)
Female	2 (100%)	4 (50%)	5 (80%)	3 (100%)	10 (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 2015

EEO Target Group	North Sydney Council 2011/12* %	North Sydney Council 2012/13* %	North Sydney Council 2013/14* %	North Sydney Council 2014/15* %	North Sydney Government Local Area** %
Women	37.3	45.5	44	44	52.4
Indigenous people	1.8	2.1	2	2	0.2
People from culturally and linguistically diverse backgrounds	10.7	14.7	13.8	13.8	19.6
People with disabilities	0	2.1	1.8	1.8	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 2014/15, Council prioritised the following EEO policies and programs:

- EEO Management Plan 2015-2019
- Springboard Program for Women
- Aboriginal Cultural Appreciation

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 125.

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. Council also supported staff participation in the 2014 Global Corporate Challenge.

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, our internal staff newsletter NewSCene and staff forums.

Recognition of Service Awards

Recognition of Service Awards acknowledge the efforts and contributions of staff over 10, 20 and 30 year periods during 2014/15. These employees have made a valuable contribution in serving the community of North Sydney during their service.

Staff who earned a service milestone during 2014/15:

20 years

Ashraf Dourreih
Michael Frater
Yvonne Langowski
Graham Lovell
Brian McCarthy
Melissa McManus
Warren Stalhut
Megan White

10 years

Robert Alberts
Reginald Glass
Hugh Goodman
Lara Huckstepp
Madu Khadka
Eliza Luciano
Patrick Mulligan
Adam Pirri
Bronwyn Sarich
Jacqueline Singh
Janie Stubbing
Tristram Thomas
Marise Van Der Walt
Warwick Winn
Simon Wood

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 114 incidents and 18 workers compensation claims during 2014/15. The lost time injury frequency rate for 2014/15 was 0.09 per cent. Further information on our work health and safety performance is available on pages 157-160.

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. For further information refer to pages 76-171.

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.

No internal suspected of actual corrupt conduct was reported during 2013/14. 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.

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.

Policy Development and Review

Council policies are public statements formally adopted by Council, which clearly state our requirements in relation to particular matters or issues. Council policies contribute to achieving one or more of the strategic directions of our Community Strategic Plan.

The following policies were reviewed or developed in 2014/15:

Policy	Adopted or Amended by Council
Encroachment Management Policy	18 May 2015
Revenue Policy	18 May 2015
Councillor Access to Information and Interaction with Staff Policy	22 June 2015
Code of Meeting Principles and Practices	15 September 2014
Deputy Mayor Policy	15 September 2014
Fraud and Corruption Prevention Policy	15 September 2014
Mayor and Councillor Facilities and Benefits Policy	15 September 2014
Oversight and Liaison with the General Manager Policy	15 September 2014
Media Liaison Policy	15 December 2014

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 council's 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 its 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:

- 2020 Vision, North Sydney Community Strategic Plan 2009-2020
- 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 pages 173-175 for details of requests for information held by Council made under the *GIPA Act 2009* for 2013/14.

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).

One PID was made for the period 1 July to 30 June 2015.

Public Interest Disclosures

The number of public officials who have made a public interest disclosure to Council	1
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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	1
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 the 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.



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



06

Our Performance

632

development applications determined

20,921m²

of footpaths constructed or improved

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 2014/15 in each of our strategic directions and outcomes and briefly outline our plans for 2015/16.

Overall performance toward the directions for 2014/15 was 99 per cent.

Our Performance against the Operational Plan 2014/15




Our Operational Plan 2014/15 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 second year of our Delivery Program.

Our Operational Plan 2014/15 identified 591 deliverables to progress our Delivery Program. Each deliverable is linked to the directions, outcomes and strategies set in the Community Strategic Plan. This year we completed 97 per cent of planned activities.

This Annual Report relates to activities identified in the Operational Plan 2014/15.

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 78-95 for full details of Council's performance under this Direction.

Council Services

The following Council services contribute to this Direction:

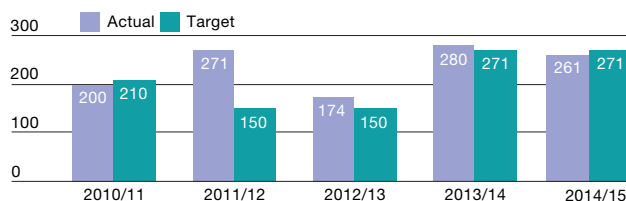
- Beach cleaning
 - Bushfire prevention
 - Bushland management including Bushcare
 - Catchment management
 - Community gardens
 - Dog on and off leash areas
 - Environmental education programs
 - Environmental management and protection
 - Landscape planning and design
 - Noise, water and air quality monitoring
 - Open space acquisition
 - Parks and reserves
 - Recreational facilities
 - Sportsfield maintenance
 - Tree preservation/removal
 - Waste and recycling management
-
- 173 pieces of open space covering 145ha
 - 261 Bushcare volunteers
 - 3,407 Bushcare volunteer hours spent rehabilitating bushland
 - 405 new trees planted
 - 38,096 gigajoules of energy used by Council
 - 22,792 tonnes of greenhouse gas emissions by Council
 - 189kg residential waste sent to landfill per person
 - 106kg residential recyclables collected per person
 - 24kg greenwaste diverted from landfill per person
 - 16,392 kilolitres of water recycled and reused by Council
 - 121,672 kilolitres of water consumed by Council
 - 1,178 participants in residential, school, community groups and business sustainability programs
 - 325 tonnes stormwater litter captured
 - 63% of low/alternative fuel vehicles in our vehicle fleet
 - 7 sportsgrounds
 - 1 skate park
 - 12 playgrounds
 - 1 swimming pool complex
 - 338,938 visits at North Sydney Olympic Pool

Our Achievements

NORTH SYDNEY BUSHCARE

Council's volunteer Bushcare program brings together Council and the community to work towards enhancing natural areas and parks. In 2014/15, 261 Bushcare volunteers collectively volunteered 3,407 hours toward environmental works across the municipality. Activities included bush regeneration, planting and litter collection.

BUSHCARE VOLUNTEERS



	2010/11	Target	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Number of Bushcare volunteers	210	200	271	150	174	150	280	271	261	271

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 two broad area burns during 2014/15. Manual fuel reduction and maintenance of access zones was also undertaken at various locations.

In July 2014, a relatively large section of Balls Head Reserve (Waverton) covering approximately half a hectare was burnt with the assistance of NSW Fire and Rescue. This burn provides a strategic fire advantage and reduces the potential risk of wildfire affecting the entire reserve.

During October 2014, a broad-area burn covering half a hectare of Badangi Reserve at Wollstonecraft was conducted with the assistance of NSW Fire and Rescue. Conducted on the reserve boundary with Tryon Ave, this burn provides immediate hazard reduction to properties located on Tryon Ave and contributes to a strategic fire advantage for properties located at Bridge End.

Due to the predominantly wet weather conditions experienced during 2014/15, no other hazard reduction activities were possible to execute.

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 10 threatened species and communities under active recovery management.

Canopy cover on public land has increased by 5 per cent in the year due to active planning programs. Around 400 street trees were planted during 2014/15.

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. During the year a new community garden opened at Forsyth Park, Neutral Bay. Council also provided support for the Neutral Bay Uniting Church community garden.

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 2014/15 included 1,400m of drainage repairs or replacement at the following sites:

- Alan Street, Cammeray at Johnston Avenue
- Atchison Street, Crows Nest from Alexander Lane to Matthew Street
- Bennett Street, Cremorne at Murdoch Street
- Carabella Street, Kirribilli from Peel Street to Holbrook Avenue
- Carabella Street, Kirribilli from Fitzroy Street to Parkes Street
- Churchill Crescent, Cammeray from Carter Street to cul-de-sac
- Clark Road, Neutral Bay
- Holbrook Avenue, Kirribilli from Carabella Street to bend
- Kyngdon Street, Cammeray
- Lindsay Street, Neutral Bay from Ben Boyd Road to Raymond Road
- Peel Street, Kirribilli from Carabella Street to end
- Pine Street, Cammeray at Orissa Lane
- Relining at 128 Wycombe Road, Neutral Bay
- Relining at 29 Shellcove Road, Kurraba Point
- Relining at 30 Cowdroy Avenue, Cammeray
- Relining at 49-53 Ben Boyd Road, Neutral Bay
- Relining at The Boulevard, Cammeray near Miller Street
- Relining at Ellalong Road, Cremorne
- Relining at Falcon Street to Bent Street, Neutral Bay
- Relining at Grasmere Road, Cremorne
- Relining at Mitchell Street Plaza, St Leonards
- Relining at Premier Street, Neutral Bay
- Relining at Whaling Road to High Street, North Sydney
- West Street, Cammeray at Rosalind Street
- Winston Avenue, Cammeray from Churchill Crescent to Cammeray Road
- Young Lane, Cremorne from Grasmere Lane to Sutherland Street.

COASTAL PROTECTION SERVICES

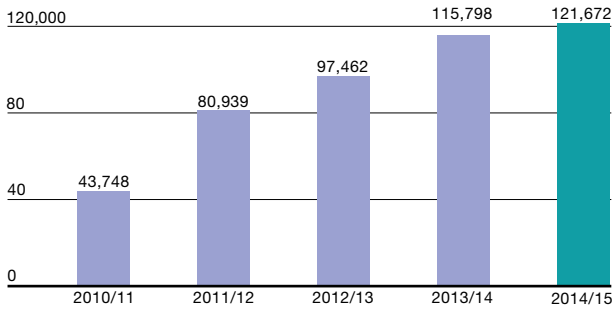
Council does not levy an annual charge for coastal protection services.

WATER MANAGEMENT

A total of 121,672 kilolitres of water was consumed by Council in 2014/15.

Council's water consumption increased by 5 per cent compared to the previous year.

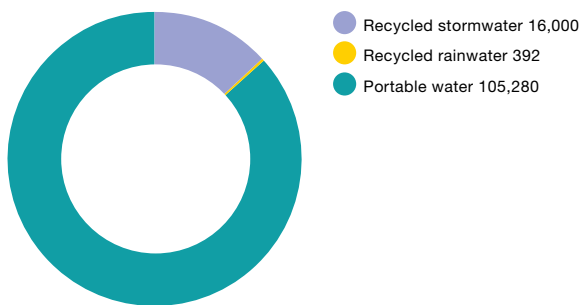
COUNCIL WATER USE (KILOLITRES)



	2010/11	2011/12	2012/13	2013/14	2014/15
Total (kilolitres)	98,685	103,787	116,357	115,798	121,672

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

COUNCIL WATER WITHDRAWAL BY COUNCIL BY SOURCE (KILOLITRES)

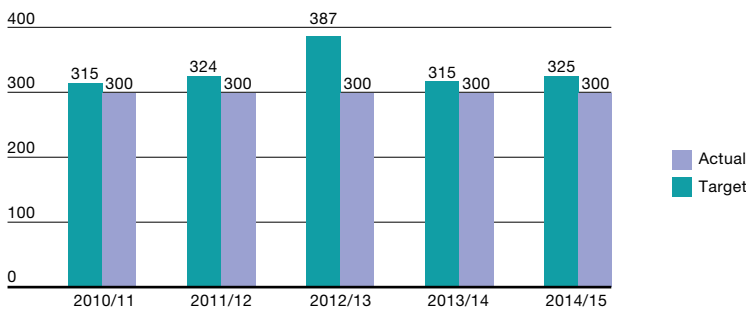


	Recycled Stormwater	Reused Rainwater	Potable Water
	16,000	392	105,280

Council's water recycling and reuse program saved an estimated 16,392 kilolitres of water in 2014/15 compared with 15,096 kilolitres in 2014/15.

Waste tonnage removed from gross pollutant traps in North Sydney remained stable in 2014/15. More than 300 tonnes of waste was captured by stormwater quality improvement devices before it reached our waterways. This is equivalent to 1,200 large wheelie bins of litter.

STORMWATER LITTER CAPTURE (TONNES)



	2010/11	Target	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Tonnes of stormwater litter captured	315	300	324	300	387	300	315	300	325	300

ENERGY USE

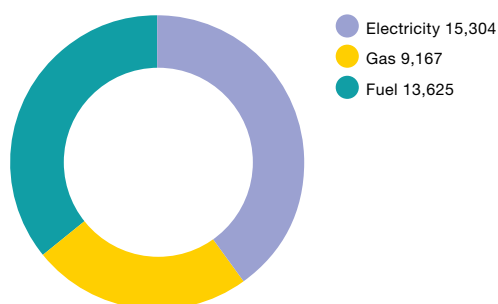
Council contributes to reducing energy consumption through direct action to minimise their own consumption and use on Council assets. Actions include the installation of timers and energy efficient lighting in council buildings, change of plant and equipment to lower energy models and the introduction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

Council energy use was 3,809 gigajoules in 2014/15. The rise in energy consumption is thought to be largely due to greater tenant occupancy at 1 James Place and equipment failure at North Sydney Olympic Pool which temporarily increased reliance on less efficient technologies.

Council saved 2,510,000 kilowatt hours through its energy saving initiatives compared to 2,436,000 kilowatt hours in 2013/14.

The following chart provides a breakdown of energy use by source. Emissions from fuel used by Council's fleet and from electricity used by large buildings decreased, most likely due to ongoing improvements in efficiency that have been implemented over several years.

COUNCIL GREENHOUSE GAS EMISSIONS BY SOURCE (GIGAJOULES)



	Electricity	Gas	Fuel
Council Greenhouse Gas Emissions by Source (Gigajoules)	15,304	9,167	13,625

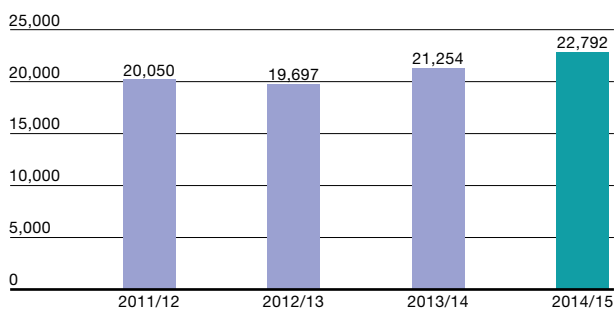
In 2014/15 Council refocused its Greenhouse Action Plan, establishing a target of 70% reduction in greenhouse gas emissions by 2020 from the 1996 level.

REDUCING GREENHOUSE EMISSIONS

Council tracks its CO₂ emissions of its key assets and activities. The amount of CO₂ emissions reduced through Council's CO₂ savings initiatives was 4,400 tonnes in CO₂ compared to 4,340 tonnes in CO₂ in 2013/14.

The increase in natural gas, diesel and LPG consumption resulted in a seven percent increase in greenhouse gas emissions, from 21,254 gigajoules to 22,792 gigajoules. Our emissions have increased by 14 per cent over the past four years.

GREENHOUSE GAS EMISSIONS (GIGAJOULES)

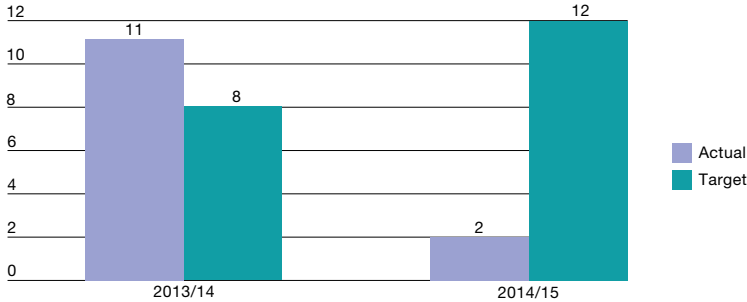


	2010/11	2011/12	2012/13	2013/14	2014/15
Natural gas (gigajoules)	6,333	5,999	8,144	7,785	9,167
Petrol (gigajoules)	6,898	7,094	6,438	6,250	5,461
Diesel (gigajoules)	6,765	6,652	6,868	7,219	8,063
Biodiesel (gigajoules)	-	-	-	-	-
LPG (gigajoules)	54	42	22	-	101
Total (gigajoules)	20,050	19,697	21,472	21,254	22,792

SUSTAINABLE BUILDING

Council's electricity consumption fell by 2 per cent from the previous year.

COUNCIL ELECTRICITY CONSUMPTION REDUCTION (%)



	2013/14	Target	2014/15	Target
Percentage reduction from previous year in Council's electricity consumption	11	8	2	12

Council has photovoltaic panels installed on many of its buildings to access solar energy. This year Council generated 292,388 kilowatt hours of free energy from the sun compared to 186,342kWh in 2013/14.

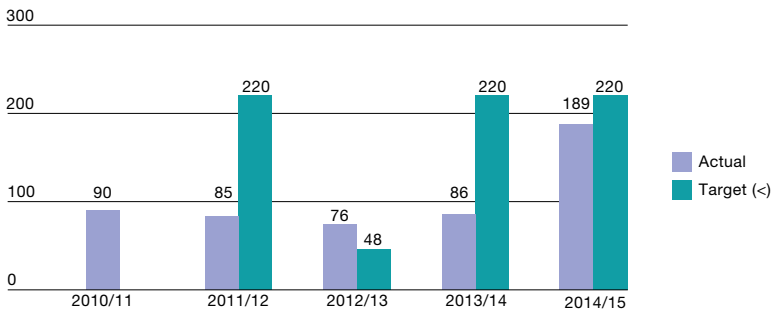
North Sydney Olympic Pool has a cogeneration plant that provides a combination of heating and power. The plant, which accounts for 35 per cent of Council's total electricity use, produces more than 450,000kWh of electricity per annum, saving \$58,000 on the pool's power bill.

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 189kg of residential waste per person in North Sydney was disposed to landfill in 2013/14. This is an increase from 155kg per person in 2013/14.

RESOURCES TO LANDFILL PER CAPITA (KILOGRAMS)

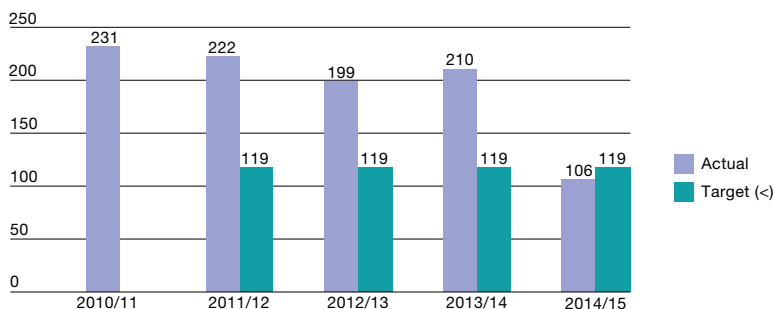


	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Resources to landfill per capita (kilograms)	131	220	150	48	155	220	189	220

Sixty percent of material collected was diverted from landfill for alternative disposal such as recycling or composting.

The total resources recycled per capita decreased from 119 to 106kg per person in 2014/15.

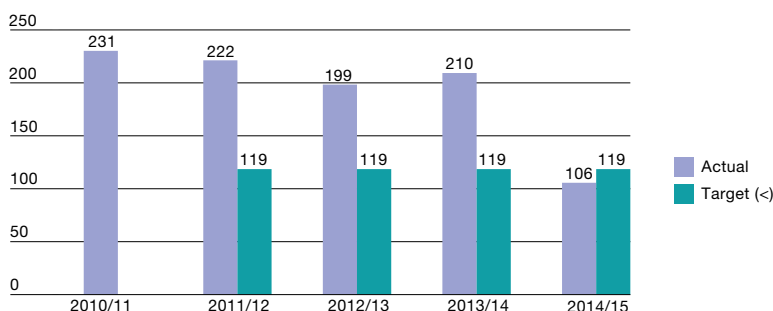
RESOURCES RECYCLED PER CAPITA (KILOGRAMS)



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Resources recycled per capita (kg)	120	119	85	119	119	119	106	119

Greenwaste diverted from landfill was 24kg per person a year. This is an increase from 22kg per person in 2013/14.

GREENWASTE DIVERTED FROM LANDFILL PER CAPITA (KILOGRAMS)



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Greenwaste diverted from landfill per capita (kg)	23	18	19	18	22	18	24	22

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 local 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

More than 1,100 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 2014/15:

- Energy Smart Homes Program
- Energy Smart Business Program
- CitySwitch Green Office
- GreeNSchools
- Climate Clever
- Sustainable Living
- Energy \$aving
- My Green Apartment
- Urban Veggie Gardener
- Sustainable House Day.

In March the Coal Loader Centre for Sustainability welcomed its 100,000th visitor.

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:

- Paper Cuts, targeting paper usage
- Go Green workshops
- Nine sites participated in composting
- A lunchroom poster campaign to increase staff engagement in our sustainability initiatives
- Reducing paper and organics contamination
- A Coal Loader Centre for Sustainability tour was successfully piloted.

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
- Refurbishing public amenities in Lavender Bay Parklands
- Resurfacing St Leonards Park hard courts
- Undertaking Waverton Park sportsground lighting

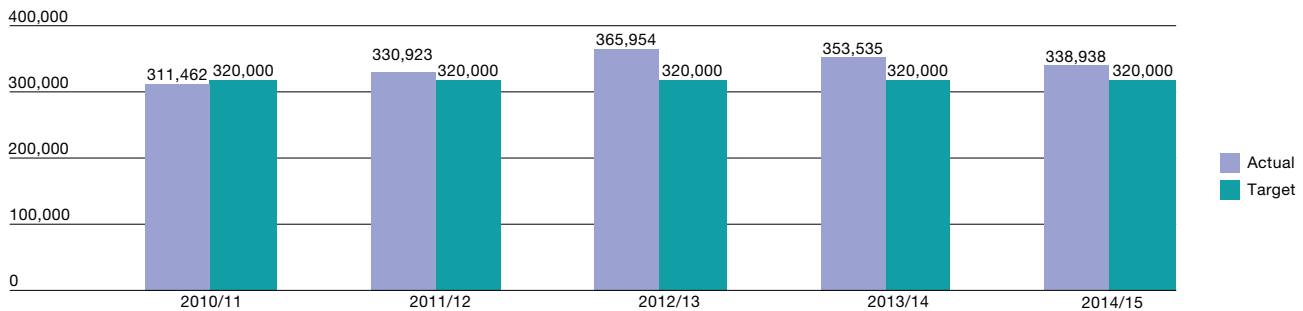
Playground Upgrade Works

Upgrade works were completed for a number of playgrounds including Ilberry Reserve playground and Berry Island Reserve playground.

North Sydney Olympic Pool

Total attendances at North Sydney Olympic Pool for 2014/15 reached 338,938.

NORTH SYDNEY OLYMPIC POOL VISITORS



	2010/11	Target	2011/12	Target	2012/13	Target	2013/14	Target	2014/15
North Sydney Olympic Pool visitors	311,462	320,000	330,923	320,000	365,954	320,000	353,535	320,000	338,938

Concepts for the upgrade of North Sydney Olympic Pool were prepared.

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. The Northern Suburbs Rugby Union Club which plays in the NSW Club Rugby Competition play their home games at the ground. 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.

A number of major non-sporting events at North Sydney Oval were secured during the year including Party in the Park and North Sydney Leisure and Lifestyle Festival.

Other Key Achievements

- Celebrated Earth Hour, a global climate change initiative
- Improved Cremorne Reserve pedestrian facilities
- Restored St Leonards Park cenotaph
- Refurbished Skate Plaza, Cammeray.

Our Challenges

- Dealing with the affects 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 competitive usage, increasing demand and community expectations
- Keeping North Sydney Olympic Pool competitive with other nearby facilities is an ongoing challenge.

Disappointments

- The yield of collected recyclables fell slightly this year
- Implementation of Lavender Bay Parklands Masterplan was delayed due to length of time it took to decide on the Quiberee Park toilet refurbishment and is now expected to be completed in 2015/16
- Remedial repairs to Civic Park Fountain were delayed as conservation report highlighted some unforeseen issues. Works had to be prioritised due to financial limitations. Project is now expected to be completed in July 2015.

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 toward 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
- Construction of a second synthetic sportsfield at Anderson Park
- Works programs to upgrade parks and open spaces include:
 - North Sydney Oval
 - Bon Andrews Oval
 - Forsyth Park
 - Tunks Park
 - Watts Park
- Council will develop Renewable Energy Masterplan
- Preparation of St Leonards Park Masterplan
- Interactive 'green roof' for Coal Loader.

Our Performance

Direction 1 Our Living Environment

● 100%

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	1.1.1.1.2 Update comprehensive flora and fauna database	Env	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 Conduct noxious control program	Env	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	Q1 Yr 1	Q4 Yr 4	● 100	
	1.1.1.3.2 Review Bushfire Hazard Reduction Program	Env	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	Q1 Yr 1	Q4 Yr 4	● 100	In 2014/15, 261 Bushcare volunteers collectively volunteered 3,407 hours towards environmental works across the local government area. Activities included bush regeneration, planting and litter collection.
	1.1.1.4.2 Implement Bushland Rehabilitation Plans for Middle Harbour and Port Jackson	Env	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.1.2.1 Expand the Coal Loader community nursery	1.1.2.1.1 Promote the Coal Loader community nursery	Env	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	Q1 Yr 1	Q4 Yr 4	● 100	
	1.1.2.2.2 Promote and expand Wildlife Watch Program	Env	Q1 Yr 1	Q4 Yr 4	● 100	
1.1.2.3 Promote community awareness of biodiversity conservation	1.1.2.3.1 Participate in regional programs to monitor the effects of climate change on biodiversity	Env	Q1 Yr 1	Q4 Yr 4	● 100	

Outcome: 1.2 Quality urban greenspaces ● 100%

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

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.2.1.1 Implement canopy enhancement program	1.2.1.1.1 Implement Street Tree Strategy	Env	Q1 Yr 1	Q4 Yr 4	● 100	
	1.2.1.1.2 Implement Urban Forest Strategy	Env	Q1 Yr 1	Q4 Yr 4	● 100	
	1.2.1.1.3 Assess and determine tree preservation order applications	Env	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 1.2.2 Encourage community gardening. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100		
	1.2.2.1.2 Implement Sustainable Food Program	Env	Q1 Yr 1	Q4 Yr 4	● 100		
	1.2.2.1.3 Hold Garden Competition		Env	Q2 Yr 2	Q2 Yr 2	● 100	
				Q2 Yr 3	Q2 Yr 3		
1.2.2.1.4 Support Wendy Whiteley's Garden, Lavender Bay	Env	Q1 Yr 1	Q4 Yr 4	● 100			

Strategy: 1.2.3 Develop and implement green roof rooftops and hard surfaces. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.2.3.1 Develop and implement green rooftops and hard surfaces	1.2.3.1.1 Implement hard surfaces greening community education program	Env	Q1 Yr 1	Q4 Yr 4	● 100	
	1.2.3.1.2 Seek funding for Coal Loader green roof platform project	Env	Q1 Yr 1	Q4 Yr 4	● 100	Funding opportunities continue to be sought.

Outcome: 1.3 Healthy and clean local waterways ● 100%
 Strategy: 1.3.1 Implement water quality improvement. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.3.1.1	Implement water quality improvement projects	1.3.1.1.1	Implement catchment community education program	Env	Q1 Yr 1	Q4 Yr 4	● 100	
		1.3.1.1.2	Advocate for improved sewage infrastructure	Env	Q1 Yr 1	Q4 Yr 4	● 100	
		1.3.1.1.3	Monitor local creeks and waterways water quality	Env	Q1 Yr 1	Q4 Yr 4	● 100	
		1.3.1.1.4	Implement bio-retention projects	Env	Q1 Yr 1	Q4 Yr 4	● 100	Smoothey Park WSUD completed.
1.3.1.2	Conduct stormwater rehabilitation works	1.3.1.2.1	Capture and remove gross pollutants from stormwater	Env	Q1 Yr 1	Q4 Yr 4	● 100	Waste tonnage removed from gross pollutant traps in North Sydney remained stable in 2014/15. More than 300 tonnes of waste was captured by stormwater quality improvement devices before it reached our waterways. This is equivalent to 1,200 large wheelie bins of litter.
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	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
		1.4.1.1.2	Implement waste reduction community education programs	Env	Q1 Yr 1	Q4 Yr 4	● 100	
		1.4.1.1.3	Implement e-waste collection service	Env	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	Q1 Yr 1	Q4 Yr 4	● 100			
1.4.1.1.5	Coordinate Clean Up Australia Day in North Sydney	Env	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
	1.4.1.1.6 Promote Household Chemical Collection Program	Env	Q1 Yr 1	Q4 Yr 4	● 100	
	1.4.1.1.7 Hold Earth Hour Festival	Env	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		
1.4.1.2 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	Q1 Yr 1	Q4 Yr 4	● 100	
	1.4.1.2.2 Increase stormwater, rainwater and waste water harvesting	Env	Q1 Yr 1	Q4 Yr 1	● 100	
	1.4.1.2.3 Review fleet management options to reduce fuel consumption	Env	Q1 Yr 1	Q4 Yr 1	● 100	
1.4.1.3 Reduce energy consumption and greenhouse gas emissions	1.4.1.3.1 Implement Greenhouse Action Plan	Env	Q1 Yr 1	Q4 Yr 4	● 100	In 2014/15 Council refocused its Greenhouse Action Plan, establishing a target of 70 per cent reduction in greenhouse gas emissions by 2020 from the 1996 level.
	1.4.1.3.2 Implement additional use of GreenPower	Env	Q1 Yr 1	Q4 Yr 1	● 100	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.
	1.4.1.3.3 Install energy cogeneration at North Sydney Olympic Pool	Env	Q1 Yr 1	Q1 Yr 1	● 100	
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	Q1 Yr 1	Q4 Yr 4	● 100	
	1.4.1.1.2 Implement waste reduction community education programs	Env	Q1 Yr 1	Q4 Yr 4	● 100	
	1.4.1.1.3 Implement e-waste collection service	Env	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	Q1 Yr 1	Q4 Yr 4	● 100	

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.4.1.1 continued	1.4.1.1.5 Coordinate Clean Up Australia Day in North Sydney	Env	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		
	1.4.1.1.6 Promote Household Chemical Collection Program	Env	Q1 Yr 1	Q4 Yr 4	● 100	
	1.4.1.1.7 Hold Earth Hour Festival	Env	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			
1.4.1.2 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	Q1 Yr 1	Q4 Yr 4	● 100	
	1.4.1.2.2 Increase stormwater, rainwater and waste water harvesting	Env	Q1 Yr 1	Q4 Yr 1	● 100	
	1.4.1.2.3 Review fleet management options to reduce fuel consumption	Env	Q1 Yr 1	Q4 Yr 1	● 100	
1.4.1.3 Reduce energy consumption and greenhouse gas emissions	1.4.1.3.1 Implement Greenhouse Action Plan	Env	Q1 Yr 1	Q4 Yr 4	● 100	
	1.4.1.3.2 Implement additional use of GreenPower	Env	Q1 Yr 1	Q4 Yr 1	● 100	
	1.4.1.3.3 Install energy cogeneration at North Sydney Olympic Pool	Env	Q1 Yr 1	Q1 Yr 1	● 100	

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

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	All opportunities assessed when they arise.
	1.4.2.1.2 Pursue resource recovery and advanced waste treatment technologies	Env	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 1.4.3 Advocate for the introduction of container deposit legislation
and extended producer responsibility. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	Container deposit legislation will be introduced in 2017.

Strategy: 1.4.4 Improved environmental footprint and responsible use of natural resources. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment	
1.4.4.1	Facilitate community stewardship through environmental sustainability programs	1.4.4.1.1	Implement GreenSchool Program	Env	Q1 Yr 1	Q4 Yr 4	● 100	Sustainability grants awarded to four schools.
		1.4.4.1.2	Participate in Better Business Partnership (BBP) Program	Env	Q1 Yr 1	Q4 Yr 4	● 100	Council continues to support and fund program with over 250 businesses involved.
		1.4.4.1.3	Lead and coordinate Environment Reference Group	Env	Q1 Yr 1	Q4 Yr 4	● 100	

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

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment	
1.4.5.1	Recognise community champions in environmental sustainability	1.4.5.1.1	Conduct Sustainability Awards	Env	Q3 Yr 1	Q4 Yr 1	● 100	
					Q3 Yr 2	Q4 Yr 2		
					Q3 Yr 3	Q4 Yr 3		
					Q3 Yr 4	Q4 Yr 4		
1.4.5.1.2	Promote local achievements in sustainable design	Env	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.4.6.1	Prepare for the impacts of climate change and sea level rise	1.4.6.1.1	Participate in professional/regional local government cooperatives to address climate change	Env	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100
		1.4.7.1.2	Undertake environmental audits of businesses	Env	Q1 Yr 1	Q4 Yr 4	● 100

Outcome: 1.5 Public open space, recreation facilities and services that meets community needs ● 98%

Strategy: 1.5.1 Provide a range of recreational facilities and services for people of all ages and abilities. ● 97%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 1	● 100	
	1.5.1.1.2 Review and update Bushland Plan of Management	Env	Q4 Yr 1	Q4 Yr 1	● 90	
	1.5.1.1.3 Prepare Whole of Reserve Plan for Christie Street Reserve, St Leonards	Env	Q1 Yr 1	Q4 Yr 1	● 100	

Strategy: 1.5.2 Improve equity of access to open space and recreation facilities. ● 98%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q3 Yr 1	Q2 Yr 2	● 100	
	1.5.2.1.2 Improve lighting in Bon Andrews Oval	Soc	Q1 Yr 1	Q3 Yr 1	● 100	
	1.5.2.1.3 Install new barbecue facilities at Berry Island Reserve	Soc	Q2 Yr 1	Q2 Yr 1	● 100	
	1.5.2.1.4 Prepare concept masterplan for upgrade of North Sydney Olympic Pool	Soc	Q1 Yr 1	Q2 Yr 2	● 75	Preparation of concept masterplan for upgrade of North Sydney Olympic Pool delayed to consider broader options and undertake further community engagement. Project is now expected to be completed in December 2015.
	1.5.2.1.5 Manage Indoor Sports Centre lease	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	1.5.2.1.6 Upgrade Brightmore Reserve trike track	Soc	Q2 Yr 1	Q2 Yr 2	● 100	
	1.5.2.1.7 Reconstruct change room amenities in Anderson Park	Soc	Q2 Yr 1	Q3 Yr 1	● 100	
	1.5.2.1.8 Implement Smoothey Park lighting improvements	Soc	Q2 Yr 1	Q4 Yr 1	● 100	
	1.5.2.1.9 Upgrade Berry Island Reserve playground	Soc	Q3 Yr 1	Q4 Yr 4	● 100	
	1.5.2.1.10 Plan for staged development of an expanded Hume Street Park, Crows Nest	Soc	Q3 Yr 1	Q4 Yr 2	● 85	The options for the transformation of Hume Street Park were publicly exhibited with a decision on the preferred option likely to be made in early 2015/16.
	1.5.2.1.11 Refurbish Skate Plaza, Cammeray	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
	1.5.2.1.12 Refurbish/rebuild public amenities in Lavender Bay Parklands	Soc	Q1 Yr 1	Q4 Yr 2	● 100	

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.5.2.1 Improve open space and recreation facilities through capital improvement projects <i>(continued)</i>	1.5.2.1.13 Implement Lavender Bay Parklands Masterplan	Soc	Q1 Yr 2	Q4 Yr 3	● 75	Implementation of Lavender Bay Parklands Masterplan was delayed due to length of time it took to decide on the Quiberee Park Toilet refurbishment and is now expected to be completed in 2015/16.
	1.5.2.1.14 Resurface St Leonards Park hard courts	Soc	Q1 Yr 2	Q1 Yr 2	● 100	
	1.5.2.1.15 Construct Coal Loader lower terrace picnic area	Soc	Q1 Yr 4	Q4 Yr 4	N/A	This project is not yet scheduled to commence
	1.5.2.1.16 Undertake Waverton Park drainage and levelling	Soc	Q1 Yr 4	Q2 Yr 4	N/A	This project is not yet scheduled to commence
	1.5.2.1.17 Undertake Waverton Park sportsground lighting	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	1.5.2.1.18 Upgrade Cammeray Park synthetic sportsfield and lighting	Soc	Q1 Yr 2	Q2 Yr 2	● 100	
	1.5.2.1.19 Construct second synthetic sportsfield and lighting	Soc	Q1 Yr 2	Q4 Yr 3	● 100	
	1.5.2.1.20 Upgrade Ilbery Reserve playground	Soc	Q1 Yr 2	Q3 Yr 2	● 100	
	1.5.2.1.21 Install shade structures at Brightmore Reserve and Ilbery Reserve	Soc	Q1 Yr 2	Q3 Yr 2	● 100	
	1.5.2.1.22 Prepare Bradfield Park sandstone heritage shelters conservation report and undertake remedial repairs	Soc	Q1 Yr 3	Q4 Yr 3	● 100	
	1.5.2.1.23 Restore bow of HMAS Sydney	Soc	Q1 Yr 3	Q4 Yr 3	● 100	
	1.5.2.1.24 Restore St Leonards Park cenotaph	Soc	Q2 Yr 2	Q3 Yr 2	● 100	
	1.5.2.1.25 Upgrade Bon Andrews Oval pavilion	Soc	Q1 Yr 3	Q4 Yr 3	● 100	
	1.5.2.1.26 Upgrade Watt Park playground	Soc	Q1 Yr 3	Q4 Yr 3	● 100	
	1.5.2.1.27 Reconstruct Bradfield Park Sydney Harbour Foreshore Bicentennial fence	Soc	Q1 Yr 3	Q4 Yr 3	● 100	
	1.5.2.1.28 Upgrade Forsyth Park sportsfield lighting	Soc	Q1 Yr 3	Q4 Yr 4	● 100	
	1.5.2.1.29 Upgrade Tunks Park sportsfield lighting	Soc	Q1 Yr 3	Q4 Yr 4	● 100	
	1.5.2.1.30 Upgrade Forsyth Park playground	Soc	Q1 Yr 3	Q4 Yr 4	● 100	
	1.5.2.1.31 Prepare St Leonards Park Masterplan	Soc	Q1 Yr 3	Q4 Yr 4	● 100	

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.5.2.1 Improve open space and recreation facilities through capital improvement projects (<i>continued</i>)	1.5.2.1.32 Prepare Civic Park Fountain conservation report and undertake remedial repairs	Soc	Q1 Yr 2	Q4 Yr 2	● 75	Remedial repairs to Civic Park Fountain were delayed as conservation report highlighted some unforeseen issues. Works had to be prioritised due to financial limitations. Project is now expected to be completed in July 2015.
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	Q1 Yr 1	Q4 Yr 4	● 100	
	1.5.2.2.2 Pursue land swap and lease agreements	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	1.5.2.2.3 Advocate for the release of Crown Land holdings for public recreation	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	1.5.2.2.4 Assess offers by private land owners who approach Council regarding land/facilities offered as open space/for public use	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
1.5.2.3 Improve access to sporting facilities	1.5.2.3.1 Work with neighbouring councils and other land managers to accommodate regional demand for sporting facilities	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	1.5.2.3.2 Promote Code of Conduct – Outdoor Fitness Trainers	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	1.5.2.3.3 Conduct general enforcement patrols of parks	Soc	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 1.5.3 Provide a welcoming and vibrant waterfront with integrated green public spaces and enhanced foreshore access. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
1.5.3.1 Pursue opportunities to enhance and upgrade foreshore access	1.5.3.1.1 Investigate feasibility of Primrose Park water access point	Soc	Q3 Yr 1	Q4 Yr 1	● 100	
	1.5.3.1.2 Construct Berry Island dinghy storage and water access point	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
	1.5.3.1.3 Lead and coordinate Waverton Peninsula Working Group	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	1.5.3.1.4 Construct Coal Loader platform improvements	Soc	Q1 Yr 1	Q4 Yr 2	● 100	Draft detailed design and documentation completed. Tendering to be undertaken in August 2015.
	1.5.3.1.5 Construct Coal Loader to harbour link steps	Soc	Q1 Yr 3	Q4 Yr 3	N/A	This project is not yet scheduled to commence
	1.5.3.1.6 Construct Coal Loader to Carradah Park link steps	Soc	Q1 Yr 3	Q4 Yr 3	● 100	

Key Performance Indicator	Related Outcome	Actual 2014/15	Target or Trend 2014/15	QBL Link	YTD Progress %
1. Percentage of residents satisfied with the maintenance of parks, ovals and bushland areas*	1.1	N/A	N/A	Env	N/A
2. Number of Bushcare volunteers	1.1	261 volunteers	271 volunteers	Env	● 99
3. Number of hazard reduction activities undertaken	1.1	3 activities	2 activities	Env	● 100
4. Number of participants in Native Havens Program	1.1	79 participants	60 participants	Env	● 100
5. Number of participants in Wildlife Watch Program	1.1	46 participants	25 participants	Env	● 100
6. Number of threatened species under active recovery management	1.1	10 species	6 species	Env	● 100
7. Number of community gardens	1.1	4 community gardens	4 community gardens	Env	● 100
8. Number of Streets Alive projects	1.2	110 projects	107 projects	Env	● 100
9. Number of participants in residential, school, community groups and business sustainability programs	1.4	1,178 participants	1,000 participants	Env	● 100
10. Percentage of participants satisfied with sustainability programs	1.4	96%	95%	Env	● 100
11. Residential waste (kg) disposed to landfill per capita	1.4	189kg	<219.5kg	Env	● 100
12. Residential recyclables (kg) collected per capita	1.4	106kg	>118.8kg	Env	● 87
13. Residential greenwaste (kg) collected per capita	1.4	24kg	>18kg	Env	● 100
14. Percentage of residential waste diverted from landfill	1.4	60%	60%	Env	● 100
15. Percentage reduction from previous year in Council's electricity consumption	1.4	2%	8%	Env	● 25
16. Tonnes of CO ₂ generated by Council	1.4	5,009 tonnes	8,700 tonnes	Env	● 100
17. Tonnes of CO ₂ generated by Council fleet	1.4	480 tonnes	474 tonnes	Env	● 100
18. Percentage reduction from previous year of kilolitres of water used by Council properties	1.4	18%	5%	Env	● 100

*No Customer Satisfaction Survey was undertaken in 2014/15

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 96-116 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

-
- \$32.7m capital works expenditure
 - 138km local roads
 - 3km shared user paths
 - 95km drains
 - 66 crossings
 - 51,400m² roads resheeted
 - 20,921m² of footpaths constructed or improved
 - 1,400m of drains replaced or upgraded
 - 61 properties owned by Council
 - 176 dwellings approved
 - \$236m worth of development approved
 - 678 development applications received
 - 632 development applications determined
 - 87 per cent of development applications determined within 65 working days
 - 51 average number of days taken to determine each received development application
 - 8 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 2014/15, Council invested \$32.7m 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:

- road replacement and construction \$5.8m
- plant and equipment replacement \$3.5m
- building refurbishment and acquisition \$1.7m
- land acquisition and improvements \$1.8m
- replacement and construction of other infrastructure assets \$5.7m
- stormwater drainage replacement and construction \$2.9m
- footpath replacement and construction \$4.3m

Information on capital works projects planned for 2015/16 can be found in our Delivery Program 2013/14-2016/17 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 2014/15, 51,400m² of road were resheeted. This included:

- Alan Street, Cammeray from Stratford Street to Cammeray Road
- Alfred Street North, Neutral Bay from Kurraba Road to Winter Avenue
- Alfred Street North, Neutral Bay from Whaling Road to Kurraba Road
- Bardsley Gardens, North Sydney from Falcon Street to cul-de-sac
- Burton Street, Kirribilli from Broughton Street to Carabella Street
- Carter Street, Cammeray from Arkland Street to Stratford Street
- Churchill Crescent, Cammeray from Cammeray Road to cul-de-sac
- Clark Road, Neutral Bay from High Street to Kurraba Road
- Crows Nest Road, Waverton from Harriott Street to Bay Road
- Harrison Lane, Neutral Bay from Harrison Street to Rangers Road
- Iredale Lane, Cremorne Point from Iredale Avenue to Hodgson Avenue
- Jenkins Street, Cammeray from West Street to Armstrong Street
- Kareela Road, Cremorne Point from Hodgson Avenue to Green Street
- Kurraba Road, Neutral Bay from Clark Road to Ben Boyd Road
- Larkin Street, Waverton from Wood Street to cul-de-sac
- Lavender Street, North Sydney from Waiwera Street to Blues Point Road
- Lodge Road, Cremorne from Ellalong Road to Wonga Road
- McManus Street, McMahons Point from Blues Point Road to cul-de-sac
- Montpelier Street, Neutral Bay from Spruson Street to Eaton Street
- Pole Lane, Crows Nest from Hume Street to Oxley Street
- Ryrie Parade, Cremorne from Samora Avenue to Lodge Road
- Sexton Place, Cammeray from West Street to Warringah Freeway
- Shirley Lane, Wollstonecraft from Milner Crescent to end
- Spains Wharf Road, Kurraba Point from Wallaringa Avenue to Kurraba Road
- Spofforth Street, Cremorne from Spencer Road to Rangers Road
- Tobruk Avenue, Cremorne from Brightmore Street to 25 Tobruk Avenue
- Wallaringa Avenue, Kurraba Point from Lower Wycombe Road to Spains Wharf Road
- Waters Road, Cremorne from Grosvenor Street to Belgrave Street
- Wellington Lane, McMahons Point from King George Street to end
- West street, Cammeray from Rosalind Street to Amherst Street
- Winnie Street, Cremorne from Gerard Street to Waters Road
- Winston Ave, Cammeray from Churchill Crescent to Cammeray Road
- Wonga Road, Cremorne from Little Wonga Road to Young Street
- Wonga Road, Cremorne from Lodge Road to 21 Wonga Road
- Wonga Road, Cremorne from 21 Wonga Road to Little Wonga Road
- Wycombe Road, Neutral Bay from Harriette Street to Raymond Road
- Young Street, Cremorne from Earle Street to Wonga Road

Paving works were undertaken at Ernest Place, Crows Nest; Walker Street, North Sydney (under construction) and Christie Street, St Leonards.

NEW OR REPLACED FOOTPATHS

9,000m² of footpaths were constructed while maintenance was also undertaken providing 11,921m² of footpath improvements.

Road	Suburb
Bardsley Gardens	North Sydney
Carabella Street	Kirribilli
Elamang Avenue	Kirribilli
Fredben Lane	Cammeray
Green Street	Cremorne Point
Harrison Lane	Neutral Bay
Margaret Street	North Sydney
Montpellier Street	Neutral Bay
Priory Road to Edward Street Footway	North Sydney
Rawson Street	Neutral Bay
The Boulevarde	Cammeray
Ridge Street	North Sydney
Bellevue Street	Cammeray
Belmont Avenue	Wollstonecraft
Benelong Road	Cremorne
Grasmere Road	Cremorne
Reynolds Street	Cremorne
Ada Street	Cremorne
Wycombe Road	Neutral Bay
Westleigh Street	Neutral Bay

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

Asset Condition

	2010/11	2011/12	2012/13	2013/14	2014/15
Footpath	2	–	2	1.6	1.6
Roads	3	3	3	3	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 251-261 for detailed reporting of condition of assets.

UTILISATION OF COUNCIL PLANT

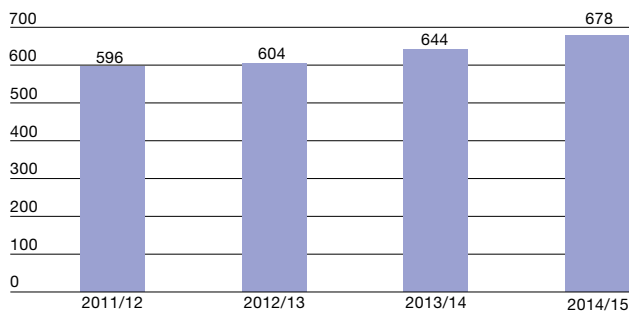
Council's fleet of vehicles, trucks, plant and equipment is continuously monitored for suitability in terms of type, capacity, numbers and contemporary technology. The operational demands of our projects and services are met by balancing the reallocation, hire, lease, replacement and purchase of fleet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

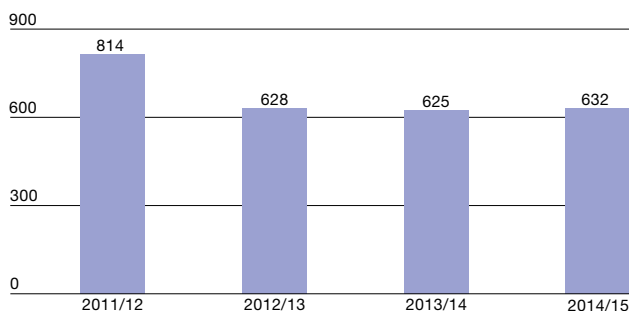
During 2014/15 Council received 678 DAs and determined 632 development applications with a combined value of more than \$236m. North Sydney continues to attract a high number of complex, large-scale commercial developments as can be seen by the proliferation of development in Milsons Point, North Sydney and St Leonards localities.

DAs RECEIVED



	2011/12	2012/13	2013/14	2014/15
Number of DAs received	596	604	644	678

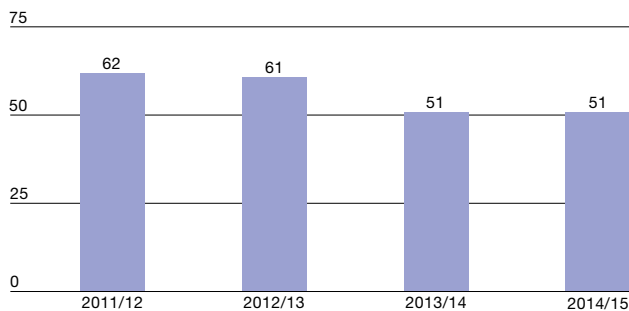
DAs DETERMINED



	2011/12	2012/13	2013/14	2014/15
Number of DAs determined	814	628	625	632

Council has continued its efficiency in the processing of DAs, with the average time taken for the assessing of DAs determined over the past year remaining static at 51 days.

DEVELOPMENT ASSESSMENT AVERAGE DAYS



	2011/12	2012/13	2013/14	2014/15
Average number of days taken to determine each received DA	62	61	51	51

Council aims to process DA within 65 working days. Council resolved 87 per cent of DAs within this timeframe.

Land Use and Construction

Year	Type of DAs in 2014/15				
	Number of Commercial DAs	Number of Industrial DAs	Number of Residential DAs	Number of aged persons housing DAs	Other
2010/11	20	0	312	0	117
2011/12	76	0	344	0	36
2012/13	137	0	408	0	85
2013/14	135	0	188	0	309
2014/15	161	0	379	0	92

The total number of residential DAs in North Sydney remains relatively static over the past six years. Residential DAs represent 59 per cent of all DAs processed by Council with commercial DAs making up the next largest group at 25.5 per cent of all DAs processed.

A total of 176 dwellings were approved by Council in 2013/14.

NEW DWELLINGS APPROVED

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number of new dwellings approved	40	39	313	272	419	176

Stimulating Development

As an indicator of the steady growth within the North Sydney municipality, 2014/15 saw a number of large scale development proposals lodged with a combined total for estimated cost of works well over \$256m.

Fifteen major developments are currently under construction. These include:

Commercial Development

177 Pacific Highway North Sydney
34 Alexander Street Crows Nest

Mixed Use Development

144 Pacific Highway North Sydney
215 Pacific Highway North Sydney
225 Pacific Highway North Sydney
11 Albany Street St Leonards
9 Atchison Street St Leonards
6-16 Atchison Street St Leonards
479 Pacific Highway Crows Nest
128 Military Road Neutral Bay
80 Alfred Street Milsons Point
84 Alfred Street Milsons Point

Residential Development

39 Paraween Street Cremorne
2 Vale Street Cammeray

Affordable Housing

20-22 Brook Street Crows Nest

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.

ST LEONARDS/CROWS NEST PRECINCTS 2 AND 3

Urban design studies were completed for St Leonards/ Crows Nest Precincts 2 and 3 which will provide guidance for the growth of the precinct and contribute towards public benefits within these precincts. Landowners and their agents will respond to this document with Planning Proposals and Voluntary Planning Agreements that contribute to the vision adopted by Council and in doing so, assist in realising improved public domain outcomes in the centre.

EDUCATION PRECINCT PUBLIC DOMAIN MASTERPLAN

The Education Precinct Public Domain Masterplan was adopted by Council which identifies and prioritises Council investment in the precinct. It is a design-led initiative to transform the education precinct into a popular and easy to reach destination in North Sydney.

HUME STREET PARK, ST LEONARDS

In response to the growth of private development in St Leonards and Crows Nest, Council has developed several options for the transformation of Hume Street Park. The objectives of this work were to identify increased capacity and utility for the existing park to improve its attractiveness and usability. The options were publicly exhibited with a decision on the preferred option likely to be made in early 2015/16.

GROSVENOR LANE PLANNING STUDY

The purpose of this study was to identify the constraints and opportunities for the precinct whilst assessing a number of options to achieve better public domain and amenity outcomes.

LATE NIGHT TRADING AMENDMENTS TO DEVELOPMENT CONTROL PLAN

Council resolved to include new provisions in the Development Control Plan to provide guidance on appropriate places to allow late night or even 24 hour trading to encourage vibrancy and economic vitality whilst protecting nearby residential amenity.

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 did not enter into any planning agreements during the 2014/15 financial year.

Parrween Street Car Park Site, Cremorne

A DA for the redevelopment of the Parrween Street Car Park at Cremorne has been approved. The proposed mixed use development incorporate key worker accommodation, public open space, two levels of basement parking, a new early childhood health centre and a cafe. A consultant has been engaged to help Council put together a funding model and identify potential sources of funding.

Alexander Street Car Park, Crows Nest

Construction on the redevelopment of the Alexander Street Car Park, Crows Nest continued during the year. Part of the Woolworths redevelopment, it will create 164 new parking spaces and a new retail complex.

With 3,900m² of floor space, the new Woolworths will be the first full-range supermarket in Crows Nest. The project is expected to create 300 new jobs during construction and 120 ongoing positions.

Design Excellence Panel

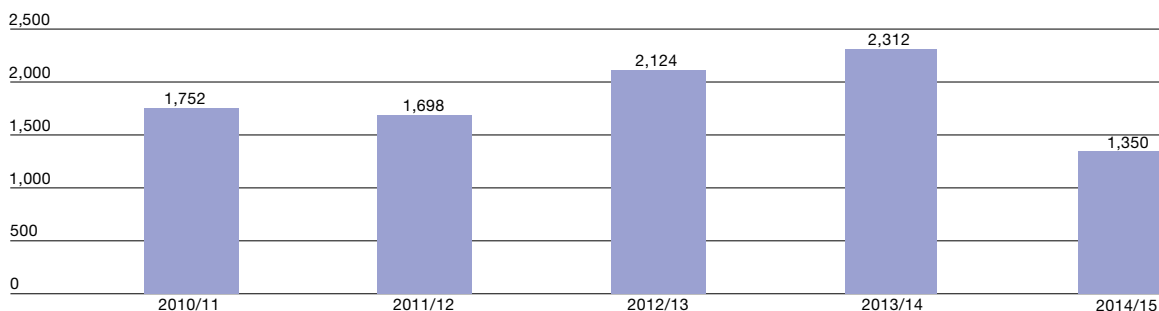
Council's Design Excellence Panel is involved in the early stages of the design process. The panel is an independent body of design professionals, including a qualified community representative, that comment on major development proposals and strategic plans in the local government area.

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 1,350 environmental health, building compliance and public safety inspections during 2014/15.

NUMBER OF ENVIRONMENTAL HEALTH, BUILDING COMPLIANCE AND PUBLIC SAFETY INSPECTIONS



	2010/11	2011/12	2012/13	2013/14	2014/15
Number of environmental health, building compliance and public safety inspections	1,752	1,698	2,124	2,312	1,350

Animal Management

Council's rangers work with the community to protect residents, their pets and the natural environment by enforcing companion animal laws.

During 2014/15, Council received eight 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.

Twenty companion animals were impounded. Eighteen were returned to their owners or re-homed.

Council conducts a range of companion animal community education programs. This includes encouraging the desexing of cats and dogs through reduced registration fees and providing brochures on the responsibilities of pet ownerships to owners of newly registered animals. Council provided a seminar for professional dog walkers in November 2014.

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 \$37,000 on companion animal activities. Council received \$23,385 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

Work continues on Council's Sustainable Transport Action Plan and Cycling Strategy.

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

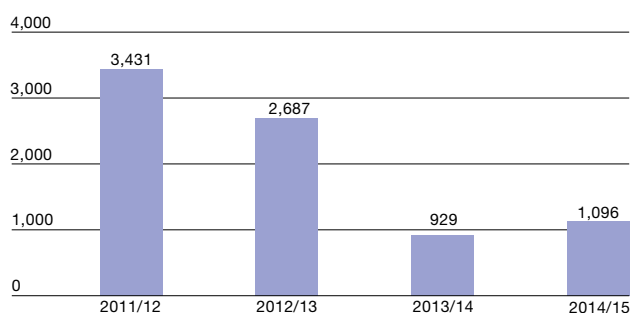
Council completed several traffic management projects which included the installation of traffic management devices at a number of locations including:

- Crows Nest Road at Morton Street, Waverton
- Shirley Lane, Crows Nest
- Albany Street at Hume Street, Crows Nest
- Merlin Street at Ernest Street, Neutral Bay
- Clarke Street, Crows Nest
- Huntington Street, Crows Nest

Graffiti Management

Council offers a graffiti removal service to remove reported graffiti on Council on private property at no cost to property owners. In 2014/15 Council's contractor received 347 requests and removed 1,096m² of graffiti from private properties. The total estimated value of this work is \$24,605.

GRAFFITI REMOVAL FROM PRIVATE PROPERTY (m²)



	2011/12	2012/13	2013/14	2014/15
Graffiti removal from private property (m ²)	3,431	2,687	929	1,096

Other Key Achievements

- Refurbished Forsyth Park Community Centre and North Sydney Family Day Care
- Prepared Whole of Waverton Peninsula Strategy
- Prepared Careening Cove Masterplan
- Upgraded signage at Council car parks
- Upgraded parking meters and implemented sensor program
- Upgraded lighting at Grosvenor Lane and Young Lane, Neutral Bay
- Council lobbied the state government to investigate long term strategies for transport on the Military Road/ Spit Road transport corridor to the Northern Beaches

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

Our Plans for the Year Ahead

- Our investment in capital works projects will top \$34m. Major projects include the upgrade of roads, footpath and drainage revitalisation of North Sydney CBD and upgrade of North Sydney Olympic Pool
- Complete reconstruction of Alexander Street Car Park at Crows Nest
- Install traffic calming devices
- Upgrades to traffic signals in North Sydney CBD
- Upgrades of public domain in Crows Nest, Neutral Bay and St Leonards and along Military Road
- Install new bus shelters
- Enhancement to education precinct
- Upgrade to jetty and boardwalk at Lavender Bay
- Gateway treatments for major entrances to the local government area
- 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

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 1	● 100	
	2.1.1.1.2 Enhance Asset and Infrastructure Management (AIM) System, including mobile solutions	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.1.1.1.3 Administer Infrastructure Levy	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.1.1.1.4 Administer Stormwater Management Charge	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.5 Advocate for adequate funding for asset maintenance and improvement	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.1.1.1.6 Administer street cleaning services program	Env	Q1 Yr 1	Q4 Yr 4	● 100	
	2.1.1.1.7 Upgrade fire safety at Stanton Library	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
	2.1.1.1.8 Upgrade lift at Council Chambers	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.9 Implement improvements to Council Chambers accommodation and amenities	Gov	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.10 Conduct feasibility of upgrade of North Sydney Oval Grandstands	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
	2.1.1.1.11 Upgrade North Sydney Oval Grandstands	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.12 Refurbish Crows Nest Community Centre	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.13 Implement capital works program for roads	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.14 Maintain roads	Soc	Q1 Yr 2	Q4 Yr 4	● 100	During 2014/15, 51,400m ² of road were resheeted.
	2.1.1.1.15 Implement capital works program for footpaths	Soc	Q1 Yr 2	Q4 Yr 4	● 100	19 individual projects completed over the last 12 months.

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
	2.1.1.1.16 Maintain footpaths	Soc	Q1 Yr 2	Q4 Yr 4	● 100	Paving works were undertaken at Ernest Place, Crows Nest; Walker Street, North Sydney (under construction) and Christie Street, St Leonards. 9,000m ² of footpaths were constructed while maintenance was also undertaken providing 11,921m ² of footpath improvements.
	2.1.1.1.17 Implement capital works program for drainage	Soc	Q1 Yr 2	Q4 Yr 4	● 100	13 major projects completed. Council's new Stormwater Levy has allowed for a dramatic increase in the number of drainage jobs that have been completed over the last 12 months reducing the backlog of projects.
	2.1.1.1.18 Maintain drainage	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.19 Implement capital works program for kerb and gutter	Soc	Q1 Yr 2	Q4 Yr 4	● 100	Approximately 1.8km of new kerb and gutter was constructed on various sites across the local government area.
	2.1.1.1.20 Maintain kerb and gutter	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.21 Implement capital works program for sea walls and marine structures	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.22 Maintain sea walls and marine structures	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.23 Implement capital works program for retaining walls	Soc	Q1 Yr 2	Q4 Yr 4	● 100	12 retaining walls were rectified under this program over the last 12 months which is a record number for Council.
	2.1.1.1.24 Maintain retaining walls	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.25 Implement capital works program for street furniture	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.26 Maintain street furniture	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.27 Implement capital works program for safety fences and barriers	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.28 Maintain safety fences and barriers	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.29 Implement capital works program for timber fences	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.30 Maintain timber fences	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.1.1.1.31 Upgrade Rangers' office and North Sydney Oval depot accommodation	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
	2.1.1.1.32 Refurbish Forsyth Park Community Centre and North Sydney Family Day Care	Soc	Q2 Yr 2	Q4 Yr 2	● 100	

Strategy: 2.1.2 Expand capacity of existing community infrastructure. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 1	● 100	
	2.1.2.1.2 Undertake strategic property review and plan for Council's property portfolio	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
	2.1.2.1.3 Redevelop Alexander Street Car Park, Crows Nest	Soc	Q1 Yr 1	Q4 Yr 4	● 100	Construction on the redevelopment of the Alexander Street Car Park, Crows Nest continued during the year and will provide a full range supermarket, car parking and five retail speciality shops that will be owned and operated by Council. Expressions of interest received a good response. Council is in negotiation with prospective tenants on all five retail speciality shops.
	2.1.2.1.4 Investigate community uses on Council land	Soc	Q3 Yr 2	Q4 Yr 3	● 100	
	2.1.2.1.5 Prepare Ward Street Masterplan	Soc	Q3 Yr 3	Q4 Yr 3	● 100	
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	Q1 Yr 2	Q4 Yr 4	● 100	

Strategy: 2.1.3 Advocate for improved state infrastructure and adequate funding for maintenance and improvement of community assets. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
2.1.3.1 Advocate for improved state infrastructure	2.1.3.1.1 Advocate for improved state infrastructure	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	2.1.4.1.2 Incorporate energy efficient LEDs into future lighting upgrades	Soc	Q1 Yr 1	Q4 Yr 4	● 100	Energy efficient LEDs have been incorporated into multi function poles. Council continues to lobby for LED technology to be used in street lighting assets maintained by electricity providers Ausgrid who have committed to rolling out the new technology in North Sydney over the next six years.

Strategy: 2.1.5 Advocate for placing powerlines underground. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD Progress %	Comment
2.1.5.1	Advocate for placing powerlines underground	2.1.5.1.1	Advocate for placing powerlines underground	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		2.1.5.1.2	Pursue opportunities as they arise to place powerlines underground	Soc	Q1 Yr 1	Q4 Yr 4	● 100	Council has prepared a masterplan for the undergrounding of powerlines and undertaken consultation with Ausgrid to validate the scope and extent of undergrounding that Council would like to see across North Sydney. Council has costed the plan and is advocating to Ausgrid to assist in funding its implementation.

Outcome: 2.2 Improved mix of land use and quality development through design excellence ● 100%

Strategy: 2.2.1 Maintain a contemporary Local Environment Plan (LEP). ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q2 Yr 1	● 100	
		2.2.1.1.2	Complete Development Control Plans (DCP) review	Soc	Q1 Yr 1	Q2 Yr 1	● 100	
		2.2.1.1.3	Implement Ecologically Sustainable Development Best Practice project	Soc	Q2 Yr 1	Q4 Yr 4	● 100	

Strategy: 2.2.2 Implement development contribution schemes/agreements to support land use development. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD Progress %	Comment
2.2.2.1	Implement development contribution schemes/agreements to support land use development	2.2.2.1.1	Participate in the NSROC Sub Regional Planning Strategy	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		2.2.2.1.2	Review S94 Contributions Plan	Soc	Q1 Yr 1	Q1 Yr 1	● 100	

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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
		2.2.3.1.2	Promote retrofitting of business properties through Promote Better Business Partnership (BBP) Program	Env	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	2.2.4.1.2 Review procedures manual in line with any new planning legislation	Soc	Q1 Yr 1	Q1 Yr 1	● 100	
	2.2.4.1.3 Pilot North Sydney Independent Planning Panel (NSIPP)	Soc	Q2 Yr 1	Q2 Yr 2	● 100	

Strategy: 2.2.5 Administer and enforce the statutory regulations of health and safety of licensed activities. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	2.2.5.1.2 Inspect skin penetration premises	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.2.5.1.3 Inspect cooling towers	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
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	Q1 Yr 1	Q4 Yr 4	● 100	
	2.2.5.2.2 Conduct swimming pool inspection program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.2.5.2.3 Conduct fire safety inspection program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.2.5.2.4 Enforce Companion Animals Act provisions	Soc	Q1 Yr 1	Q4 Yr 4	● 100	During 2014/15, Council received eight 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.
	2.2.5.2.5 Enforce NSW Road Rules provisions	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	2.2.6.1.2 Enforce the provisions of the Residential Flat Design Code	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.2.6.1.3 Implement adaptable use principles for ageing and disability through comprehensive LEP	Soc	Q1 Yr 1	Q4 Yr 4	● 100	

Outcome: 2.3 Vibrant, connected and well maintained streetscapes and villages that build a sense of community ● 100%

Strategy: 2.3.1 Maintain a contemporary Local Environment Plan (LEP). ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	2.3.1.1.2 Implement Neutral Bay Streetscape Capital/ Mainstreet Levy Program of Works	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.3.1.1.3 Undertake Grosvenor Lane Planning Study	Soc	Q3 Yr 1	Q4 Yr 2	● 100	
	2.3.1.1.4 Undertake Crows Nest/ St Leonards Planning Study	Eco	Q1 Yr 1	Q2 Yr 2	● 100	Urban design studies were completed for St Leonards/Crows Nest Precincts 2 and 3 which will provide guidance for the growth of the precinct and contribute towards public benefits within these precincts.
	2.3.1.1.5 Implement Crows Nest/ St Leonards Planning Study	Soc	Q3 Yr 1 Q1 Yr 2 Q3 Yr 3 Q1 Yr 4	Q3 Yr 1 Q1 Yr 2 Q3 Yr 3 Q1 Yr 4	● 100	
	2.3.1.1.6 Expand and embellish Hume Street Park, St Leonards	Soc	Q3 Yr 1	Q4 Yr 4	● 100	The options for the transformation of Hume Street Park were publicly exhibited with a decision on the preferred option likely to be made in early 2015/16.
	2.3.1.1.7 Prepare Education Precinct Study	Soc	Q1 Yr 1	Q2 Yr 1	● 100	The Education Precinct Public Domain Masterplan was adopted by Council which identifies and prioritises Council investment in the precinct.

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
	2.3.1.1.8 Prepare Education Precinct Masterplan	Soc	Q2 Yr 1	Q4 Yr 1	● 100	
	2.3.1.1.9 Prepare Whole of Waverton Peninsula Strategy	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
	2.3.1.1.10 Prepare Careening Cove Masterplan	Soc	Q3 Yr 2	Q4 Yr 2	● 100	

Strategy: 2.3.2 Maintain and service village facilities through place management. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 2	● 100	

Strategy: 2.3.4 Build pride in community assets that assists in maintenance. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	2.3.4.1.2 Administer the graffiti management contract	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.3.4.1.3 Administer the verge mowing contract	Soc	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 2.3.5 Increase community engagement in improving streetscapes, villages and commercial centres. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
2.3.5.1 Implement Streetscape Program	2.3.5.1.1 Lead and coordinate Streetscape Committees	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.3.5.1.2 Upgrade public domain at Ernest Place and Burlington Street, Crows Nest	Soc	Q1 Yr 2	Q4 Yr 3	● 100	Additional feature lighting installed. Decorative lighting also complete and has received many positive compliments from businesses and residents.
	2.3.5.1.3 Upgrade public domain at Pacific Highway and Willoughby Road, Crows Nest	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.3.5.1.4 Upgrade St Leonards public domain	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.3.5.1.5 Upgrade signage at Council car parks	Soc	Q1 Yr 2	Q4 Yr 2	● 95	
	2.3.5.1.6 Upgrade lighting at Grosvenor Lane and Young Lane, Neutral Bay	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
	2.3.5.1.7 Install shared zone at Grosvenor Lane and Young Lane, Neutral Bay	Soc	Q1 Yr 2	Q4 Yr 3	● 100	

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
	2.3.5.1.8 Upgrade awning lighting in commercial areas	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.3.5.1.9 Upgrade public domain along Military Road	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.3.5.1.10 Undertake Wollstonecraft Village landscaping	Soc	Q3 Yr 3	Q4 Yr 4	● 100	
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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	2.4.1.1.2 Maintain the Heritage Register	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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	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	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	Q1 Yr 2	Q4 Yr 4	● 100	Bicycle facilities installed in Crows Nest/ St Leonards.
	2.5.1.2.4 Install 'end of trip' facilities in Ridge Street Car Park	Soc	Q1 Yr 3	Q4 Yr 3	● 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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	Council continues to lobby the RMS and Transport for NSW on more public transport opportunities.
	2.5.2.2.2 Advocate Federal and State Government for changes to fringe benefits tax	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	New pedestrian facilities installed in Crows Nest Road at Morton Street.
	2.5.3.1.2 Review and implement Integrated Cycling Strategy	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
	2.5.3.1.3 Seek funding for HarbourLink project	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
	2.5.3.1.4 Advocate for funding for additional/upgraded walking and cycling routes	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	2.5.3.1.5 Lead and coordinate Sustainable Transport Reference Group	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q3 Yr 1	Q4 Yr 4	● 100	Council is continuing negotiations with a street furniture provider on the future installation of electric recharge facilities in its street furniture infrastructure.

Strategy: 2.5.7 Regulate Green Travel Plans for major developments. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
		2.5.7.1.2	Prepare Green Travel Plans for Council buildings and community facilities	Env	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	Integrated Traffic and Parking Strategy was adopted by Council. Development of TAPAS Action Plans will commence in 2015/16 and will commence with extensive community consultation which will form the basis of an Action Plan for each TAPAS zone.
		2.6.1.1.2	Implement Traffic Committee recommendations	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		2.6.1.1.3	Participate in NSROC Transport Forums	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		2.6.1.1.4	Prepare Crows Nest Local Area Traffic Management Plan (LATM)	Soc	Q1 Yr 1	Q2 Yr 1	● 100	

Strategy: 2.6.2 Encourage the use and adaptation of heritage and other existing buildings. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
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	Q1 Yr 1	Q4 Yr 4	● 100	\$520,000 grant received from the RMS for implementation of Cycling Facilities Route 2.

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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 1	● 100	
		2.7.1.1.2	Prepare Integrated Parking Strategy for whole of North Sydney, including review resident parking permits	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
		2.7.1.1.3	Review parking patrol operational strategies	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		2.7.1.1.4	Renew resident parking permits	Soc	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	Q1 Yr 1	Q4 Yr 4	● 100	The Office of Local Government is currently undertaking a review of legislation to address issues with boat trailer parking on local roads following lobbying from North Sydney and other affected councils. Council is awaiting the outcome of this review.

Strategy: 2.7.2 Use technology to manage parking. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
2.7.2.1 Use technology to manage parking	2.7.2.1.1 Update parking meters	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
	2.7.2.1.2 Introduce licence plate recognition (LPR) technology	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
	2.7.2.1.3 Install variable message signs in car parks	Soc	Q1 Yr 1	Q2 Yr 1	● 100	
	2.7.2.1.4 Review management of Council's on-street car parks	Soc	Q1 Yr 2	Q4 Yr 2	● 100	Council is currently implementing parking meter sensor technology to enable better management of on street metered parking and to encourage turnover. Reviews of on street parking including resident parking surveys have been undertaken throughout 2014/15 to determine where access to the parking resources can be improved.
	2.7.2.1.5 Upgrade parking meters and implement sensor program	Soc	Q1 Yr 2	Q4 Yr 2	● 100	

Strategy: 2.7.3 Manage off street parking in new developments through Development Control Plan (DCP). ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 1	● 100	

Key Performance Indicator	Related Outcome	Actual 2014/15	Target or Trend QBL 2014/15	QBL Link	YTD Progress %
19. Percentage of scheduled capital works progressing in accordance with agreed timeframes ¹	2.1	N/A	90%	Soc	N/A
20. Percentage of residents satisfied with the maintenance of local roads and footpaths ²	2.1	N/A	Improve	Soc	N/A
21. Percentage of businesses satisfied with the maintenance of local roads and footpaths ²	2.1	N/A	Improve	Soc	N/A
22. Number of development applications (DAs) received	2.2	678 DAs	Trend	Soc	N/A
23. Number of DAs determined	2.2	628 DAs	Trend	Soc	N/A
24. Percentage of delegated determined DAs assessed within 65 days	2.2	78%	100%	Soc	87
25. Mean gross days for DAs determined	2.2	51 days	73 days	Soc	100
26. Median gross days for DAs determined	2.2	36 days	65 days	Soc	100
27. Number of construction certificates issued by Council	2.2	97 construction certificates	Trend	Soc	N/A
28. Number of occupation certificates issued by Council	2.2	132 occupation certificates	Trend	Soc	N/A
29. Number of subdivision certificates issued by Council	2.2	28 subdivision certificates	Trend	Soc	N/A
30. Number of complying development certificates determined by Council	2.2	120 complying development certificates	Trend	Soc	N/A
31. Number of building certificates determined by Council	2.2	102 building certificates	Trend	Soc	N/A
32. Number of environmental health, building compliance and public safety inspections completed	2.2	1,350 inspections	1,379 inspections	Soc	100
33. Percentage of residents satisfied with land use and quality of development ²	2.2	N/A	Improve	Soc	N/A
34. Percentage of businesses satisfied with land use and quality of development ²	2.2	N/A	Improve	Soc	N/A
35. Number of graffiti incidents removed	2.3	1,160 incidents	Trend	Soc	N/A
36. Number of properties signed up for graffiti removal program ¹	2.3	1,209 properties	71 properties	Soc	100
37. Percentage of residents satisfied with the cleanliness of local roads and footpaths ²	2.3	N/A	N/A	Soc	N/A
38. Percentage of businesses satisfied with the cleanliness of local roads and footpaths ²	2.3	N/A	N/A	Soc	N/A
39. Number of attendees at Streetscape Committee meetings	2.3	79 attendees	134 attendees	Soc	59
40. Percentage of residents satisfied with the retention of heritage items ²	2.4	N/A	N/A	Soc	N/A
41. Percentage of businesses satisfied with the retention of heritage items ²	2.4	N/A	N/A	Soc	N/A
42. Percentage of residents satisfied with pedestrian and cycle paths ²	2.5	N/A	N/A	Soc	N/A
43. Percentage of residents satisfied with traffic flow throughout North Sydney ¹	2.6	N/A	N/A	Soc	N/A
44. Percentage of businesses satisfied with traffic flow throughout North Sydney ²	2.6	N/A	N/A	Soc	N/A
45. Number of resident parking permits issued	2.7	5,045 permits	4,788 permits	Soc	100
46. Number of metered on-street parking spaces provided ¹	2.7	2,665 spaces	2,665 spaces	Soc	100
47. Up time for parking meters	2.7	96%	96%	Soc	100
48. Up time for parking stations	2.7	100%	96%	Soc	98
49. Percentage of residents satisfied with parking provision ²	2.7	N/A	N/A	Soc	N/A
50. Percentage of businesses satisfied with parking provision ²	2.7	N/A	N/A	Soc	N/A

1 No Customer Satisfaction Survey was undertaken in 2014/15

2 Quarter result is not a cumulative figure

Direction 3: Our Economic Vitality

Refer to pages 117-123 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
- 14,463 businesses in local government area
- 50,000 The number of people that flock to North Sydney for work or study
- 3 business events held
- 85 business event participants

Our Achievements

ECONOMIC DEVELOPMENT STRATEGY

Protecting North Sydney's economy is one of the five strategic directions of North Sydney's Community Strategic Plan 2013-2023. In undertaking planning to shape North Sydney's future, we aim to ensure North Sydney has a viable and sustainable economy and continues to prosper in the next 10 years and beyond.

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.

HAPPINESS WORKS HERE NTH SYD

North Sydney was relaunched as the destination for business and residents under new a brand. The brand centres on the tagline 'Happiness Works Here'.

As well as the creation of a new logo, as part of the brand launch the streets of North Sydney have been vivified with colourful banners and billboards and revitalised street furniture.

For further information visit www.northsydney.nsw.gov.au.

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

In 2014/15, Council in conjunction with Better Business Partnership, Harbourside Chamber Group and Success Women's Network held four Business Forums providing tips for small and medium business owners and operators on topics such as marketing, technology and networking. The business events were attended by 85 participants.

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 2014/15. This is a monthly electronic publication focussing on business news, and outlines events and services of interest to the local business community.

Other Key Achievements

- Council continued to implement the North Sydney Public Domain Improvement Program

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

Our Plans for the Year Ahead

- Council will continue its work to develop economic strength. Securing North Sydney's economic future is one the five key areas identified in our Community Strategic Plan
- Renewal of Brett Whitely Place to create a cultural heart of North Sydney CBD

Our Performance

Direction 3 Our Economic Vitality

Outcome:	3.1	Diverse, strong, sustainable and vibrant local economy	● 98%
Strategy:	3.1.1	Expand opportunities for business particularly after hours and weekends through planning initiatives.	● 100%
			● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment	
3.1.1.1	Review planning controls regarding small bars and late night trading	Eco	Q3 Yr 1	Q4 Yr 1	● 100	Council resolved to include new provisions in the Development Control Plan to provide guidance on appropriate places to allow late night or even 24 hour trading to encourage vibrancy and economic vitality whilst protecting nearby residential amenity.	
	3.1.1.1.2	Review and implement improvements to business development approval process	Eco	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy:	3.1.2	Encourage a diverse mix of businesses	● 99%
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4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment	
3.1.2.1	Encourage economic development in business and retail centres	Eco	Q4 Yr 1	Q2 Yr 3	● 100	Project currently in stage 1 background research. Project group to be established in August 2015.	
	3.1.2.1.2	Promote North Sydney as a meetings, incentives, conference and events (MICE) destination	Eco	Q1 Yr 1	Q4 Yr 4	● 100	
	3.1.2.1.3	Explore feasibility of pop up shop initiatives in vacant premises	Eco	Q3 Yr 1	Q2 Yr 2	● 100	
	3.1.2.1.4	Rename Mount Street Plaza as Brett Whiteley Place	Soc	Q1 Yr 1	Q1 Yr 1	● 100	
	3.1.2.1.5	Undertake Brett Whiteley Place, Elizabeth Plaza and Walker Street improvements	Soc	Q3 Yr 1	Q4 Yr 4	● 100	The Walker Street project commenced in late February and is expected to be complete September 2015.

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	
	3.1.2.1.6 Implement North Sydney CBD Public Domain Improvement Program	Soc	Q1 Yr 2	Q4 Yr 4	● 100	Preliminary design plans have been prepared and are still under consideration by the RMS and Sydney Buses for the upgrade of Miller Street. Once a reply has been received, the plans will be developed and a tender will be prepared for the works. It is anticipated that the construction contract will be awarded in the third quarter next year. Walker street upgrade is currently underway and will be completed by September 2015. Concept designs for Brett Whitely Place were publicly exhibited. New granite paving and street furniture in Walker street is getting positive feedback from businesses and users.
	3.1.2.1.7 Upgrade lighting in North Sydney CBD	Soc	Q1 Yr 2	Q4 Yr 4	● 95	
	3.1.2.1.8 Implement traffic works in North Sydney CBD	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
Strategy:	3.1.3 Expand employment growth capacity					● 100%
4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q2 Yr 1	● 100	
Strategy:	3.1.4 Enhance relationships/partnerships with Chambers of commerce and peak bodies representing local businesses					● 100%
4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1 Q1 Yr 2 Q1 Yr 3 Q1 Yr 4	Q1 Yr 1 Q1 Yr 2 Q1 Yr 3 Q1 Yr 4	● 100	
	3.1.4.1.2 Partner with local Chambers of Commerce and peak bodies to deliver Business Network events	Eco	Q1 Yr 1	Q4 Yr 4	● 100	
	3.1.4.1.3 Develop and promote a business and services directory	Eco	Q4 Yr 1	Q4 Yr 4	● 100	

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 3	Q4 Yr 3	● 100	
	3.1.5.1.2 Distribute Business e-news	Eco	Q1 Yr 1	Q4 Yr 4	● 100	
	3.1.5.1.3 Lead and coordinate CBD Working Group	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
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	Q1 Yr 1	Q4 Yr 4	● 100	
	3.1.5.2.2 Support community impact statements referrals	Soc	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	Q1 Yr 1	Q4 Yr 4	● 100	Council installed banners in the CBD for the French Film Festival (commercial hirer), Council's "Happiness Lives Here" marketing initiative, Celebrating 100 years of ANZAC and Council's 125th Anniversary.

Outcome: 3.2 North Sydney CBD is one of Australia's largest commercial centres. ● 98%

Strategy: 3.2.1 Ensure major infrastructure and public domain design contributes to North Sydney's business needs. ● 98%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q1 Yr 1	● 100	
	3.2.1.1.2 Prepare and implement North Sydney Centre Review	Eco	Q1 Yr 1	Q2 Yr 3	● 90	
	3.2.1.1.3 Prepare and implement CBD Marketing Plan	Eco	Q1 Yr 1	Q4 Yr 4	● 100	
	3.2.1.1.4 Conduct North Sydney Centre public domain audit	Eco	Q3 Yr 2	Q2 Yr 3	● 100	
3.2.2.1 Implement North Sydney CBD Public Domain Strategy	3.2.2.1.1 Prepare and implement Public Domain Style Manual	Eco	Q1 Yr 1	Q4 Yr 4	● 100	

Outcome: 3.3 North Sydney is a place that attracts events. ● 97%

Strategy: 3.3.1 Balance visitor impacts with residents' lifestyles and economic development. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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 Years Eve event	Soc	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			
3.3.1.1.2 Explore application of user pays for special/ external events	Eco	Q1 Yr 1	Q2 Yr 1	● 100		
3.3.1.1.3 Support Navy Centenary celebrations	Soc	Q2 Yr 1	Q2 Yr 1	● 100		

Strategy: 3.3.2 Attract major regional and sporting events. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	3.3.2.1.2 Secure major non-sporting events to North Sydney Oval	Eco	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 3.3.3 Foster partnerships with other governments and businesses to deliver an annual events calendar. ● 86%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
3.3.3.1 Prepare and implement Public Events Strategy	3.3.3.1.1 Consider dedicated Event Management position	Eco	Q1 Yr 1	Q1 Yr 1	● 100	
	3.3.3.1.2 Prepare Events Strategy	Soc	Q1 Yr 1	Q3 Yr 2	● 100	
			Q1 Yr 1	Q2 Yr 1	● 100	
			Q1 Yr 2	Q2 Yr 2		
			Q1 Yr 3	Q2 Yr 3		
	3.3.3.1.3 Hold Spring into Jazz events	Soc	Q1 Yr 4	Q2 Yr 4		
			Q2 Yr 1	Q3 Yr 1	● 100	
			Q2 Yr 2	Q3 Yr 2		
			Q2 Yr 3	Q3 Yr 3		
	3.3.3.1.4 Hold Twilight Food Fair	Soc	Q2 Yr 4	Q3 Yr 4		
			Q2 Yr 1	Q3 Yr 1	● 100	
			Q2 Yr 2	Q3 Yr 2		
			Q2 Yr 3	Q3 Yr 3		
	3.3.3.1.5 Host Open Air Cinema at North Sydney Oval	Soc	Q1 Yr 4	Q3 Yr 4		
			Q1 Yr 1	Q3 Yr 1	● 100	
			Q1 Yr 2	Q3 Yr 2		
			Q1 Yr 3	Q3 Yr 3		
3.3.3.1.6 Hold Art Along the Board Walk	Soc	Q4 Yr 2	Q4 Yr 3			
		Q4 Yr 1	Q4 Yr 1	● 0	Art Along the Board Walk delayed due to workload priorities. Project is to be delivered in 2015/16.	
		Q4 Yr 2	Q4 Yr 2			
		Q4 Yr 3	Q4 Yr 3			
3.3.3.1.7 Hold Sculptures at Sawmiller Reserve	Soc	Q2 Yr 3	Q3 Yr 3	● 100		
		Q2 Yr 1	Q3 Yr 1			

Strategy: 3.3.4 Identify opportunities for cultural, entertainment and public art activities in the commercial centres. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
3.3.4.1 Identify opportunities for cultural, entertainment and public art activities in the commercial centres	3.3.4.1.1 Host events in Brett Whiteley Place	Soc	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 3.3.5 Market North Sydney as a destination of choice to international and domestic visitors ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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	Q4 Yr 1	Q4 Yr 4	● 100	

Key Performance Indicator	Related Outcome	Actual 2014/15	Target or Trend 2014/15	QBL Link	YTD Progress %
51. Percentage of scheduled capital works progressing in accordance with agreed timeframes ¹	2.1	N/A	90%	Soc	N/A
52. Percentage of businesses that feel North Sydney is a good place to do business ²	3.1	N/A	N/A	Eco	N/A
53. Percentage of residents satisfied with the look and amenity of North Sydney ²	3.1	N/A	N/A	Soc	N/A
54. Percentage of businesses satisfied with the look and amenity of North Sydney ²	3.1	N/A	N/A	Soc	N/A
55. Number of outdoor dining permits issued	3.1	178 permits	Trend	Soc	N/A
56. Percentage of outdoor dining areas inspected in accordance with schedule	3.1	100%	100%	Soc	● 100

¹ Quarter result is not a cumulative figure

² No Customer Satisfaction Survey was undertaken in 2014/15

Direction 4: Our Social Vitality

Refer to pages 124-148 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)
- 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
- Immunisation

-
- 675 people who became Australian Citizens
 - 11,000 attendees at Council run community events
 - 53 groups assisted by annual Community Grants
 - 73 youth attended youth centre (average per week)
 - 12,263 community bus patrons
 - 483,339 visitors to Stanton Library
 - 593,649 Stanton Library loans
 - 43,277 Stanton Library members
 - 14,888 attendees at Stanton Library events
 - 1 library
 - 12 community centres
 - 1 art gallery
 - 2 major sport complexes
 - 1,350 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 New Year's Eve, Spring into Jazz, Guringai Festival, Crows Nest Festival, Heritage Festival, Art Along the Boardwalk, Coal Loader Artisan Market, North Sydney Produce Market, Kirribilli Market, Twilight Food Fair and Crows Nest Organic Market. 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 provided 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. Council formally recognised 150 volunteers at the civic dinner in December 2014.

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 2014/15 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. Council also hosted a cultural intelligence training day for community sector workers.

Council partnered with the Lower North Shore Multicultural Network to host a series of seminars in six community languages to inform seniors about changes to support services. The event included an expo to enable seniors to meet with local service providers.

Council also partners with the Lower North Shore Multicultural Network to produce a Migrant Employment Guide to help migrants understand the job search process and the local services which are able to support them with their search. The guide is available in English and simplified Chinese. The popular Migrant Services Quick Reference Guide is available in five community languages – traditional Chinese, Japanese, Spanish, Korean and Farsi. The North Sydney Art & Culture Guide is available in Japanese, Korean and traditional Chinese.

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 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. Stanton Library also hosts talks and screens short films on multicultural issues.

Council also provides translation services and language assistance through the Translating and Interpreting Service (TIS). Council also provides the Waste Services Guide and immunisation brochure in community languages.

Council developed the Aboriginal and Torres Strait Islander Cultural Protocol Guidelines and trained staff in Aboriginal cultural appreciation.

Refer to Access and Equity Activities on pages 128-129 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.

NORTH SYDNEY ART PRIZE

In 2014, the North Sydney Art Prize exhibited indoor and outdoor sculptures, video, installation and site-specific works, painting, drawing, printmaking and photography. A total of 99 artists were selected from 332 entries. The exhibition attracted over 8,000 visitors.

PUBLIC ART PROJECTS

Council initiated a public art trail which will span 20 sites and incorporate art, architecture, gardens and views.

Council continued our Public Art on Utilities Project. The project engages professional artists to work with schools and community groups to create murals for traffic signal boxes in the municipality.

POP UP SHOP INNOVATION

Council continued to roll out pop up shops throughout North Sydney commercial centres and villages. Pop up shops see retail businesses established for a short period of time at temporary venues to assist rejuvenate the retail sector. Pop ups provide an innovative approach to filling underused retail space in commercial centres and villages, while supporting new businesses to test their products and services.

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 2014/15 there were 537 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 75 Aboriginal sites in the local government area.

REMEMBERING OUR ANZACS

Council commemorated the Anzac Centenary in 2015 with the refurbishment of the cenotaph at St Leonards Park, the restoration of the bow of HMAS Sydney and a major exhibition Home Front: North Sydney and the Great War in the Don Bank Heritage Centre.

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.

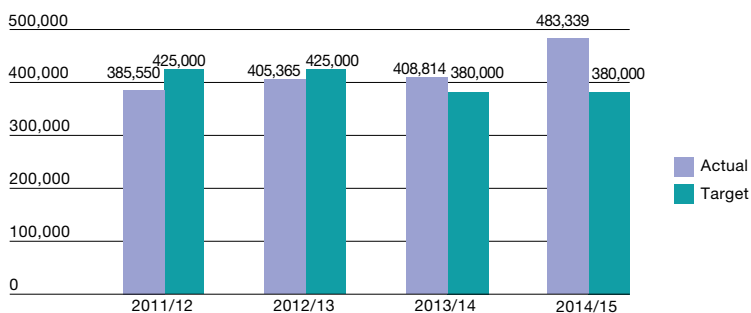
STANTON LIBRARY

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.

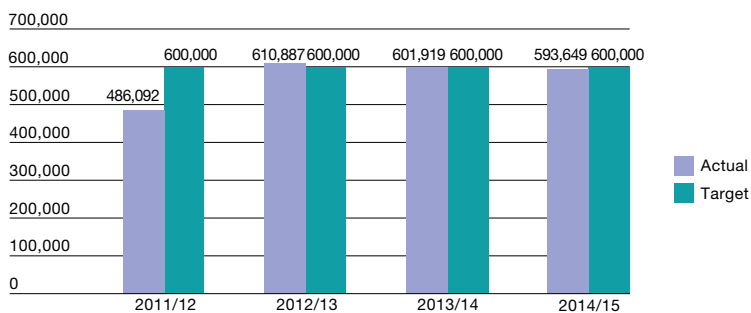
In 2014/15 Stanton Library welcomed 483,339 visitors and loaned 593,649 items. The number of people attending Stanton Library continues to exceed targets, indicating the important role Stanton Library plays as a community hub.

STANTON LIBRARY VISITORS



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Number of Stanton Library visitors	385,550	425,000	405,365	425,000	408,814	380,000	483,339	380,000

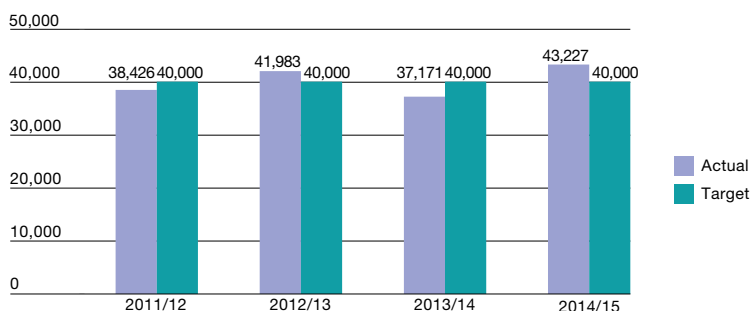
STANTON LIBRARY LOANS



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Number of Stanton Library loans	486,092	600,000	610,887	600,000	601,919	600,000	593,649	600,000

Stanton Library continues to be one of North Sydney's most popular community facilities with its membership at 43,277 for 2014/15. An estimated 34 per cent of residents in the municipality are members of Stanton Library.

STANTON LIBRARY MEMBERS



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Number of Stanton Library members	38,426	40,000	41,983	40,000	37,171	40,000	43,277	40,000

Library web-hits continued to be high with library users taking the opportunity to research, renew and reserve items online.

Demand for library program sessions continued to increase – library program sessions attracted 14,888 participants. This included the Author Talk program which featured Kathy Lette and Gareth Evans.

More digital services were provided during the year with the implementation of e-magazines.

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, Bill Coppel 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.

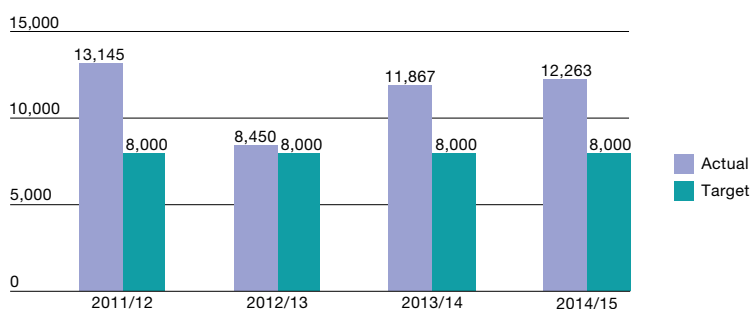
IMMUNISATION

Throughout the year, Council provided free scheduled immunisation vaccinations for 418 babies and children at its clinic located at the Council Chambers.

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 12,263.

COMMUNITY BUS PATRONAGE



	2011/12	2012/13	2013/14	Target	2014/15	Target
Number of community bus patrons	13,145	8,450	11,867	8,000	12,263	8,000

Further investigations were conducted into the feasibility of alternate community transport services to service villages. A ‘door to destination’ flexible taxi service was introduced.

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.

Through Council's Donation Program, funds of \$14,700 were granted to community based Occasional Care and other children's services in the local government area.

Capital works improvements valued at \$36,000 were undertaken at North Sydney Family Day Care, Forsyth Park Community Centre and Planet X Youth Centre.

Council's Children's Services Strategic Plan includes strategies to meet community child care needs.

Council has been active in highlighting to the Commonwealth government issues surrounding the affordability of care in the North Sydney area.

Council conducted a review of child care services and held a forum to discuss the challenges facing the child care sector.

The development of all children's services are monitored and reviewed by Council through the Children's Services Strategic Plan to continually assess development trends and the capacity 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 25 October. The event featured free activities and entertainment for families.

Over 150 children from Neutral Bay Public School, Cammeray Public School, St Mary's Primary School and North Sydney Family Day Care participated in Council's It's Written in the Stars Community Art Project.

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 hosted its youth-focused day festival on 18 April 2015. The event featured live and local music and attracted 1,600 young people.

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	
Projects related to the Northern Sydney Aboriginal Social Plan including Aboriginal special events protocol	Ongoing
Contribute to salary for subregional Aboriginal Heritage Officers	Ongoing
Children and Families	
Coordinate and support Family Day Care	Complete
Support Early Childhood initiatives	Ongoing
Support Playgroups and Occasional Care services	Ongoing
Operate and support affordable Long Day Care	Ongoing
Provide free Immunisation service	Ongoing
Older People	
Fund bus service for transport disadvantaged	Ongoing
Fund individual transport needs through Flexi-cab 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
Support a range of services and activities for older people, particularly through the Crows Nest Centre, Kirribilli Neighbourhood Centre and Constant Companion	Ongoing
People with Disabilities	
Support Lower North Shore Parkinsons Support Group and the DARTs Bus	Ongoing
Auspiece Wellness Centre at Bradfield Park Community Centre	Ongoing
Support a range of services for people with disabilities	Ongoing
Respond to requests identified through Access and Community Safety Reference Group	Ongoing
Implement Severe Domestic Squalor Protocol	Ongoing
Implement Universal Access Protocol within Council and promote to outside organisations	Ongoing
Women	
Celebrate International Women's Day	Annually
Celebrate Anti-Domestic Violence Love Bites program	Ongoing
Support Lower North Shore Domestic Violence Network	Ongoing
Support Relationships Australia service 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
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 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
Provide accommodation for Adult Survivors of Child Abuse Call Centre	Ongoing
Customer-driven service	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

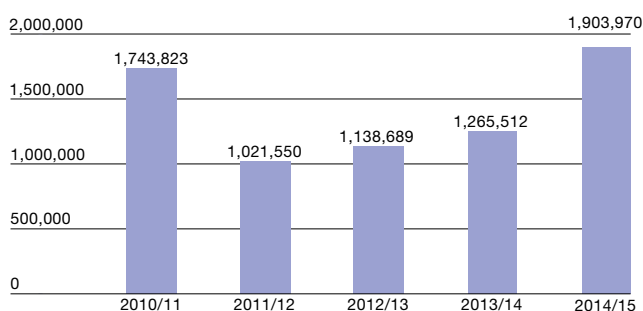
Grants and Donations

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 2014/15 the program allocated \$1,903,970 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.

VALUE OF COMMUNITY GRANTS



	2010/11	2011/12	2012/13	2013/14	2014/15
Value of community grants	\$1,743,823	\$1,021,550	\$1,138,689	\$1,265,512	\$1,903,970

In 2014/15 the following was provided in grants, donations and subsidies:

Beneficiary	Amount (\$)	Beneficiary	Amount (\$)
1st North Sydney Scout Group	900	Early Education	1,970
Aboriginal Project Worker	5,600	Early Education Clinic – contribution from related parking in Ridge Street Car Park	12,280
Bradfield Park Community Centre – maintenance	60,400	Ensemble Theatre – small grant	1,390
Brothers Junior Rugby League	450	Ensemble Theatre – contribution to rates	3,500
Brothers OzTag	450	Father Tony's Christmas Lunch – food grant	1,000
Cammeray Croquet Club	500	Food grants	10,040
Cammeray Scouts Group	900	Graffiti removal from private properties	30,800
Celtic Festival	2,600	Greenway Tenants	2,500
Centre in the Park (Forsyth Park Scout Hall) – maintenance	6,400	Kelly's Place Child Care Centre – parking subsidy	7,603
Church by the Bridge (Anglican) – food grant	1,200	Kidsnest	1,500
Community Groups Insurance (Live Poets, Prayer Group and Greenway, Neutral Bay Seniors)	3,100	Kirribilli Neighbourhood Centre – daily trade waste; markets: banner and bins	18,424
Constant Companion	2,100	Kirribilli Neighbourhood Centre – food grant	2,600
Crows Nest Centre – facilities	176,300	Kirribilli Neighbourhood Centre – free public library	2,100
Crows Nest Centre – small grant	2,000	Kirribilli Neighbourhood Centre – gardening	2,300
Crows Nest Centre – daily trade waste	8,000	Kirribilli Neighbourhood Centre – maintenance	39,000
Crows Nest Centre – event banners	800	Kirribilli Neighbourhood Centre – on street parking – volunteers (7)	5,000
Crows Nest Centre – increased funding	21,700	Kirribilli Neighbourhood Centre – programs	16,200
Crows Nest Centre – parking	43,877	Kirribilli Neighbourhood Centre – wellness services	5,100
Crows Nest Centre – programs	315,100	Lower North Shore Domestic Violence	1,474
Crows Nest Centre – recognition of		Max Potential Leadership Program	2,200
Early Childhood Centre lease	3,200	McMahons Point Community Preschool (in Community Centre) – gardening	1,700
Crows Nest Centre – recognition of		McMahons Point U3A – internet connection	866
LNS Community Transport Lease	20,900	Men's Shed	4,100
Crows Nest Centre room hire for parents classes (Early Childhood Centre)	16,400	Men's Shed (Smoothey Park Scout Hall) maintenance	5,700
Crows Nest Computer Club	1,500	Miscellaneous	7,400
Crows Nest Fair – clean up – 50% contribution	2,500	Montessori Preschool (Forsyth Park Community Centre) – gardening	1,650
DARTS Bus internal hire costs	10,116	Neutral Bay Seniors – internet connection	866
Early Childhood Centres (Crows Nest and Cremorne) – parking subsidy	39,090	North Shore Symphony Orchestra	4,200
		North Sydney Community Centre – daily trade waste; markets: banners and bins	19,616

Beneficiary	Amount (\$)
North Sydney Community Centre – gardening	4,400
North Sydney Community Centre – maintenance	67,600
North Sydney Community Centre – programs	70,200
North Sydney Community Centre/Tennis Courts – parking	41,255
North Sydney Community Service – food grant	600
North Sydney Indoor Sports Centre – maintenance	200,100
North Sydney Indoor Sports Centre – parking	20,000
North Sydney Olympic Pool – crèche subsidy	20,539
North Sydney Olympic Pool Park 'n' Swim subsidy (totally offset by parking meter revenue)	140,000
North Sydney Olympic Pool – pensioner, seniors and benefit card discount*	93,358
North Sydney Youth Symphony	2,000
Northside Baptist Church – food grant	3,600
Nutcote Museum – programs	15,400
Nutcote Museum – gardening	2,500
Nutcote Museum – insurance premiums	8,400
Nutcote Museum – rates and maintenance	49,000
Occasional Care – Crows Nest	3,100
Occasional Care – McMahons Point	8,600
Occasional Care – McMahons Point Car Space subsidy*	3,000
Parkinsons NSW Lower North Shore	700
Pensioner Christmas dinners	3,100
Pensioner Christmas relief	8,200
Pensioner rate rebate	130,000
Phoenix House Youth Services	1,500
Primrose Park Art and Craft Centre – internet connection	866
Primrose Park Arts and Craft Centre – maintenance	13,500
Royal Art Society – contribution to rates	5,100
Shakespeare on the Green	1,500
St Vincent De Paul	2,000
Story to Screen program	16,400
Taldumande Youth Refuge	3,600
Waverton Hub Inc – small grant	1,500
Waverton Hub Inc	2,100
Zonta Club North Sydney breakfast	1,090
Total	1,903,970

*estimate

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 2014/15 Council undertook road safety campaigns targeting pedestrians and learner and elderly drivers.

Affordable Housing Provisions

Maintaining an inventory of affordable housing remains a complex issue for North Sydney. Council has reviewed the provisions for affordable housing in its Development Control Plan to encourage affordable housing within the local government area.

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.

Other Key Achievements

- Developed Welcome Kit for new residents
- Refurbished Don Bank Heritage Centre
- Implemented Conservation Plan of Management

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

- Review of Affordable Housing Strategy and DCP on hold pending release of new Apartment Design Code. Project to continue in 2015/16
- Research into options for donation of land, buildings and resources for community use was delayed due to issues with the allocation of staff resources to the project. The project will be delivered in 2015/16
- In accordance with industry trends, actual library loans continued to trend down as more people begin to embrace digital content such as e-Books

Our Plans for the Year Ahead

- Council will continue to work on its various community programs including immunisation, 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 placemaking policy
- Refurbishment of Nutcote House Museum
- Redevelop of Parraween Street Car Park at Cremorne for mixed use

Our Performance

Direction 4 Our Social Vitality

Outcome: 4.1 North Sydney community is connected ● 99%
 Strategy: 4.1.1 Engage and connect communities through placemaking. ● 96%
● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.1.1.1 Develop and implement placemaking projects	4.1.1.1.1 Establish a place-making framework	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
	4.1.1.1.2 Consult and measure level of community connectedness	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
	4.1.1.1.3 Prepare community guide to placemaking	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
	4.1.1.1.4 Develop Welcome Kit for new residents	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
	4.1.1.1.5 Prepare a suburb place plan as a pilot project	Soc	Q1 Yr 3	Q4 Yr 3	● 100	
	4.1.1.1.6 Review placemaking Framework	Soc	Q1 Yr 4	Q4 Yr 4	N/A	
	4.1.1.1.7 Measure level of community connectedness	Soc	Q1 Yr 4	Q4 Yr 4	N/A	

Strategy: 4.1.2 Promote active and diverse street life, including markets, street parties and fairs using streets, laneways and public spaces. ● 88%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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		
	4.1.2.1.2 Support and promote local markets	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.1.2.1.3 Hold Guringai Festival	Soc	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		
	4.1.2.1.4 Hold Children's Festival	Soc	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 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
	4.1.2.1.5 Hold Christmas event	Soc	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		
	4.1.2.1.6 Hold Australia Day celebrations	Soc	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	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		
	4.1.2.1.8 Participate in Vivid Sydney	Soc	Q4 Yr 1	Q4 Yr 1	●	Participation in Vivid 2015 was cancelled due to insufficient funding. Project to be reconsidered in 2015/16.
			Q4 Yr 2	Q4 Yr 2		

Strategy: 4.1.3 Improve social inclusion. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 4.2.2 Celebrate diversity within the community. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.2.2.1 Celebrate diversity through community events	4.2.2.1.1 Celebrate and promote Harmony Day	Soc	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		
	4.2.2.1.2 Explore feasibility of local celebrations for Chinese New Year and Lunar New Year	Soc	Q1 Yr 1	Q1 Yr 2	● 100	
4.2.2.2 Hold citizenship ceremonies	4.2.2.2.1 Hold citizenship ceremonies	Soc	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 4.2.3 Provide translated community information. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.2.3.1 Provide translated community information	4.2.3.1.1 Update and promote translated community information	Soc	Q1 Yr 1	Q4 Yr 4	● 100	Council's waste management brochure was translated into Chinese and Japanese.

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
			Q2 Yr 1	Q3 Yr 1	● 100	In 2014, the North Sydney Art Prize exhibited indoor and outdoor sculptures, video, installation and site-specific works, painting, drawing, printmaking and photography. A total of 99 artists were selected from 332 entries. The exhibition attracted over 8,000 visitors.
			Q2 Yr 2	Q3 Yr 2		
			Q2 Yr 3	Q3 Yr 3		
Q2 Yr 4	Q3 Yr 4					
	4.3.1.1.3 Conduct Story to Screen Program	Soc	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	Q1 Yr 1	Q4 Yr 4	● 100	

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
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	Q1 Yr 1	Q4 Yr 4	● 100	New Pop Up Space in Ridge Street, North Sydney promoted, and support provided to local artists and groups. Artists organised to participate in the new space and assist with the development of the public program. Opportunities provided for artists to exhibit work in the new Inside Outside Sculpture Plinth located in Civic Park as well as the in Transit Art Space in Council Chambers. Worked with the Primrose Park Studio artists and Coal Loader Studio artist on the provision of free community art workshops.
	4.3.1.2.2 Host Coal Loader Artisan Markets	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
	4.3.2.1.1 Implement Primrose Park Arts and Craft Centre program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.3.2.1.2 Implement Don Bank Writers Program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.3.2.1.3 Implement Coal Loader Artists Program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.3.2.1.4 Refurbish Primrose Park Arts and Craft Centre	Soc	Q3 Yr 1	Q1 Yr 2	● 100	Refurbishment of Primrose Park Gallery which will operate as four professional shared fully equipped artist studios completed in June. Call for four artists conducted in May with the selection taking place in June. The new studios will be up and running in August 2015.
	4.3.2.1.5 Refurbish Don Bank Heritage Centre	Soc	Q1 Yr 2	Q4 Yr 2	● 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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 4.3.4 Implement public art initiatives. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.3.4.1 Implement Public Art Program	4.3.4.1.1 Implement public art on utility boxes project	Soc	Q4 Yr 1	Q4 Yr 1	● 100	
	4.3.4.1.2 Investigate and implement options for 'Inside Out Cubes' project	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.3.4.1.3 Investigate options for additional public/community art project	Soc	Q1 Yr 2	Q4 Yr 4	● 100	Extensive work has been done on the development of a Public Art Trail which will run from Milsons Point/Kirribilli to North Sydney CBD. A brief was developed and an Expression of Interest distributed with over 50 application received. Five artists were shortlisted to develop a concept and one work selected by the Tender Evaluation Panel.

Strategy: 4.3.5 Identify opportunities for delivery of cultural programs through community centres. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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 Plan of Management	Soc	Q1 Yr 1	Q2 Yr 1	● 100	
	4.4.1.1.2 Implement exhibition program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.4.1.1.3 Add items to local studies collection	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.4.1.1.4 Facilitate re-establishment of RSL and memorabilia	Soc	Q2 Yr 1	Q2 Yr 1	● 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	Q1 Yr 1	Q4 Yr 4	● 100	
	4.4.1.2.2 Implement Conservation Plan of Management	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
4.4.1.3 Preserve local sites of Aboriginal significance	4.4.1.3.1 Implement Aboriginal heritage school and community education projects	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.4.1.3.2 Implement Aboriginal heritage protection and preservation projects	Soc	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 4.4.2 Celebrate local history and heritage. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.4.2.1	Celebrate local history and heritage through services and events	4.4.2.1.1	Implement public programs	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		4.4.2.1.2	Celebrate History Week	Soc	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	Q1 Yr 2	Q4 Yr 2	● 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	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
		4.4.3.1.2	Prepare online architectural database	Soc	Q1 Yr 2	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	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	Q1 Yr 1	Q4 Yr 4	● 100	Cammeraygal High School opened.
		4.5.1.2.2	Work with the State Government to address overcrowding in public primary schools	Soc	Q1 Yr 1	Q4 Yr 4	● 100	ANZAC Primary School construction progresses.

Strategy: 4.5.2 Provide networking opportunities and links between the education sector and community services. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	4.5.2.1.2 Lead and coordinate Educational Institutions Working Group	Soc	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 4.5.3 Address the educational needs of the community through activities and programs. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.5.3.1 Review collection management guidelines	4.5.3.1.1 Deliver course materials and programs through Stanton Library	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.5.5.1 Promote volunteer opportunities at Council	4.5.5.1.1 Prepare and distribute community participation brochure	Soc	Q2 Yr 1	Q4 Yr 1	● 100	
	4.5.5.1.2 Support employment and volunteering opportunities for older people	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.5.5.1.3 Prepare volunteer position description and induction package	Soc	Q3 Yr 1	Q3 Yr 1	● 100	
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	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		

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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
		4.6.1.1.2	Promote outreach library services and e-resources	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		4.6.1.1.3	Investigate integration of databases and library catalogue	Soc	Q1 Yr 1	Q4 Yr 1	● 100	
		4.6.1.1.4	Develop and promote databases and library catalogue	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
		4.6.1.1.5	Upgrade Stanton Library furniture and fittings	Soc	Q1 Yr 2	Q4 Yr 4	● 100	
4.6.1.2	Implement Shorelink Technology Plan	4.6.1.2.1	Update Shorelink Library Network	Soc	Q1 Yr 1	Q2 Yr 1	● 100	

Strategy: 4.6.2 Enhance library services and events. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
		4.6.2.1.2	Obtain community input for stock selection from seniors and young people	Soc	Q2 Yr 1	Q4 Yr 4	● 100	
		4.6.2.1.3	Install radio frequency identification (RFID) barcodes	Soc	Q3 Yr 1	Q3 Yr 1	● 100	
		4.6.2.1.4	Replace library security gates	Soc	Q4 Yr 1	Q4 Yr 1	● 100	
		4.6.2.1.5	Install climate control for public areas	Soc	Q4 Yr 1	Q4 Yr 1	● 100	
		4.6.2.1.6	Review library security measures	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
		4.6.2.1.7	Reconfigure library public areas	Soc	Q1 Yr 2	Q4 Yr 2	● 100	
4.6.2.2	Conduct library programs and events	4.6.2.2.1	Conduct Author Talks Program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		4.6.2.2.2	Conduct children's and young people program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		4.6.2.2.3	Conduct Bill Coppel Young Writers Awards	Soc	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		

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.7.1.1 Improve recreation planning	4.7.1.1.1 Lead and coordinate Sport and Recreation Reference Group	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.7.1.1.2 Prepare Recreational Needs Study	Soc	Q4 Yr 1	Q4 Yr 4	● 100	
	4.7.1.1.3 Review and implement North Sydney Olympic Pool Marketing Plan	Soc	Q1 Yr 1	Q4 Yr 4	● 100	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.

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	4.7.2.1.2 Prepare and implement Youth Services (Young People's) Strategy	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	4.7.3.1.2 Support Home and Community Care (HACC)	Soc	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	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	Q1 Yr 1	Q1 Yr 1	● 100	

Strategy: 4.7.4 Establish partnerships and programs to improve social conditions and outcomes amongst particular communities. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 4.7.5 Support early childhood health. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.7.5.1 Support early childhood health	4.7.5.1.1 Hold immunisation clinics	Soc	Q1 Yr 1	Q4 Yr 4	● 100	Council provided free scheduled immunisation vaccinations for 418 babies and children.

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	New branding for the service completed. New Performance Agreement developed for the CEO.

Strategy: 4.7.7 Investigate community bus system to service villages. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	Further investigations were conducted into the feasibility of alternate community transport services to service villages. A 'door to destination' flexible taxi service was introduced. This service model is being studied by other councils in the region.
	4.7.7.1.2 Investigate feasibility of alternate community transport services to service villages	Soc	Q4 Yr 1	Q4 Yr 4	● 100	A flexible door to door destination village connections bus taxi service is presently in operation for a trial period. An evaluation of this service is underway.
	4.7.7.1.3 Participate in the NSROC Age Friendly Integrated Transport and Mobility Plan	Soc	Q2 Yr 2	Q4 Yr 4	● 100	

Outcome: 4.8 Enhanced community facilities, information and services ● 83%

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q1 Yr 1	● 100	
			Q1 Yr 2	Q1 Yr 2		
			Q1 Yr 3	Q1 Yr 3		

Strategy: 4.8.2 Provide childcare services including family day care and vacation care. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	4.8.2.1.2 Operate family day care	Soc	Q1 Yr 1	Q4 Yr 4	● 100	Seven new educators have been recruited to the Service. Enrolment procedures and induction is in train.
	4.8.2.1.3 Operate vacation care	Soc	Q1 Yr 1	Q4 Yr 4	● 100	A new coordinator for the Program has been appointed.
	4.8.2.1.4 Provide accommodation for outside school hours (OOSH) care	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.8.2.1.5 Provide accommodation for preschools	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.8.2.1.6 Review financial sustainability of Council's childcare services	Soc	Q1 Yr 2	Q4 Yr 2	● 100	North Sydney Family Day Care Business Plan reviewed and updated. Family Day Care has experienced an increase in growth which will improve the service viability.
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	Q1 Yr 1	Q3 Yr 1	● 100	
	4.8.2.2.2 Renovate Green Park playground	Soc	Q4 Yr 1	Q4 Yr 1	● 100	

Strategy: 4.8.3 Facilitate equal access to community services and facilities. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.8.3.1 Support and resource local Community Centres	4.8.3.1.1 Review Community Centre Plans of Management	Soc	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		
	4.8.3.1.2 Support Community Centre boards of management	Soc	Q3 Yr 1	Q4 Yr 4	● 100	All Management Plans in place and reviewed.
4.8.3.2 Refurbish community centres and conduct minor reactive maintenance	4.8.3.2.1 Refurbish Crows Nest Centre foyer	Soc	Q1 Yr 1	Q2 Yr 1	● 100	

Strategy: 4.8.4 Increase access to services and information support for families, young people and older people.

● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	4.8.4.1.2 Engage families to identify and address social issues	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
4.8.4.2 Deliver structured youth services and programs after hours, during holidays and Youth Week	4.8.4.2.1 Operate Planet X Youth Centre	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.8.4.2.2 Operate youth outreach activities	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.8.4.2.3 Celebrate and promote Youth Week	Soc	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		
	4.8.4.2.4 Partner with Local North Shore Youth Interagency on joint projects	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
4.8.4.2.5 Deliver parents forums/workshops addressing child development issues	Soc	Q4 Yr 1	Q4 Yr 1	● 100		
4.8.4.3 Conduct active ageing activities program for seniors	4.8.4.3.1 Conduct Neutral Bay Seniors Program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.8.4.3.2 Conduct Men's Shed Program	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.8.4.3.3 Celebrate and promote Seniors Week	Soc	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			

Strategy: 4.8.5 Support and fund not-for-profit community groups/charities. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q3 Yr 1	Q3 Yr 1	● 100	During 2014/15 the program allocated \$1,903,970 to community organisations.
			Q3 Yr 2	Q3 Yr 2		
			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	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			
4.8.5.1.3 Hold skills development workshops for community groups	Soc	Q1 Yr 1	Q4 Yr 4	● 100		
4.8.5.1.4 Incorporate social benefit into Council's procurement framework	Soc	Q1 Yr 1	Q4 Yr 1	● 100		
4.8.5.1.5 Support local charities and service organisations	Soc	Q1 Yr 1	Q4 Yr 4	● 100		

Strategy: 4.8.6 Support and fund not-for-profit community groups/charities. ● 0%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.8.6.1 Investigate establishment of a bequest program to encourage the donation of land, buildings and resources for community use	4.8.6.1.1 Research options for encouraging the donation of land, buildings and resources for community use	Soc	Q4 Yr 1	Q4 Yr 4	● 0	Research into options for donation of land, buildings and resources for community use was delayed due to issues with the allocation of staff resources to the project. The project will be delivered in 2015/16.

Outcome: 4.9 Enhanced community safety and accessibility ● 100%

Strategy: 4.9.1 Promote universal access principles. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
			Q1 Yr 1	Q4 Yr 4	● 100	
			Q4 Yr 1	Q4 Yr 2	● 100	
			Q1 Yr 1	Q4 Yr 4	● 100	
			Q1 Yr 2	Q4 Yr 4	● 100	
4.9.1.1.2 Conduct audits to establish accessible and safe pathways between major facilities and venues	Soc	Q1 Yr 1	Q4 Yr 4	● 100		
4.9.1.1.3 Provide staff training regarding hosting of accessible events	Soc	Q4 Yr 1	Q4 Yr 2	● 100		
4.9.1.1.4 Lead and coordinate Access and Community Safety Reference Group	Soc	Q1 Yr 1	Q4 Yr 4	● 100		
4.9.1.1.5 Implement North Sydney Plan for Access and Inclusion	Soc	Q1 Yr 2	Q4 Yr 4	● 100		

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.9.1.2 Implement Community Safety Action Plan	4.9.1.2.1 Apply for funding to address priority issues in Community Safety Action Plan	Soc	Q1 Yr 1	Q4 Yr 4	● 100	Safety Plan approved by Attorney General's Department. Awaiting official notification that State Government funding of the plan is secured.
	4.9.1.2.2 Implement Community Safety Action Plan	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.9.1.2.3 Participate in local Liquor Accord	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.9.1.2.4 Review CCTV monitoring systems	Soc	Q1 Yr 1	Q4 Yr 1	● 100	

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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	4.9.2.2 Partner with community stakeholders on joint projects to decrease domestic violence/sexual assault	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
4.9.2.2.1 Partner with Lower North Shore Domestic Violence Network on joint projects						
4.9.2.3 Partner with community stakeholders on joint projects to increase falls prevention	4.9.2.2.2 Promote healthy relationship programs	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
	4.9.2.3.1 Promote falls prevention resources	Soc	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	4.9.3.1.2 Review Safe Spaces Program	Soc	Q4 Yr 1	Q2 Yr 1	● 100	

Strategy: 4.9.4 Plan for large scale emergencies. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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	Q1 Yr 1	Q4 Yr 4	● 100		
4.9.4.1.3 Implement emergency management streetscape works	Soc	Q1 Yr 2	Q4 Yr 4	● 100		

Strategy: 4.9.5 Implement road safety education programs. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD Progress %	Comment
4.9.5.1	Implement Road Safety Action Plan	4.9.5.1.1	Develop and implement Road Safety Action Plan	Soc	Q1 Yr 1	Q4 Yr 1	● 100	The 2014/15 Road Safety Program included road safety campaigns on speeding, pedestrians, child restraints, safety around schools, seniors, drink driving and learner drivers.
					Q1 Yr 2	Q4 Yr 2		
					Q1 Yr 3	Q4 Yr 3		
					Q1 Yr 4	Q4 Yr 4		
		4.9.5.2.1	Advocate for road safety improvements	Soc	Q1 Yr 1	Q4 Yr 4	● 100	Council received \$33,000 in June from the RMS Black Spot Program funding.

Outcome: 4.10 Improved affordable housing and accommodation ● 100%

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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q1 Yr 1	● 100	Review of Affordable Housing Strategy and DCP on hold pending release of new Apartment Design Code. Project to continue in 2015/16.
		4.10.1.1.2	Provide community housing through Link Housing Ltd	Soc	Q1 Yr 1	Q4 Yr 4	● 100	
		4.10.1.1.3	Promote home modification service	Soc	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	Q3 Yr 1	Q4 Yr 2	● 100	Review of Stubbs 2013 report completed. Consultant input obtained. Internal consultation undertaken if required. DCP amendments and draft Voluntary Planning Agreement policy statement drafted for action next financial year.

Strategy: 4.10.2 Increase housing diversity to meet a range of needs especially older people, people with disabilities and key workers. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Year 2 Activities Operational Plan 2014/15
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	Q4 Yr 1	Q4 Yr 1	● 100	The development application for the redevelopment of the Parraween Street Car Park has been approved.
	4.10.2.1.2 Seek state and federal funding for Parraween Street Car Park, Cremorne redevelopment	Soc	Q1 Yr 2	Q4 Yr 4	● 100	A consultant has been engaged to help Council put together a funding model and identify potential sources of funding.
	4.10.2.1.3 Develop strategic partnerships to increase affordable housing stock	Soc	Q4 Yr 1 Q4 Yr 2 Q4 Yr 3 Q4 Yr 4	Q4 Yr 1 Q4 Yr 2 Q4 Yr 3 Q4 Yr 4	● 100	

Strategy: 4.10.3 Support older residents through access to local nursing homes and retirement villages. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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	Q1 Yr 1	Q4 Yr 4	● 100	

Key Performance Indicator	Related Outcome	2014/15 Actual	Target or Trend 2014/15	QBL Link	YTD Progress %
57. Number of attendees at community events	4.1	11,000 attendees	11,300 attendees	Soc	● 98
58. Percentage of residents satisfied with Council run community events	4.1	N/A	N/A	Soc	N/A
59. Number of attendees at multicultural events/activities	4.2	10,500 attendees	11,300 attendees	Soc	● 90
60. Number of visitors to Primrose Park Art and Craft Centre	4.3	1,200 visitors	200 visitors	Soc	● 100
61. Percentage of residents satisfied with the range of arts and cultural experiences in North Sydney	4.3	N/A	N/A	Soc	N/A
62. Percentage of residents satisfied with the range of public art in North Sydney ¹	4.3	N/A	N/A	Soc	N/A
63. Number of visitors to North Sydney Heritage Centre ¹	4.4	17,872 visitors	8,000 visitors	Soc	● 100
64. Number of visitors to Council operated museums	4.4	537 visitors	339 visitors	Soc	● 100
65. Number of visitors to Nutcote	4.4	5,264 visitors	5,200 visitors	Soc	● 100

Key Performance Indicator	Related Outcome	2014/15 Actual	Target or Trend 2014/15	QBL Link	YTD Progress %
66. Number of participants in Aboriginal cultural community education programs	4.4	220 participants	200 participants	Soc	● 100
67. Number of visitors to Stanton Library	4.6	483,339 visitors	350,000 visitors	Soc	● 100
68. Number of Stanton Library members	4.6	43,277 members	40,000 members	Soc	● 100
69. Number of Stanton Library loans	4.6	593,649 loans	600,000 loans	Soc	● 99
70. Percentage of users satisfied with Stanton Library	4.6	N/A	91%	Soc	N/A
71. Number of residents serviced by Home Library Service ¹	4.6	101 residents	117 residents	Soc	● 86
72. Number of Home Library Service loans	4.6	6,968 loans	8,500 loans	Soc	● 82
73. Circulation of library stock per capita	4.6	8%	10%	Soc	● 80
74. Percentage of new library items acquired/stock replaced	4.6	11%	8%	Soc	● 100
75. Number of participants in Author Talk events	4.6	4,378 participants	4,900 participants	Soc	● 97
76. Number of participants in library programs	4.6	14,888 participants	12,000 participants	Soc	● 100
77. Percentage of users satisfied with Council's recreation facilities	4.7	N/A	Baseline	Soc	N/A
78. Number of seasonal and casual sportsfields bookings	4.7	928 bookings	928 bookings	Soc	● 100
79. Percentage of demand for sportsfields met by supply ²	4.7	98%	98%	Soc	● 100
80. Number of visitors at North Sydney Olympic Pool	4.7	338,938 visits	320,000 visits	Soc	● 100
81. Number of Lane 9 Gym members ³	4.7	540 members	500 members	Soc	● 100
82. Percentage of users satisfied with North Sydney Olympic Pool	4.7	N/A	80%	Soc	N/A
83. Percentage of immunisation clinics held monthly	4.7	100%	100%	Soc	● 100
84. Percentage of users satisfied with immunisation program	4.7	75%	75%	Soc	● 100
85. Percentage of residents satisfied with community centres and facilities	4.8	N/A	Improve	Soc	N/A
86. Number of community facilities bookings	4.8	496 bookings	482 bookings	Soc	● 100
87. Utilisation of community facilities ³	4.8	35%	35%	Soc	● 100
88. Percentage of residents satisfied with Council's provision of children's services ¹	4.8	N/A	Improve	Soc	N/A
89. Percentage of users satisfied with children's services ¹	4.8	N/A	78%	Soc	N/A
90. Utilisation of vacation care program	4.8	75%	75%	Soc	● 100
91. Number of visitors to Planet X Youth Centre (average weekly attendance)	4.8	60 visitors	60 visitors	Soc	● 100
92. Number of participants in Men's Shed Program	4.8	60 participants	54 participants	Soc	● 100
93. Number of members in Neutral Bay Seniors Program	4.8	60 members	53 members	Soc	● 94
94. Number of community bus patrons	4.8	12,263 patrons	8,000 patrons	Soc	● 100
95. Number of participants in road safety programs	4.9	4,100 participants	4,083 participants	Soc	● 100
96. Occupancy rate of community housing stock	4.10	99%	90%	Soc	● 100
97. Number of community housing units provided	4.10	44 units	44 units	Soc	● 100

1 No Customer Satisfaction Survey was undertaken in 2014/15

2 Quarter result is not a cumulative figure

3 Quarterly target is a duplicate of the annual target. Quarter result is not cumulative figure

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 149-171 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

-
- \$98.2m budget allocation
 - 83 media releases
 - 1,051,867 visitors to North Sydney Council website
 - 1,689 Twitter followers and 943 Facebook followers
 - 71 Voice Box online community panel members
 - 1 customer service branch
 - 78,931 call centre calls received
 - 82% of calls resolved on the first call, against 80 percent benchmark
 - 40,370 customer service requests
 - 79% response to customer requests within agreed timeframes
 - 99% response to correspondence within 10 working days
 - 1,085 access to information requests received
 - 36,920 rateable properties
 - \$3.9m secured in state and federal government funding during 2014/15
 - \$1.9m provided in community grants through grants and contributions
 - \$130,000 in rates rebates given to approved pensioners
 - 13% staff turnover, against 12 per cent benchmark
 - 13 hours of training per employee (average per year)
 - 18 workers compensation claims
 - 1 Council administration centre
 - 26 properties leased by Council

Our Achievements

Implementation of Integrated Planning and Reporting Framework

Council continued to implement its Integrated Planning and Reporting Framework in 2014/15. 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 55.

Council implemented 412 planned projects of the Operational Plan for 2014/15.

Refer to pages 76-171 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 2014/15 included our:

- Integrated Cycling Strategy
- Integrated Traffic and Parking Strategy
- CBD Marketing Strategy
- Events Strategy
- Investment Strategy – Funds
- Customer Service Improvement Strategy
- External Communications Strategy
- Internal Communications Strategy

Stakeholder Consultation and Engagement

In 2014/15, 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.

Major community consultations undertaken in 2014/15 included:

Item	Description	Main Outcomes
Fit for Future Local Government Reform Program	<p>The NSW Government is asking each council “to look at its current situation and consider the future needs of its community and the recommendations of the Independent Panel. Councils will be encouraged to discuss ideas and options with their community and neighbouring local government areas. After considering their situation, councils will be asked to submit a proposal on how they intend to become Fit for the Future by 30 June 2015.”</p> <p>Council had until 30 June 2015 to lodge a business-case with the State Government outlining why it should remain a stand-alone council.</p> <p>Council discussed the options with the community. A telephone survey of a sample of residents was undertaken and Council held two community meetings on the issue.</p>	Council’s submission demonstrating why standing alone is a superior option to amalgamating with Mosman, Willoughby, Lane Cove, Hunters Hill and part of Ryde councils was adopted by Council in June 2015.
Draft Brett Whiteley Place Concept Plan	<p>Council advertised a concept plan to revamp the heart of the North Sydney CBD.</p> <p>The concept plan was available on Council’s website, at Council’s Customer Service Centre and Stanton Library between 15 January and 12 February 2015. Submissions closed on 12 February 2015.</p>	Community awareness increased on the Concept Plan and feedback will be incorporated into future detailed design stage. The Concept Plan will be progressed once a development application is prepared.
North Sydney Olympic Pool Masterplan	Council sought community feedback on the future of the complex. Stakeholders could make their view known to Council through an online survey and a direct mail out. Hard copies of the survey were also provided.	The views of stakeholders formed the foundation of six options which are nearly completed and will be submitted to Council for endorsement.
Draft Amended Delivery Program 2013/14-2016/17	The Draft Amended Delivery Program contains the Operational Plan 2015/16 outlining the services and capital projects Council proposes to implement in 2015/16 and details how Council will fund these commitments. The Plan was available on Council’s website, at Council’s Customer Service Centre and Stanton Library between 20 March and 17 April 2015. Submissions closed 17 April 2015.	Having considered the one (late) submission received Council adopted the Amended Delivery Program 2013/14-2016/17.
Traffic and Pedestrian Management Study	In November 2014 to January 2015, Council’s Traffic and Pedestrian Management Study went out for public comment. The study was available on Council’s website, at Council’s Customer Service Centre and Stanton Library between 27 November and 21 January 2015. Submissions closed 21 January 2015. The community was invited to participate in this project through an online collaborative mapping tool. This tool provided the public an interactive way to share their ideas. The study also further investigated recommendations identified in previous Council studies such as the Education Precinct Plan and the North Sydney Integrated Cycling Strategy.	Feedback will be incorporated into implementation stage.
Draft St Leonards/ Crows Nest Planning Study – Precincts 2 and 3	Council prepared a Draft Planning Study for precincts 2 and 3 in St Leonards/ Crows Nest. The study was available on Council’s website, at Council’s Customer Service Centre and Stanton Library between 27 November and 6 February 2015. Submissions closed 6 February 2015. Additional to public exhibition, a discussion group was held and two drop in sessions were also held at the Crows Nest Community Centre to discuss the study with members of the public. Comments were also received in writing.	The plan was adjusted in accordance with a general consensus of ideas and concerns raised during the exhibition process.

Item	Description	Main Outcomes
Recreation Needs Study	To ensure the future of sport and recreation facilities across the LGA meets supply and demand, a recreation needs study was conducted. This involved research and consultation with the community, sports clubs and community groups to understand their future sport and recreational needs. These needs were used to develop future actions that are identified in the Recreation Needs Study which was publicly advertised in January to March 2015. The Study was available on Council's website, at Council's Customer Service Centre and Stanton Library.	The Study is nearly completed and will be submitted to Council for adoption.
Draft Plan of Management for North Sydney Oval	Council sought community feedback on its plan for the future of North Sydney Oval. Issues covered in the Plan include use of the Oval complex, future planned upgrade works, access and heritage conservation. The Plan was available on Council's website, at Council's Customer Service Centre and Stanton Library between 23 March and 8 May 2015. Submissions closed 8 May 2015.	Having considered the three submissions received Council adopted the Plan.
Draft Plan of Management for Forsyth Park	Council sought community feedback on its plan for the future of Forsyth Park. Issues covered include in the Plan include landscape amenity and aesthetics, management of bushland, use of the various parts of the Park including the sportsfields, the bushland and the buildings, access and planned improvement works. The Plan was available on Council's website, at Council's Customer Service Centre and Stanton Library between 23 March and 8 May 2015. Submissions closed 8 May 2015.	Having considered the two submissions received Council adopted the Plan.
Draft Amendment to North Sydney Development Control Plan 2013 – Late Night Trading	In July 2014 an amendment to the North Sydney Development Control Plan 2013 went out for public comment. The amendment proposed to set trading hours that allow for the contemporary requirements of late night trading across the LGA while acknowledging the proximity of residential development to many late night trading sites. The Plan was available on Council's website, at Council's Customer Service Centre and Stanton Library between 27 November 2014 and 30 January 2015. Submissions closed 30 January 2015.	In November 2014, Council resolved to place to place a revised amendment on public exhibition during January 2015. The revised draft incorporated the views of the community raised in 59 submissions to the previous public exhibition. At the conclusion of the public exhibition period in January 2015, Council received six submissions. Following careful consideration of the submissions it was determined no further amendments were warranted and the amendments to the Plan were adopted by Council.

Council introduced 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.

Community Ward Forums

Council held three ward forums in 2014/15.

COMMUNITY WARD FORUMS

Ward	Date
Cremorne	30 September 2014
Tunks	2 September 2014
Wollstonecraft	18 November 2014

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 on a rotating basis to service residents across the municipality.

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 14 active precinct committees represent the following areas:

Active Precinct Committees	Suburbs	Ward
Bennett ¹	Cremorne, Cremorne Point and Kurraba Point	Cremorne
Bradfield ¹	Kirribilli	Victoria
Cremorne Point ³	Cremorne Point	Cremorne
Edward ⁴	North Sydney and Waverton	Wollstonecraft and Victoria
Haybery ¹	Crows Nest and North Sydney	Wollstonecraft and Victoria
Holtermann ¹	Crows Nest and North Sydney	Wollstonecraft and Victoria
Lavender Bay ¹	Lavender Bay, McMahons Point, Milsons Point and North Sydney	Victoria
Milson ¹	Kirribilli and North Sydney	Victoria
Neutral ¹	Neutral Bay	Cremorne
Registry ¹	Cammeray, Crows Nest and North Sydney	Tunks, Wollstonecraft and Victoria
Stanton ¹	North Sydney	Victoria
The Plateau ⁴	Cammeray	Tunks
Union ¹	McMahons Point, North Sydney, Waverton	Wollstonecraft and Victoria
Waverton ¹	Waverton	Wollstonecraft and Victoria
Willoughby Bay ¹	Cremorne	Tunks
Wollstonecraft ²	Crows Nest, North Sydney, Waverton and Wollstonecraft	Wollstonecraft

¹ Meets monthly

² Meets bimonthly

³ Meets quarterly

⁴ Meets on a needs basis

In 2014/15, 151 precinct committee meetings were held.

VOICE BOX

Council offers members of the community more convenient opportunities to share their views through the Voice Box online community panel. The panel allows community members, to provide Council with feedback on a range of issues important to them, through online surveys and online discussion forums.

Panel membership was at 71 members at June 2015.

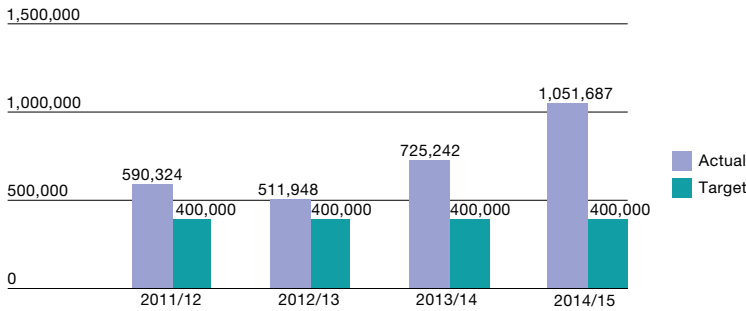
Media Relations

In 2014/15 Council issued 83 media releases and responded to media inquiries from local and metropolitan media on issues ranging from the Council elections, 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

The number of visits to Council’s website has increased to 1,051,687 compared with 725,242 in 2013/14. This was an improvement of 163 per cent over previous year’s figures.

WEBSITE VISITS



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Number of website visits	590,324	400,000	511,948	400,000	725,242	400,000	1,051,687	400,000

Council has also strengthened its interest in social media, with 943 likes on Facebook following of 943 and Twitter following of 1,689.

Advocacy

Council represented the community in providing feedback to the state government on options proposed for governance models, structural arrangements and boundary changes for NSW Local Government.

Advocacy was also undertaken with a focus on:

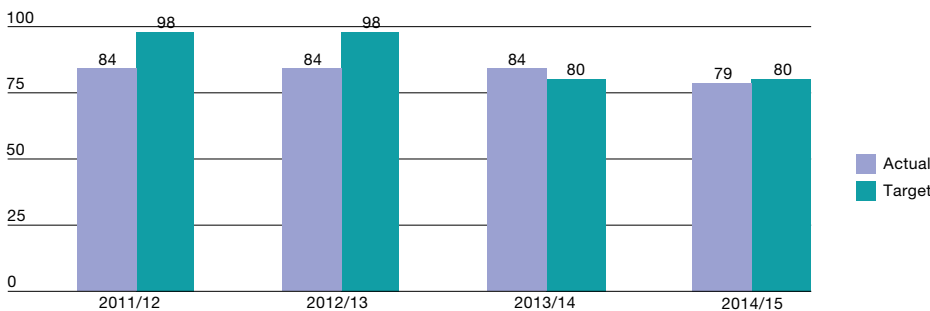
- improving sewage infrastructure
- addressing local impacts of climate change
- the release of Crown Land holdings for public recreation
- adequate funding for asset maintenance and improvement
- achieving additional funding for traffic facilities
- improving state infrastructure
- improving street 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

Customer Request Management

More than 40,370 service requests were made during 2014/15, some 111 a day.

Council resolved 79% of service requests within the timeframe.

CUSTOMER REQUESTS RESPONDED TO WITHIN AGREED TIMEFRAMES (%)

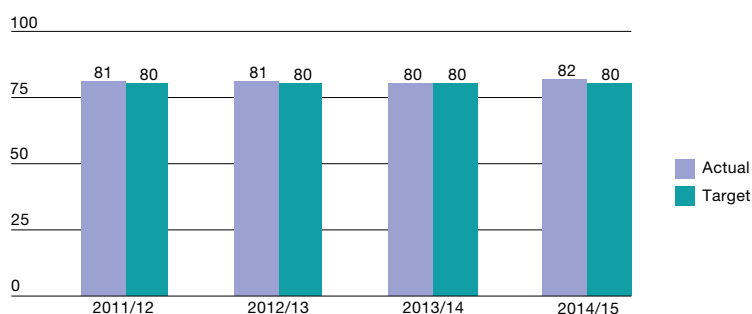


	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Percentage of customer requests responded to within agreed timeframes	84	98	84	98	84	80	79	80

Call Centre

Council's Call Centre continues to provide customers with information on Council services. In 2014/15, 78,931 calls were processed by our Call Centre. Eighty-two per cent of customer phone enquiries were answered at the first point of call.

FIRST TIME CALL RESOLUTION RATE (%)



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
First Time Call Resolution Rate	81	80	81	80	80	80	82	80

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.

The number of complaints received has remained stable overall during the past five years.

Type of Complaint	Total complaints outstanding as at 30 June 2013	Total complaints outstanding as at 30 June 2014	Complaints received between 1 July 2014 and 30 June 2015	Complaints closed between 1 July 2014 and 30 June 2015	Total complaints outstanding as at 30 June 2015
Lack or delay in service provision	0	10	7	7	0
Level of program/service	0	16	6	6	0
Council policy	0	0	3	3	0
Inadequate information	0	0	0	0	0
Wrong/misleading information	0	0	0	0	0
Inadequate/no response	0	3	9	9	0
Staff behaviour	0	5	12	12	0
Compliance issue	0	1	5	5	0
Agents	0	1	0	0	0
Other	0	1	0	0	0
Total	0	37	42	42	0

Complaints which are classified as public interest disclosures are covered by our public interest disclosure policies (see page 74).

Achieving Greater Efficiencies

New developments in technology and communications are helping Council to achieve greater efficiencies in its operations.

Refer to page 176 for full details of productivity savings achieved in 2014/15.

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 2014/15 Council received \$3.9m in state and federal government funding. This was an increase from the \$2.9m received in 2013/14.

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 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 176-177 for detailed reporting of special rate variation income and expenditure.

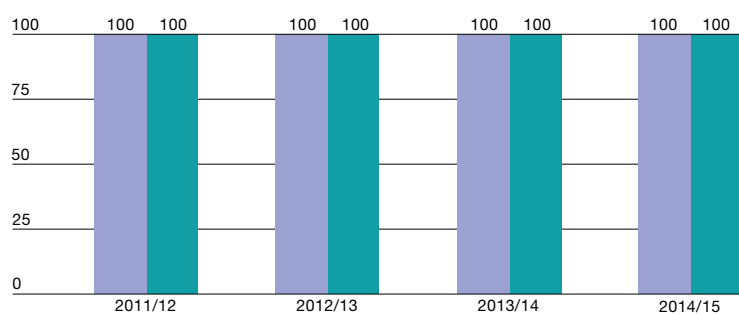
Properties

Council's property portfolio includes 26 commercial properties that provide opportunities for investment and revenue.

Response to Correspondence within Timeframe

Council aims to respond to correspondence within 10 working days. In 2014/15 Council responded to 99 per cent of correspondence within the timeframe.

CORRESPONDENCE RESPONDED TO WITHIN 10 WORKING DAYS (%)



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Percentage of correspondence responded to within 10 working days	100	100	100	100	100	100	99	100

Rates and Charges Written Off

Pensioner rebates totalling \$130,000 were written off for this fiscal year. The table below shows the rates and charges written off during 2013/15.

Rates and Charges	Amount (\$)
Rates Written Off	4,565
Interest Charges Written Off	2,690

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 2014/15, we worked on a number of critical projects including:

- consolidation of servers to enhance performance of systems and increase energy consumptions savings
- 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
- implementation of Council's meeting reports management solution to increase efficiencies in preparing reports for Council meetings
- an upgrade of Council's meeting voting system to increase efficiencies in minute taking at Council meetings
- relocation of information technology systems housed externally to more secure internal environment

Access to Information

During 2014/15, Council received 1,085 GIPA access applications. We had 25 formal access application and 1,060 informal requests for the release of information.

Refer to pages 173-175 for additional details on the handling of access applications.

Internal Audit Action Plan

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

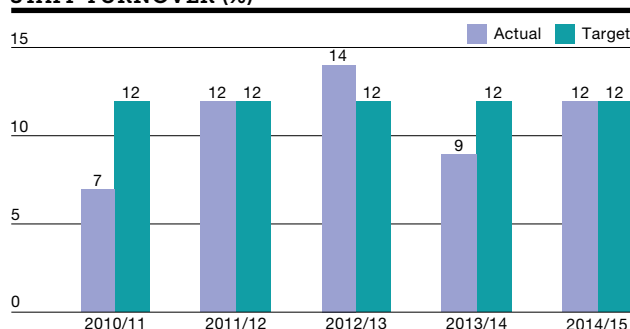
In 2014/15, the internal auditors:

- conducted an audit of purchasing
- reviewed previous internal audit findings.

Staff Turnover

Staff turnover for the year based on permanent full time equivalent positions was 13 per cent against 12 per cent benchmark. This was an increase from 2013/14 (9 per cent).

STAFF TURNOVER (%)



	2010/11	Target	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target
Permanent full time equivalent employees leaving the organisation	7%	12%	12%	12%	14%	12%	9%	12%	13%	12%

Becoming an Employer of Choice

During 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 will be developed in 2015/16 to respond to issues identified in the survey.

Work Health and Safety

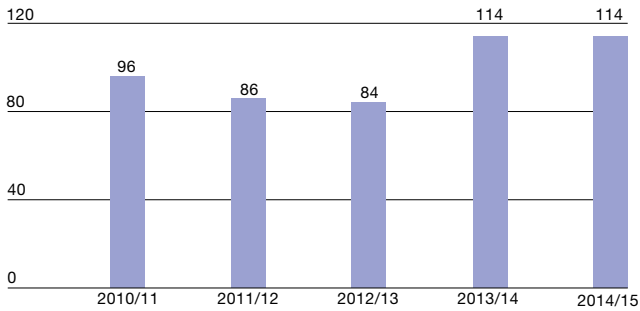
Work health and safety strategies implemented in 2014/15 included:

- undertaking risk assessments meeting legislative requirements
- ensuring Personal Protective Equipment compliance amongst personnel
- improving the reliability of WHS occurrence management and data collection
- implementing the Safety Collaboration Program for outdoor staff
- implementing the Building Resilience Program.

Safety related training carried out in the last 12 months included first aid, traffic control, WHS Induction, chemical application, tree equipment operation, risk management and tool box talks.

During the year, there were 114 reported safety incidents which were the same as the previous year. There were 18 workers' compensation claims compared with 20 in the previous year. None of these caused an absence of any tangible length.

REPORTED INCIDENTS INCLUDING NEAR MISSES



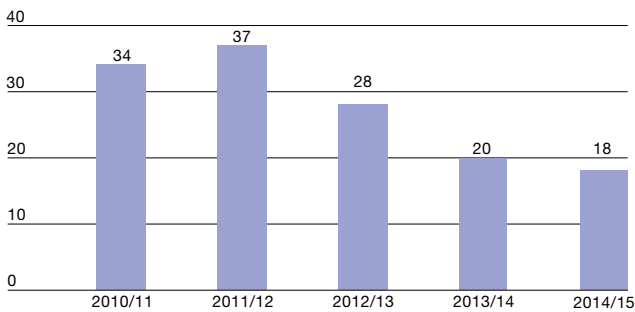
	2010/11	2011/12	2012/13	2013/14	2014/15
Male	63	47	50	69	71
Female	33	39	34	45	43
Total	96	86	84	114	114

No incidents of significance were reported and no single incident or injury type (relative to the nature of work undertaken) was overly represented.

WORKPLACE INJURIES AND REPORTED INCIDENTS

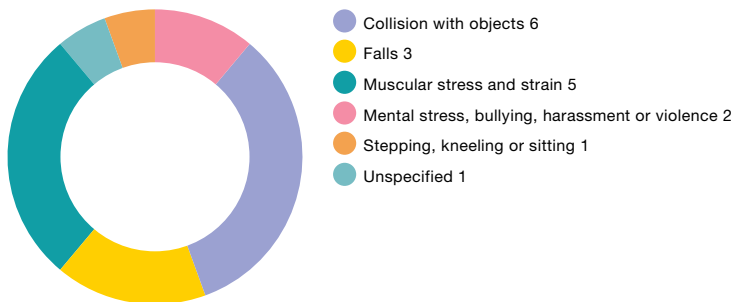
	2010/11			2011/12			2012/13			2013/14			2014/15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Minor incidents	27	22	22	18	19	37	12	17	29	39	28	67	24	31	55
Medical incidents	31	7	38	21	19	40	22	11	33	23	7	30	18	5	23
Lost time incidents	18	5	23	4	7	11	10	4	14	10	1	11	9	1	10
Near miss	5	4	9	8	1	9	16	6	22	7	10	17	29	7	36

WORKERS COMPENSATION CLAIMS



	2010/11	2011/12	2012/13	2013/14	2014/15
Workers compensation claims	34	37	28	20	18

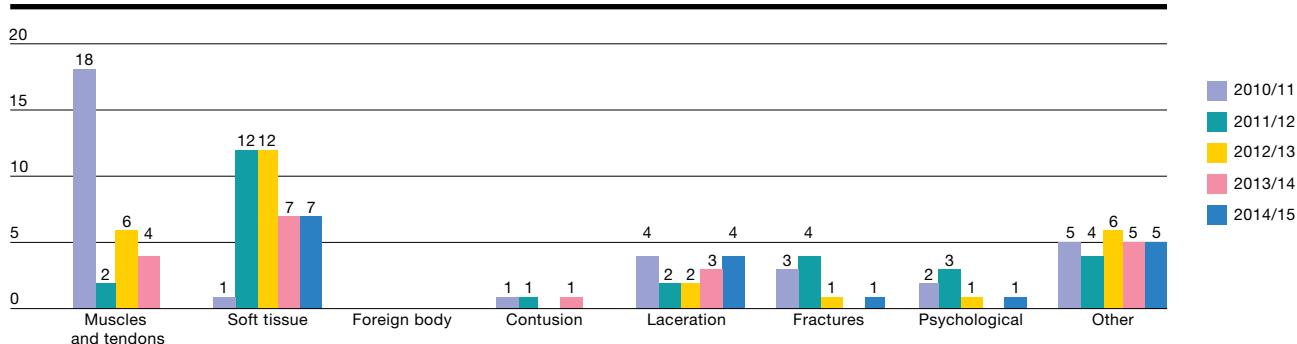
MECHANISM OF INJURY



LOCATION OF INJURY

	Head	Trunk	Arm	Leg	Psych.	Other	Total
2010/11	3	7	13	6	2	3	34
2011/12	2	13	7	7	3	5	37
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

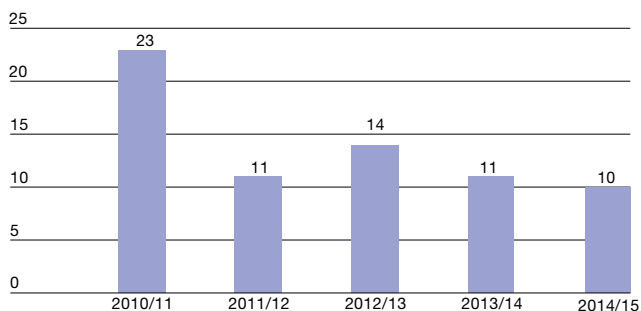
TYPE OF INJURY



Council recorded no occupational diseases or fatalities for the year.

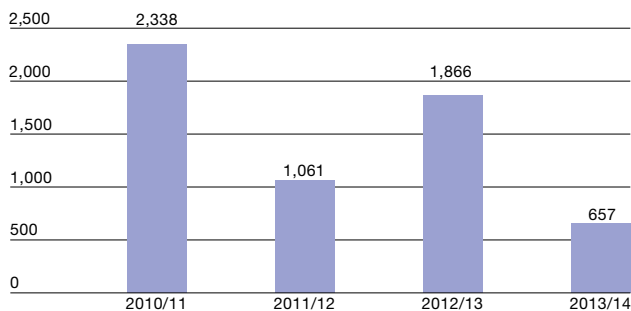
Council recorded a total of 657 hours lost due to injuries sustained during the year. The number of lost time injuries (LTIs) remained steady each year to 10 in 2013/14. In recent years Council has maintained its LTIFR at what it considers to be an acceptable level, given its scale and variety of operations.

LOST TIME INJURIES



	2010/11			2011/12			2012/13			2013/14			2014/15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Lost time injuries	18	5	23	4	7	11	10	4	14	10	1	11	9	1	10

LOST TIME IN HOURS DUE TO INJURY



	2010/11			2011/12			2012/13			2013/14			2014/15		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Lost time due to injury (hours)	557	177	734	1,420	918	2,338	460	602	1,061	1,834	32	1,866	620	37	657

Council has made significant improvements in its management of workers' compensation claims and its overall Work Health and Safety Framework and these changes are reflected in the results above. As a consequence Council has enjoyed significant discounts to its workers' compensation premium.

RATE OF ABSENTEEISM AS AT 30 JUNE 2015

	2013/14	2014/15
Total	4%	4%

Training and Development

A total of \$223,600 was spent on employee learning and development in 2014/15. The average net dollar value per employee was \$560 and the average hours spent in training was 13 hours per employee.

EXPENDITURE ON EMPLOYEE LEARNING AND DEVELOPMENT

2010/11	2011/12	2012/13	2013/14	2014/15
\$313,000	\$263,000	\$388,000	\$352,513	\$223,600

Throughout 2014/15, we continued to offer our staff a variety of work and development opportunities. In addition to inhouse training, 17 staff undertook a variety of further study courses through our study assistance program.

Employee Relations

There was one industrial dispute for 2014/15.

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.

Other Key Achievements

- Completed fit out of Coal Loader Cafe
- In 2014/15, two issues of North Sydney News were produced and circulated to residents and businesses within the LGA
- 95 per cent of our creditors paid on time

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
- Responding to state government local government reforms
- 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

- Promoting Better Practice Self-Assessment was placed on hold until 2015/16 due to issues with the allocation of staff resources to the project
- Governance Health Check was placed on hold until 2015/16 due to issues with the allocation of staff resources to the project. Project has been extended to June 2016.
- Visual communications style guide was delayed due to issues with the allocation of staff resources to the project. The project will be delivered in 2015/16

Our Plans for the Year Ahead

- Council's budget for the 2015/16 financial year forecasts a net operating result, before capital grants and contributions, of \$2.8m. Income from total continuing operations is forecast at \$102.3m including capital grants and contributions
- In our Operational Plan 2015/16 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
- Conduct customer satisfaction survey
- Review complaint handling processes
- Commence webcasting of Council meetings
- Organisation wide service reviews to identify efficiencies and process improvements

Our Performance

Direction 5 Our Civic Leadership

Outcome: 5.1 North Sydney Council leads the strategic direction of North Sydney ● 97%

Strategy: 5.1.1 Provide and promote widely accessible information on support services, both face to face and online. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	Council continued to implement its Integrated Planning and Reporting Framework in 2014/15. Council implemented 412 planned projects of the Operational Plan for 2014/15.	
	5.1.1.1.2 Implement, monitor and review Community Strategic Plan, Delivery Program and Operational Plans	Gov	Q1 Yr 1	Q4 Yr 4	● 100	The Amended Delivery Program incorporating Operational Plan 2015/16 was adopted in May.	
	5.1.1.1.3 Review IPR plans in developing next year's Operational Plan and budget		Gov	Q1 Yr 1	Q2 Yr 1	● 100	The Amended Resourcing Strategy which included amendments to the Long Term Financial Plan and Asset Management Strategy was readopted in May.
				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	Q3 Yr 1	Q4 Yr 4	● 100	Project commenced with 'Innovation April', involving consultation with staff.		
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	Q1 Yr 1	Q4 Yr 4	● 100		
	5.1.1.2.2 Report on special rate variation programs implementation	Soc	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						

Strategy: 5.1.2 Integrate sustainability as a core part of Council's corporate planning and reporting framework. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.1.2.1 Implement Organisational Sustainability Program	5.1.2.1.1 Conduct community education programs regarding QBL	Gov	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.1.3.1 Participate in NSROC working groups	5.1.3.1.1 Participate in NSROC working groups	Gov	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 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	Council provided a response to the state government on options proposed for governance models, structural arrangements and boundary changes for NSW Local Government.
	5.1.4.1.2 Develop Advocacy Policy and Gov Protocol	Gov	Q1 Yr 1	Q1 Yr 1	● 100	

Strategy: 5.1.5 Work towards a system of federal government funding to local councils for achievement of agreed strategic outcomes. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.1.5.1 Advocate to State and Federal Government for a better allocation of funding that reflects service delivery (cost shifting)	5.1.5.1.1 Advocate to State and Federal Government for a better allocation of funding that reflects service delivery (cost shifting)	Gov	Q1 Yr 1	Q4 Yr 4	● 100	

Outcome: 5.2 North Sydney Council is financially sustainable ● 100%

Strategy: 5.2.1 Implement best practice financial planning. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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	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	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 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
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	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		
	5.2.1.2.2 Manage property portfolio	Gov	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	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	Q3 Yr 1	Q3 Yr 1	● 100	
	5.2.1.2.5 Undertake Coal Loader Cafe fit out	Eco	Q1 Yr 1	Q2 Yr 2	● 100	
5.2.1.3 Review Procurement Policy	5.2.1.3.1 Review Procurement Policy and Procedures	Gov	Q4 Yr 1	Q4 Yr 2	● 100	
			Q4 Yr 3	Q4 Yr 3		

Strategy: 5.2.2 Review rating system to reflect an equitable distribution of costs and benefits. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q2 Yr 1	● 100	
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	Q3 Yr 1	Q4 Yr 1	● 100	

Outcome: 5.3 North Sydney Council is ethical, open, accountable and transparent in its decision making ● 100%

Strategy: 5.3.1 Promote community access and participation at Council meetings. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	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	Q1 Yr 1	Q4 Yr 4	● 100	
	5.3.1.2.2 Conduct Youth/Councillor Mentor Program	Gov	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 5.3.2 Ensure Council processes and decisions are accessible. ● 95%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q2 Yr 1	Q2 Yr 2	● 100	
	5.3.2.1.2 Upgrade Council meeting voting system	Gov	Q2 Yr 1	Q2 Yr 2	● 100	

Strategy: 5.3.3 Provide community engagement and consultation opportunities. ● 92%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	5.3.3.1.2 Implement Community Engagement Protocol	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
	5.3.3.1.3 Hold Community Ward Forums	Gov	Q1 Yr 1	Q4 Yr 4	● 75	Program on hold pending recruitment. Council held three ward forums in 2014/15.

Strategy: 5.3.4 Support the North Sydney Community Precinct System. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	5.3.4.1.2 Review the North Sydney Community Precinct System	Gov	Q1 Yr 1	Q2 Yr 1	● 100	

Strategy: 5.3.5 Initiate web based consultation to broaden the range of community participation. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.3.5.1 Pilot web based consultation options	5.3.5.1.1 Pilot Voice Box online engagement program	Gov	Q1 Yr 1	Q4 Yr 2	● 100	

Strategy: 5.3.6 Implement best practice governance strategies. ● 77%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q2 Yr 1	Q2 Yr 3	● 0	Governance Health Check was placed on hold until 2015/16 due to issues with the allocation of staff resources to the project. Project has been extended to June 2016.	
	5.3.6.1.2 Conduct Promoting Better Practice self-assessment review and implement recommendations	Gov	Q2 Yr 1	Q2 Yr 3	● 0	Promoting Better Practice Self-Assessment was placed on hold until 2015/16 due to issues with the allocation of staff resources to the project.	
	5.3.6.1.3 Review and update Delegations Manual		Gov	Q1 Yr 1	Q3 Yr 1	● 100	
				Q1 Yr 2	Q3 Yr 2		
Q1 Yr 2				Q3 Yr 3			
Q1 Yr 2				Q3 Yr 4			
5.3.6.1.4 Prepare statutory Disclosures of Interest Returns report		Gov	Q1 Yr 1	Q2 Yr 1	● 100		
			Q1 Yr 2	Q2 Yr 2			
			Q1 Yr 2	Q2 Yr 3			
			Q1 Yr 2	Q2 Yr 4			

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q2 Yr 1	● 100	
			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	Q1 Yr 1	Q4 Yr 4	● 100	
	5.3.6.3.2 Implement annual Audit and Risk Plan	Gov	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	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	Q1 Yr 1	Q4 Yr 4	● 90	
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	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 5.3.7 Implement best practice records management. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 1	● 100		
	5.3.7.1.2 Review options for off site storage and archival of Council records	Gov	Q1 Yr 1	Q4 Yr 1	● 100		
	5.3.7.1.3 Digitise historical building records	Gov	Q1 Yr 1	Q1 Yr 1	● 100		
	5.3.7.1.4 Implement electronic lodgement of information	Gov	Q1 Yr 1	Q4 Yr 1	● 100		
	5.3.7.1.5 Continue to develop performance reporting across document management solution	Gov	Q1 Yr 1	Q4 Yr 4	● 100		
	5.3.7.1.6 Review Privacy Management Plan and procedures		Gov	Q2 Yr 1	Q2 Yr 1	● 100	
				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	Q1 Yr 1	Q4 Yr 4	● 100		

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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.4.1.1	Increase promotion of Council activities and achievements	5.4.1.1.1	Prepare and distribute media releases	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.4.1.1.2	Respond to media enquiries	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.4.1.1.3	Review corporate advertisements format	Gov	Q1 Yr 1	Q4 Yr 1	● 100	
		5.4.1.1.4	Produce and distribute community newsletter	Gov	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				
		5.4.1.1.5	Prepare and distribute regular e-newsletters	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.4.1.1.6	Maintain website content, design and functionality	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.4.1.1.7	Celebrate Council's 125th anniversary	Gov	Q1 Yr 3	Q4 Yr 3	● 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	Q1 Yr 1	Q1 Yr 1	● 100	
		5.4.1.2.2	Expand use of social media to reach to a broader audience	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.4.1.2.3	Develop mobile applications for residents and businesses	Gov	Q4 Yr 1	Q4 Yr 2	● 100	
5.4.1.3	Provide internal communication services	5.4.1.3.1	Establish digital photo repository	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.4.1.3.2	Provide internal printing service	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.4.1.3.3	Provide internal graphic design service	Gov	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 5.4.2 Enhance existing communication methods, including diversified use of digital media. ● 75%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.4.2.1	Prepare and implement External Communications Strategy	5.4.2.1.1	Prepare and implement External Communications Strategy	Gov	Q1 Yr 1	Q4 Yr 2	● 100	
		5.4.2.1.2	Update corporate standards/visual communications style guide	Gov	Q1 Yr 1	Q4 Yr 2	● 0	Visual communications style guide was delayed due to issues with the allocation of staff resources to the project. The project will be delivered in 2015/16.

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.4.2.2	Prepare and implement Internal Communications Strategy	5.4.2.2.1	Prepare and implement Internal Communications Strategy	Gov	Q1 Yr 1	Q4 Yr 2	● 100	
		5.4.2.2.2	Produce and distribute staff newsletter	Gov	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 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
		5.5.1.1.2	Pilot customer feedback systems	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.5.1.1.3	Facilitate mystery shopper audits and benchmarking	Gov	Q3 Yr 2	Q4 Yr 2	● 100	
				Q3 Yr 3	Q4 Yr 3			
				Q3 Yr 4	Q4 Yr 4			
		5.5.1.1.4	Promote and enhance phone system capabilities	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.5.1.1.5	Implement online services and mobile technology opportunities	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.5.1.1.6	Assess and determine facilities booking applications	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
5.5.1.1.7	Provide after hours telephone service	Gov	Q1 Yr 1	Q4 Yr 4	● 100			
5.5.1.1.8	Develop and implement Customer Service Improvement Strategy	Gov	Q1 Yr 1	Q4 Yr 4	● 100			
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	Q1 Yr 4	Q1 Yr 4	N/A	
		5.5.1.2.2	Conduct customer satisfaction survey	Gov	Q1 Yr 3	Q4 Yr 3	● 100	

Strategy: 5.5.2 Provide suitable information technology systems across the organisation. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17		Year 2 Activities Operational Plan 2014/15		QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
		5.5.2.1.2	Implement mobile information technology solutions	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.5.2.1.3	Upgrade hardware and other IT infrastructure	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
		5.5.2.1.4	Provide mapping and GIS information	Gov	Q1 Yr 1	Q4 Yr 4	● 100	

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
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	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		

Strategy: 5.5.3 Implement best practice complaint handling processes. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.5.3.1. Implement best practice complaint handling processes	5.5.3.1.1 Prepare complaints report	Gov	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		

Outcome: 5.6 North Sydney Council is an employer of choice ● 90%

Strategy: 5.6.1 Attract, develop and retain highly skilled staff and provide a safe work environment. ● 99%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
			Q1 Yr 1	Q4 Yr 4	● 100	
	5.6.1.1.3 Review staff policies and procedures	Gov	Q2 Yr 1	Q4 Yr 1	● 100	A number of policies including Recruitment and Selection, Working from Home, Transport Allowance, Child Protection and Screening, and Achievement Award Policy have been updated.
			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	Q1 Yr 1	Q4 Yr 1	● 100	
5.6.1.1.5 Implement employee wellbeing programs	Gov	Q1 Yr 1	Q4 Yr 4	● 100		
5.6.1.1.6 Conduct employee survey	Gov	Q3 Yr 2	Q4 Yr 2	● 90		
		Q3 Yr 4	Q4 Yr 4			
5.6.1.1.7 Implement actions arising from Employee Survey	Gov	Q1 Yr 1	Q4 Yr 4	● 100		

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	5.6.1.2.2 Implement Work Health and Safety (WHS) programs	Gov	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 5.6.2 Implement best practice human resource policies and strategies. ● 81%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD Progress %	Comment
5.6.2.1 Implement best practice human resource (HR) policies and strategies	5.6.2.1.1 Implement Workforce Strategy	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
	5.6.2.1.2 Implement organisational culture project – Leadership and Culture	Gov	Q1 Yr 1	Q4 Yr 4	● 25	Management Executive (MANEX) decided not to extend the program No further action. Project has been suspended.
	5.6.2.1.3 Benchmark Human Resources and Work Health and Safety (WHS) performance between councils	Q3 Yr 1	Gov	Q3 Yr 1	● 100	
		Q3 Yr 2	Q3 Yr 2			
Q3 Yr 3		Q3 Yr 3				
Q3 Yr 4		Q3 Yr 4				
5.6.2.1.4 Improve functionality of Human Resources Information System (HRIS)	Gov	Q1 Yr 1	Q4 Yr 4	● 100		

Outcome: 5.7 Risks are minimised and continuity of Council's critical business functions is ensured ● 97%

Strategy: 5.7.1 Implement best practice risk management strategies. ● 100%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q1 Yr 1	Q4 Yr 4	● 100	
	5.7.1.1.2 Maintain an appropriate insurance program	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
	5.7.1.1.3 Maintain Enterprise Risk Register	Gov	Q1 Yr 1	Q4 Yr 4	● 100	
	5.7.1.1.4 Assess and determine claims and requests	Gov	Q1 Yr 1	Q4 Yr 4	● 100	

Strategy: 5.7.2 Implement best practice business continuity strategies. ● 93%

4 Year Actions Delivery Program 2013/14-2016/17	Year 2 Activities Operational Plan 2014/15	QBL Link	Start Date	Target Date	YTD 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	Q4 Yr 1	Q4 Yr 1	● 90	
			Q4 Yr 2	Q4 Yr 2		
			Q4 Yr 3	Q4 Yr 3		
			Q4 Yr 4	Q4 Yr 4		
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	Q1 Yr 1	Q4 Yr 4	● 95	

Key Performance Indicator	Related Outcome	Actual 2014/15	Target or Trend 2014/15	QBL Link	YTD Progress %
98 Percentage of residents aware of CSP ¹	5.1	N/A	Improve	Gov	N/A
99 Percentage of businesses aware of CSP ¹	5.1	N/A	Improve	Gov	N/A
100 Percentage of residents satisfied with North Sydney's strategic direction ¹	5.1	N/A	Improve	Gov	N/A
101 Percentage of businesses satisfied with North Sydney's strategic direction ¹	5.1	N/A	Improve	Gov	N/A
102 Percentage of scheduled activities (projects and services) progressing in accordance with agreed timeframes	5.1	97%	90%	Gov	● 100
103 Actual expenses vs budgeted expenses	5.2	N/A	Trend	Eco	N/A
104 Staff costs to forecast	5.2	N/A	Trend	Eco	N/A
105 Ratio of current assets to current liabilities	5.2	na	Trend	Eco	N/A
106 Operating result before capital grants and contributions	5.2	na	Trend	Eco	N/A
107 Operating balance ratio	5.2	na	>2-<10%	Eco	N/A
108 Unrestricted current ratio	5.2	na	>1.5:1	Eco	N/A
109 Rates and Annual Charges coverage ratio	5.2	na	>50%	Eco	N/A
110 Percentage of rates and charges overdue	5.2	na	<4%	Eco	N/A
111 Building and infrastructure renewal ratio	5.2	na	100%	Eco	N/A
112 Debt service ratio	5.2	na	<10%	Eco	N/A
113 Broad liabilities ratio	5.2	na	<60%	Eco	N/A
114 Available cash assets	5.2	na	\$34 million	Eco	N/A
115 Unrestricted available cash assets	5.2	na	\$2.3 million	Eco	N/A
116 Asset renewal ratio	5.2	N/A	100%	Eco	N/A
117 Outstanding debtors ratio	5.2	na	<3%	Eco	N/A
118 Percentage of bills paid on time	5.2	95%	95%	Eco	100
119 Percentage of revenue from capital contributions	5.2	na	8.9%	Eco	N/A
120 Utilisation of commercial property portfolio	5.2	99%	100%	Eco	● 100
121 Percentage of legislative compliance	5.3	na	Baseline	Gov	N/A
122 Percentage of employees trained in organisation's anti-corruption policies and procedures	5.3	100%	Baseline	Gov	● 100
123 Percentage of residents who feel Council operates under ethical, open, accountable and transparent processes	5.3	N/A	N/A	Gov	N/A
124 Percentage of businesses who feel Council operates under ethical, open, accountable and transparent processes ¹	5.3	N/A	N/A	Gov	N/A
125 Percentage of residents satisfied with Council's community engagement processes ¹	5.3	N/A	N/A	Gov	N/A
126 Percentage of businesses satisfied with Council's community engagement processes ¹	5.3	N/A	N/A	Gov	N/A
127 Number of members on the Voice Box online panel	5.3	71 members	71 members	Gov	● 100
128 Number of attendees at Precinct Committee meetings	5.3	1,802 attendees	Trend	Gov	N/A
129 Percentage of residents aware of Precinct System ¹	5.3	N/A	N/A	Gov	N/A
130 Percentage of businesses aware of Precinct System ¹	5.3	N/A	N/A	Gov	N/A
131 Number of visitors to Council's website	5.4	1,051,687 visitors	400,000 visitors	Gov	● 100
132 Number of media releases	5.4	N/A	Trend	Gov	N/A
133 Number of media releases published as a percentage of number produced	5.4	90%	90%	Gov	● 100
134 Community newsletter distributed in accordance with schedule	5.4	100%	100%	Gov	● 100
135 Percentage of residents satisfied with Council communications ¹	5.4	N/A	N/A	Gov	N/A

Key Performance Indicator	Related Outcome	Actual 2014/15	Target or Trend 2014/15	QBL Link	YTD Progress %
136 Percentage of businesses satisfied with Council communications ¹	5.4	N/A	N/A	Gov	N/A
137 Percentage of staff satisfied with intranet	5.4	N/A	N/A	Gov	N/A
138 Percentage of call centre calls answered in <25 seconds	5.5	80%	80%	Gov	● 100
139 Percentage of call centre calls resolved on first point of contact	5.5	81%	80%	Gov	● 100
140 Percentage of call centre calls answered and not abandoned	5.5	97%	90%	Gov	● 100
141 Percentage of enquiries at customer service centre counter resolved at first point of contact	5.5	97%	80%	Gov	● 100
142 Percentage of correspondence responded to within 10 working days	5.5	100%	100%	Gov	● 98
143 Percentage of service requests completed within agreed service levels	5.5	78%	80%	Gov	● 99
144 Percentage of unplanned down time of critical systems	5.5	1%	<5%	Gov	● 100
145 Percentage of complaints responded to within 10 working days	5.5	na	100%	Gov	N/A
146 Percentage of residents satisfied with Council's service delivery ¹	5.5	N/A	N/A	Gov	N/A
147 Percentage of businesses satisfied with Council's service delivery ¹	5.5	N/A	N/A	Gov	N/A
148 Percentage employee turnover	5.6	13%	<12%	Gov	100
149 Percentage of staff satisfied with the organisation	5.6	N/A	N/A	Gov	100
150 Percentage of staff on exit who recommend Council as a 'good organisation' to work for	5.6	100%	90%	Gov	● 93
151 Percentage of staff who understand how their job contributes to the overall success of North Sydney Council	5.6	100%	93%	Gov	● 100
152 Average hours of training per year per employee	5.6	19 hours	28 hours	Gov	● 68
153 Average unplanned absence days per full time employee	5.6	N/A	<10 days	Gov	● 100
154 Annual leave liability	5.6	13%	<15%	Gov	● 100
155 Number of workplace safety incidents	5.6	117 incidents	<83 incidents	Gov	● 74
156 Workers compensation premium rate	5.6	na	<5%	Gov	N/A
157 Percentage of WHS risk assessments completed	5.6	97%	75%	Gov	● 100
158 Percentage of personal performance appraisals (PPAs) completed	5.6	N/A	100%	Gov	● 100
159 Compliance with liability risk management audit	5.7	100%	90%	Gov	● 100

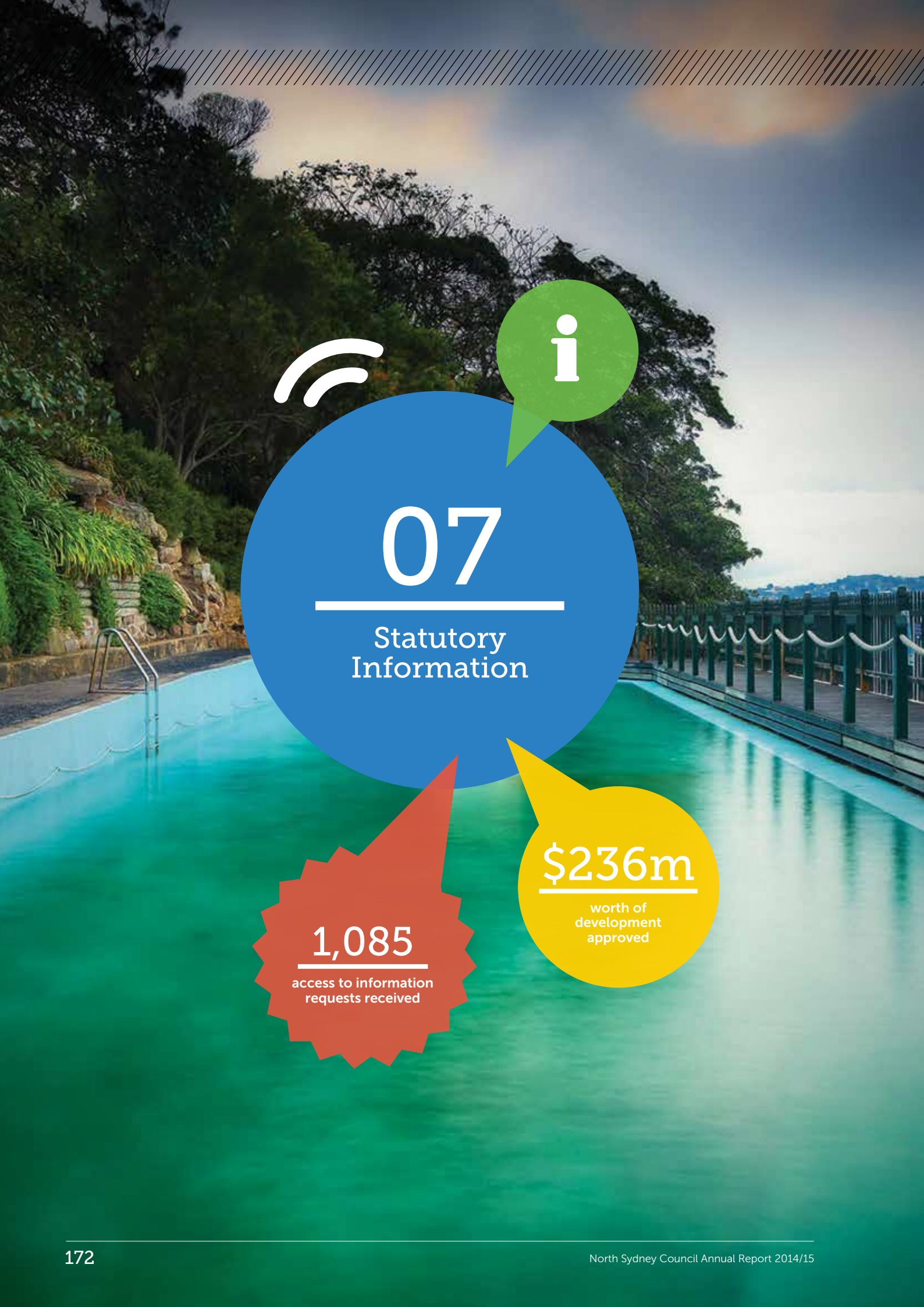
1 No Customer Satisfaction Survey was undertaken in 2014/15

na=not available

N/A=not applicable

Trend=no specific target

Baseline=target to be determined following first information collection



07

Statutory
Information

1,085

access to information
requests received

\$236m

worth of
development
approved

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

During the reporting period, we reviewed this program by consultation with key Council stakeholders. No changes were made to current published documents. Ongoing consultation and training was provided to existing and newly appointed Council officers in public access practices in accordance with reviews of document registration practices.

As a result of this review, we released the following information proactively:

- 1,060 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

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 25 formal access applications.

Number of refused applications for Schedule 1 information

During the reporting period, Council refused three of the 22 formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act.

Number of applications by type of applicant and outcome¹

	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	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	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)	5	3	0	2	1	0	0	1
Members of the public (other)	8	6	6	0	3	0	0	1
Personal information applications ²	0	1	0	2	1	0	0	0
Access applications (other than personal information applications)	4	6	1	0	0	0	3	0
Access applications that are partly personal information applications and partly other	2	4	0	0	0	0	0	1

Note: One application by members of the public (application by legal representative) is still under determination therefore unable to categorise at this stage.

Note: One application by Access applications (other than personal information applications) is still under determination therefore unable to categorise at this stage.

1 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.

2 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	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	3
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	0
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	14
Law enforcement and security	0
Individual rights, judicial processes and natural justice	15
Business interests of agencies and other persons	3
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)	11
Decided after 35 days (by agreement with applicant)	14
Not decided within time (deemed refusal)	0
Total	25

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 ¹	0	0	0
Internal review following recommendation under section 93 of Act	0	1	0
Review by ADT	0	0	0
Total	0	1	0

¹ 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	1
Applications by persons to whom information the subject of access applications relates (see section 54 of the Act)	0

Legal Proceedings and Costs

During 2014/15, Council incurred legal costs in relation to legal proceedings as follows:

REGISTER OF APPEALS AND COURT MATTERS

Legal Proceeding	Cost (\$)	Result/Status
Class 1 appeal against refusal of extended trading hours and acoustic windows	3,541	Section 34 Agreement
Class 1 appeal against refusal of a four storey mixed use building	14,890	Section 34 Agreement
Class 1 appeal against refusal of a proposed garage over an existing hardstand	1,4356	Appeal dismissed
Class 1 appeal against deemed refusal of a mixed use development	252	Section 34 Agreement
Class 1 appeal against deemed refusal of an application seeking consent for the construction of a residential flat building with basement car park	7,921	Section 34 Agreement
Class 1 appeal against council's refusal of a residential development	82,954	Dismissed
Class 1 appeal against an Interim Heritage Order issued by Council concerning the property	3,175	Discontinued
Class 1 appeal against an Interim Heritage Order issued by Council concerning the property	3,243	Discontinued
Class 1 appeal against deemed refusal of a s.96 application for correction of boundary location, increased excavation and piling and shoring as constructed	33,215	Section 34 Agreement
Class 4 Summons in respect of non compliance with a Council Order	14,488	Section 34 Agreement
Class 1 appeal against Council refusal of residential flat development	40,011	Appeal upheld
Class 1 appeal against Council refusal of residential flat development	41,891	Appeal upheld
Class 1 appeal against Council refusal of consent to extend trading hours of a gymnasium	59,337	Section 34 Agreement
Class 1 appeal against refusal of additions and alterations to an existing residential dwelling	8,011	Discontinued
Class 2 appeal against Council Order in respect of repair to a sandstone retaining wall	0	Pending
Class 4 Summons in respect of development without consent	5,681	Pending
Class 1 appeal against Council's refusal of a change of use in accordance with "shop top" housing requirements	14,280	Appeal upheld
Class 4 Summons in respect of development without development consent	17,070	Pending
Class 1 appeal against a Council Order	8,321	Dismissed
Class 1 appeal against a Council Order	10,646	Section 34 Agreement
Class 1 appeal against Council refusal of a recreational development	14,890	Discontinued
Class 1 appeal against Council refusal of a childcare centre in a state heritage listed building	0	Pending
Class 1 appeal against mixed commercial/residential development	0	Pending
Class 1 appeal against change of use of a floor from commercial to residential	0	Pending
Class 1 appeal against Council refusal of a residential apartment development	0	Determined by section 34 Agreement
Class 1 appeal against Council Emergency Order to make the site safe	0	Pending
Class 1 appeal against Council Order in respect of boundary fence	0	Pending
Local Court prosecution (Court election) in respect of unauthorised building work	0	Fined and convicted \$1,100 plus costs \$500
Local Court prosecution (Court election) in respect of unauthorised hours of building work	0	Section 10 no fine but costs \$500
Local Court prosecution (Court election) in respect of unauthorised hours of building work	0	Fine and conviction \$1,000 plus costs \$1,155

Legal Proceeding	Cost (\$)	Result/Status
Local Court prosecution (Court Attendance Notices) in respect of unauthorised use of property	1,074	Pending
Local Court prosecution (Court Attendance Notices) in respect of unauthorised use of property and breach of consent	174	Pending
Legal Proceeding	Cost (\$)	Result/Status
Local Court prosecution (Court Attendance Notices) in respect of unauthorised use of property	174	Convicted and fined \$5,000 plus costs of \$1,300
Local Court prosecution (Court election) for works not in accordance with consent.	12,705	Fined \$7,600 plus costs of \$ 11,775
Local Court prosecution (Court election) in respect of failure to comply Council's Order to cease unauthorised use of premises as a dog minding business	1,763	Withdrawn
Local Court prosecution (Court election) for not complying with a dangerous dog Order	1,471	Fined \$ 6,600 plus costs of \$ 1,455
Local Court prosecution (Court election) appeal against PIN issued for not submitting a fire safety statement	1,417	Fined \$11,000 plus costs of \$ 908
Local Court prosecution (Court election) in regards to carrying out construction works out of hours	1,538	Fined \$33,000 plus costs of \$ 1,759
Local Court prosecution (Court election) for failure to comply with notice erected by Council prohibiting overnight parking in Balls Head Reserve	1,425	Withdrawn
Local Court prosecution (Court election) concerning a dangerous dog	2,710	Fined \$ 550 plus costs of \$ 1,400

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 2014/15, the special variation generated approximately \$1.1m of additional revenue above that which would have been the case had only the rate peg been applied. This revenue made a significant contribution to the pool of funds available for the renewal of our infrastructure.

Council's revenue from rates also includes an Environment Levy, Infrastructure Levy, Crows Nest Mainstreet Levy and a Neutral Bay Mainstreet Levy.

During the year the following productivity savings were achieved:

Description of Activity	Productivity Gains
Street and gutter cleaning	A review was undertaken of the Street Cleaning Service and in particular the relative frequency that the different crews take to clean the roads and footpaths in the residential areas. Street cleaning is now undergoing a process to install GPS tracking in each of the street cleaning vehicles. This will enable management to track the length of time it takes crews to complete cleaning runs and to better manage inconsistencies between cleaning crews.
Street tree management	The eighteen month maintenance cycle has been reduced by two months.
Organisational management	Council reviewed its organisational structure and made a number of significant changes to the organisation during 2014/15. The restructure resulted in a loss of no employees, with six new positions created. The structure will provide a more efficient and responsive organisation.
Project management	Council has commenced a review of its Project Management Framework to enable a consistent approach that maximises the likelihood of projects being delivered on time, to cost and to the intended scope.
Insurance	Reduction in premiums due to good claims and fund performance. Scored 100% in the Statewide Mutual public liability audit, maximising any fund rebate that might be forthcoming.

Environment Levy

Environment Levy funds are used to implement Council's Bushland and Fauna Rehabilitation Plans, Street Tree Strategy, Water Management Plan and Greenhouse Action Plan. All rateable properties within the Council area are charged the Environment Levy.

The following tables give an overview of the work fully or partially funded by the levy in 2014/15:

Environment Levy	Amount (\$)
Income:	1,819,808
Unspent at beginning of year	648,072
Expenditure:	1,732,864
Unspent at end of year	735,016
Key Project	Amount (\$)
Bushland regeneration	838,000
Greenhouse Action Plan	311,000
Water Management Action Plan	102,000

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 2014/15:

Mainstreet Levies	Amount (\$)
Income:	501,369
Unspent at beginning of year	120,424
Expenditure:	507,593
Unspent at end of year	114,200
Key Project	Amount (\$)
Grosvenor Lane Shared Zone Upgrade	275,000
Burlington Street Upgrade	49,000

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 2014/15:

Infrastructure Levy	(\$)
Income:	1,630,126
Unspent at beginning of year	36,603
Expenditure:	1,666,729
Unspent at end of year	0
Key Project	Expenditure (\$)
Road Renewal	799,000
Sea Wall Reconstruction	475,000
Retaining Wall Reconstruction	258,000

\$98.2m

budget allocation

08

Financial
Statements



\$3.9m

secured in state and
federal government
funding

North Sydney Council General Purpose Financial Statements

For the year ended 30 June 2015

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Overview

- i) These financial statements are General Purpose Financial Statements and cover the consolidated 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 (LGA) 1993* of NSW.
Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council;
 - the ability to provide goods, services & facilities, and to carry out activities appropriate to the current & future needs of the local community and of the wider public,
 - the responsibility for administering regulatory requirements under the LGA and
 - a role in the management, improvement and development of the resources in the area.
 A description of the nature of Council's operations and its principal activities are provided in Note 2(b).
- iii) All figures presented in these financial statements are presented in Australian Currency.
- iv) These financial statements were authorised for issue by the Council on 20 October 2015. Council has the power to amend and reissue these financial statements.

Understanding Council's Financial Statements

INTRODUCTION

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their Council & Community.

WHAT YOU WILL FIND IN THE STATEMENTS

The financial statements set out the financial performance, financial position & cash flows of Council for the financial year ended 30 June 2015.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting & reporting requirements of Australian Accounting Standards and requirements as set down by the 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 & ownership of the financial statements.

ABOUT THE PRIMARY FINANCIAL STATEMENTS

The financial statements incorporate 5 "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income & expenses.

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

2. The Statement of Comprehensive Income

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

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its Assets, Liabilities & "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 5 primary financial statements.

ABOUT THE AUDITOR'S REPORTS

Council's financial statements are required to be audited by external accountants (that generally specialize in Local Government).

In NSW, the Auditor provides 2 audit reports:

1. An opinion on whether the financial statements present fairly the Council's financial performance & position, &
2. Their observations on the conduct of the Audit including commentary on the Council's financial performance & financial position.

WHO USES THE FINANCIAL STATEMENTS ?

The financial statements are publicly available documents and must be presented at a Council meeting between 7 days and 5 weeks after the date of the Audit Report.

Submissions from the public can be made to Council up to 7 days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Statement by Councillors and Management

Made pursuant to Section 413(2)(c) of the Local Government
Act 1993 (as amended)

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

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

To the best of our knowledge and belief, these Financial Statements:

- present fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

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



Jilly Gibson
MAYOR



Jeff Morris
COUNCILLOR



Warwick Winn
GENERAL MANAGER



Garry Ross
RESPONSIBLE ACCOUNTING OFFICER

NORTH SYDNEY COUNCIL

Income Statement

For the financial year ended 30 June 2015

\$'000	Notes	Budget 2015 ¹	Actual 2015	Actual 2014
INCOME FROM CONTINUING OPERATIONS				
Revenue:				
Rates & Annual Charges	3a	45,822	46,336	43,550
User Charges & Fees	3b	21,148	24,812	22,709
Interest & Investment Revenue	3c	3,433	4,613	4,022
Other Revenues	3d	17,785	20,184	35,005
Grants & Contributions provided for Operating Purposes	3e,f	4,138	4,656	3,457 ²
Grants & Contributions provided for Capital Purposes	3e,f	5,625	15,543	11,414
Other Income:				
Net gains from the disposal of assets	5	287	75	–
Total Income from Continuing Operations		98,238	116,219	120,157
Expenses from Continuing Operations				
Employee Benefits & On-Costs	4a	37,546	38,756	35,559
Borrowing Costs	4b	162	–	–
Materials & Contracts	4c	28,946	30,891	29,275
Depreciation & Amortisation	4d	15,996	15,684	15,283
Impairment	4d	–	–	–
Other Expenses	4e	8,607	8,308	8,442
Net Losses from the Disposal of Assets	5	–	–	4,851
Net Share of interests in Joint Ventures & Associates using the equity	19	–	5	4
Total Expenses from Continuing Operations		91,257	93,644	93,414
Operating Result from Continuing Operations		6,981	22,575	26,743
Discontinued Operations				
Net Profit/(Loss) from Discontinued Operations	24	–	–	–
Net Operating Result for the Year		6,981	22,575	26,743
Net Operating Result attributable to Council		6,981	22,575	26,743
Net Operating Result attributable to Non-controlling Interests		–	–	–
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		1,356	7,032	15,329

1 Original Budget as approved by Council – refer Note 16

2 Other revenues 2015 includes \$4.9 million in Fair Value adjustments (non-cash) associated with Investment Properties – refer Note 3(d). The corresponding figure in 2014 was \$20.6 million.

3 Financial Assistance Grants for 13/14 were lower reflecting one off timing differences due to a change in how the grant was paid in prior years – refer Note 3 (e).

This Statement should be read in conjunction with the accompanying Notes.

NORTH SYDNEY COUNCIL

Statement of Comprehensive Income

For the financial year ended 30 June 2015

\$'000	Notes	Actual 2015	Actual 2014
Net Operating Result for the year (as per Income statement)		22,575	26,743
OTHER COMPREHENSIVE INCOME:			
Amounts which will not be reclassified subsequently to the Operating Result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	87,359	-
Total Items which will not be reclassified subsequently to the Operating Result		87,359	-
Amounts which will be reclassified subsequently to the Operating Result when specific conditions are met		Nil	-
Total Other Comprehensive Income for the year		87,359	-
Total Comprehensive Income for the Year		109,934	26,743
Total Comprehensive Income attributable to Council		109,934	26,743
Total Comprehensive Income attributable to Non-controlling Interests		-	-

This Statement should be read in conjunction with the accompanying Notes.

NORTH SYDNEY COUNCIL

Statement of Financial Position

As at 30 June 2015

\$'000	Notes	Actual 2015	Actual 2014
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	8,607	5,108
Investments	6b	94,534	26,185
Receivables	7	5,688	6,485
Inventories	8	43	51
Other	8	228	59
Non-current assets classified as "held for sale"	22	-	-
Total Current Assets		109,100	37,888
Non-Current Assets			
Investments	6b	-	64,325
Receivables	7	141	118
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	711,182	608,323
Investments accounted for using the equity method	19	56	61
Investment Property	14	79,570	74,650
Intangible Assets	25	-	-
Total Non-Current Assets		790,949	747,477
TOTAL ASSETS		900,049	785,365
LIABILITIES			
Current Liabilities			
Payables	10	18,802	15,475
Borrowings	10	172	-
Provisions	10	14,601	13,259
Total Current Liabilities		33,575	28,734
Non-Current Liabilities			
Payables	10	-	-
Borrowings	10	-	-
Provisions	10	187	278
Total Non-Current Liabilities		187	278
TOTAL LIABILITIES		33,762	29,012
Net Assets		866,287	756,353
EQUITY			
Retained Earnings	20	696,327	673,752
Revaluation Reserves	20	169,960	82,601
Council Equity Interest		866,287	756,353
Non-controlling Equity Interests		-	-
Total Equity		866,287	756,353

This Statement should be read in conjunction with the accompanying Notes.

NORTH SYDNEY COUNCIL

Statement of Changes in Equity

For the financial year ended 30 June 2015

\$'000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non-controlling Interest	Total Equity
2015						
Opening Balance (as per Last Year's Audited Accounts)		673,752	82,601	756,353	–	756,353
a. Correction of Prior Period Errors	20 (c)	–	–	–	–	–
b. Changes in Accounting Policies (prior year effects)	20 (d)	–	–	–	–	–
Revised Opening Balance (as at 1/7/14)		673,752	82,601	756,353	–	756,353
c. Net Operating Result for the Year		22,575	–	22,575	–	22,575
d. Other Comprehensive Income						
– Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	–	87,359	87,359	–	87,359
Other Comprehensive Income		–	87,359	87,359	–	87,359
Total Comprehensive Income (c&d)		22,575	87,359	109,934	–	109,934
e. Distributions to/(Contributions from) Non-controlling Interests		–	–	–	–	–
f. Transfers between Equity		–	–	–	–	–
Equity – Balance at end of the reporting period		696,327	169,960	866,287	–	866,287
2014						
Opening Balance (as per Last Year's Audited Accounts)		647,009	82,601	729,610	–	729,610
a. Correction of Prior Period Errors	20 (c)	–	–	–	–	–
b. Changes in Accounting Policies (prior year effects)	20 (d)	–	–	–	–	–
Revised Opening Balance (as at 1/7/13)		647,009	82,601	729,610	–	729,610
c. Net Operating Result for the Year		26,743	–	26,743	–	26,743
d. Other Comprehensive Income						
– Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	–	–	–	–	–
Other Comprehensive Income		–	–	–	–	–
Total Comprehensive Income (c&d)		26,743	–	26,743	–	26,743
e. Distributions to/(Contributions from) Non-controlling Interests		–	–	–	–	–
f. Transfers between Equity		–	–	–	–	–
Equity – Balance at end of the reporting period		673,752	82,601	756,353	–	756,353

This Statement should be read in conjunction with the accompanying Notes.

NORTH SYDNEY COUNCIL

Statement of Cash Flows

For the financial year ended 30 June 2015

\$'000	Notes	Budget 2015	Actual 2015	Actual 2014
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts:				
Rates & Annual Charges		45,800	46,263	43,669
User Charges & Fees		21,123	25,963	26,660
Investment & Interest Revenue Received		3,457	4,273	3,589
Grants & Contributions		10,481	20,679	14,813
Bonds, Deposits & Retention amounts received		1,400	2,512	2,135
Other		14,528	20,379	15,942
Payments:				
Employee Benefits & On-Costs		(36,899)	(37,327)	(35,165)
Materials & Contracts		(29,057)	(33,600)	(32,209)
Borrowing Costs		(162)	–	–
Bonds, Deposits & Retention amounts refunded		(1,400)	(640)	(1,307)
Other		(8,607)	(12,245)	(11,044)
Net Cash provided (or used in) Operating Activities	11b	20,664	36,357	27,083
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts:				
Sale of Investment Securities		43,100	42,192	46,372
Sale of Investment Property		–	–	19,500
Sale of Infrastructure, Property, Plant & Equipment		1,295	1,408	1,269
Payments:				
Purchase of Investment Securities		(42,000)	(46,051)	(68,295)
Purchase of Infrastructure, Property, Plant & Equipment		(26,829)	(30,582)	(23,902)
Net Cash provided (or used in) Investing Activities		(24,434)	(33,030)	(25,056)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts:				
Proceeds from Borrowings & Advances		4,000	–	–
Payments:				
Repayment of Borrowings & Advances		(230)	–	–
Net Cash Flow provided (used in) Financing Activities		3,770	–	–
Net Increase/(Decrease) in Cash & Cash Equivalents			3,327	2,027
plus: Cash & Cash Equivalents – beginning of year	11a	4,000	5,108	3,081
Cash & Cash Equivalents – end of the year	11a	4,000	8,435	5,108
Additional Information:				
plus: Investments on hand – end of year	6b		94,534	90,510
Total Cash, Cash Equivalents & Investments			102,969	95,618

Please refer to Note 11 for additional cash flow information.

This Statement should be read in conjunction with the accompanying Notes.

NORTH SYDNEY COUNCIL

Notes to the Financial Statements

For the financial year ended 30 June 2015

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n/a – not applicable

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below in order to assist in its general understanding.

Under Australian Accounting Standards (AASBs), accounting policies are defined as those specific principles, bases, conventions, rules and practices applied by a reporting entity (in this case Council) in preparing and presenting its financial statements.

A) BASIS OF PREPARATION

i) Background

These financial statements are general purpose financial statements which have been prepared in accordance with:

- Australian Accounting Standards and Australian Accounting Interpretations issued by the Australian Accounting Standards Board;
- the *Local Government Act (1993)* and Local Government (General) Regulation (2005); and
- the Local Government Code of Accounting Practice and Financial Reporting.

For the purpose of preparing these financial statements, Council has been deemed to be a not-for-profit entity.

ii) Compliance with International Financial Reporting Standards (IFRSs)

Because AASBs are sector neutral, some standards either:

- a) have local Australian content and prescription that is specific to the Not-For-Profit sector (including Local Government) which are not in compliance with IFRS's, or
- b) specifically exclude application by Not-for-Profit entities.

Accordingly in preparing these financial statements and accompanying notes, Council has been unable to comply fully with International Accounting Standards but has complied fully with Australian Accounting Standards.

Under the Local Government Act (LGA), Regulations and Local Government Code of Accounting Practice & Financial Reporting, it should be noted that Councils in NSW only have a requirement to comply with AASBs.

iii) New and amended standards adopted by Council

During the current year, the following relevant standards became mandatory for Council and have been adopted:

- AASB 10 Consolidated Financial Statements
- AASB 11 Joint Arrangements
- AASB 12 Disclosures of Interests in Other Entities

AASB 10 introduced a new definition of control based on the substance of the relationship and required Councils to consider their involvement with other entities regardless of whether there was a financial interest.

AASB 11 classified joint arrangements into either joint ventures (equity accounting) or joint operations (accounting for share of assets and liabilities).

AASB 12 has increased the level of disclosures required where Council has any interests in subsidiaries, joint arrangements, associates or unconsolidated structured entities.

iv) Early adoption of Accounting Standards

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2014.

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

v) Basis of Accounting

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

- i) certain financial assets and liabilities at fair value through profit or loss and available-for-sale financial assets which are all valued at fair value;
- ii) the write down of any asset on the basis of impairment (if warranted); and
- iii) certain classes of non current assets (e.g. Infrastructure, Property, Plant & Equipment and Investment Property) that are accounted for at fair valuation.

The accrual basis of accounting has also been applied in their preparation.

vi) Changes in Accounting Policies

Council's accounting policies have been consistently applied to all the years presented, unless otherwise stated.

There have also been no changes in accounting policies when compared with previous financial statements unless otherwise stated [refer Note 20(d)].

vii) Critical Accounting Estimates

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

Accordingly this requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on 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 are set out below:

- i) estimated fair values of investment properties
- ii) estimated fair values of infrastructure, property, plant and equipment.

Note 1. Summary of Significant Accounting Policies (continued)

Critical judgements in applying 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.
- ii) projected Section 94 Commitments – Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

B) REVENUE RECOGNITION

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to it and specific criteria have been met for each of the Council's activities as described below.

Council bases any estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable.

Revenue is measured on major income categories as follows:

Rates, Annual Charges, Grants and Contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for the impairment on rates receivables has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue from contributions is recognised when the Council either obtains control of the contribution or the right to receive it, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(g).

Note 3(g) also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of S94 of the *EPA Act 1979*.

Whilst Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon their physical receipt by Council, due to the possibility that individual Development Consents may not be acted upon by the applicant and accordingly would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required but the Council may apply contributions according to the priorities established in work schedules.

A detailed Note relating to developer contributions can be found at Note 17.

User Charges, Fees and Other Income

User charges, fees and other income (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for the impairment of these receivables is recognised when collection in full is no longer probable.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided as at balance date.

Sale of Infrastructure, Property, Plant and Equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest and Rents

Rental income is accounted for on a straight-line basis over the lease term.

Interest income from cash and investments is accounted for using the effective interest rate at the date that interest is earned.

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

These financial statements incorporate the assets and liabilities of Council and any entities (or operations) that it **controls** (as at 30 June 2015) and all of the related operating results (for the financial year ended the 30 June 2015).

The financial statements also include Council's share of the assets, liabilities, income and expenses of any Jointly Controlled Operations. Detailed information relating to the entities that Council Controls can be found at Note 19 (a).

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

Note 1. Summary of Significant Accounting Policies (continued)

i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the LGA 1993, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund and other entities through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this report.

ii) Joint Ventures

Jointly Controlled Assets & Operations

The proportionate interests in the assets, liabilities and expenses of a Joint Venture Activity have been incorporated throughout the financial statements under the appropriate headings.

Jointly Controlled Entities

Any interests in Joint Venture Entities and Partnerships are accounted for using the equity method and are carried at cost.

Under the equity method, the share of the profits or losses of the partnership is recognised in the income statement and the share of movements in retained earnings and reserves is recognised in the balance sheet. Note 19 provides more information in relation to Joint Venture Operations.

D) LEASES

All Leases entered into by Council are reviewed and classified on inception date as either a Finance Lease or an Operating Lease.

Finance Leases

Council has no finance leases.

Operating Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

E) CASH AND CASH EQUIVALENTS

For Statement of Cash Flows (and Statement of Financial Position) 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 balance sheet but are incorporated into Cash & Cash Equivalents for presentation of the Cash Flow Statement.

F) INVESTMENTS AND OTHER FINANCIAL ASSETS

Council (in accordance with AASB 139) classifies each of its investments into one of the following categories for measurement purposes:

- **financial assets at fair value through profit or loss**;
- **loans and receivables**;
- **held-to-maturity investments**; and
- **available-for-sale financial assets**.

Each classification depends on the purpose/intention for which the investment was acquired and at the time it was acquired.

Management determines each investment classification at the time of initial recognition and re- evaluates this designation at each reporting date.

i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets that are "held for trading".

A financial asset is classified in the "held for trading" category if it is acquired principally for the purpose of selling in the short term.

Assets in this category are primarily classified as current assets as they are primarily held for trading and/or are expected to be realised within 12 months of the balance sheet date.

ii) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market.

They arise when the Council provides money, goods or services directly to a debtor with no intention (or in some cases ability) of selling the resulting receivable.

They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date, which are classified as non- current assets.

iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity.

In contrast to the "Loans & Receivables" classification, these investments are generally quoted in an active market.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

iv) Available-for-sale financial assets

Available-for-sale financial assets are non- derivatives that are either designated in this category or not classified in any of the other categories.

Investments must be designated as available-for- sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Note 1. Summary of Significant Accounting Policies (continued)

Accordingly, this classification principally comprises marketable equity securities, but can include all types of financial assets that could otherwise be classified in one of the other investment categories.

They are generally included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date or the term to maturity from the reporting date is less than 12 months.

Financial Assets – Reclassification

Council may choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near term.

Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near term.

Council may also choose to reclassify financial assets that would meet the definition of loans and receivables out of the held-for-trading or available-for-sale categories if it has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable and no reversals of fair value gains or losses recorded before reclassification date are subsequently made.

Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

General Accounting & Measurement of Financial Instruments

i) Initial Recognition

Investments are initially recognised (and measured) at fair value plus, in the case of investments not at “fair value through profit or loss”, directly attributable transactions costs.

Purchases and sales of investments are recognised on trade-date, i.e. the date on which the Council commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

ii) Subsequent Measurement

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value.

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Realised and unrealised gains and losses arising from changes in the fair value of the financial assets classified as “**fair value through profit or loss**” category are included in the income statement in the period in which they arise.

Unrealised gains and losses arising from changes in the fair value of non monetary securities classified as “**available-for-sale**” are recognised in equity in the available-for-sale investments revaluation reserve.

When securities classified as “**available-for-sale**” are sold or impaired, the accumulated fair value adjustments are included in the income statement as gains and losses from investment securities.

Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a ‘loss event’) and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired.

If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and loss – is removed from equity and recognised in the income statement.

Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

If there is evidence of impairment for any of Council's financial assets carried at amortised cost (eg. 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 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 group may measure impairment on the basis of an instrument's fair value using an observable market price.

iii) Types of Investments

Council has an approved Investment Policy in order to undertake its investment of money in accordance with (and to comply with) Section 625 of the *Local Government Act (1993)* and Section 212 of the *Local Government (General) Regulation 2005*.

Note 1. Summary of Significant Accounting Policies (continued)

Investments are placed and managed in accordance with the Policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order.

Council maintains its Investment Policy in compliance with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order arising from the Cole Inquiry recommendations.

G) FAIR VALUE ESTIMATION

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held.

If the market for a financial asset is not active (and for unlisted securities), the Council establishes fair value by using valuation techniques.

These include reference to the fair values of recent arm's length transactions involving the same instruments or other instruments that are substantially the same, discounted cash flow analysis, and option pricing models refined to reflect the issuer's specific circumstances.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

H) RECEIVABLES

Receivables are initially recognised at fair value and subsequently measured at amortised cost less any provision for impairment.

Receivables (excluding Rates & Annual Charges) are generally due for settlement no more than 30 days from the date of recognition.

The collectability of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off in accordance with Council's policy.

A provision for impairment (ie. an allowance account) relating to receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of each receivable.

The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

Impairment losses are recognised in the Income Statement within other expenses.

When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account.

Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

I) INVENTORIES

Raw Materials and Stores, Work in Progress and Finished Goods

Raw materials and stores, work in progress and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity.

Costs are assigned to individual items of inventory on the basis of weighted average costs.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories held in respect of non-business undertakings have been valued at cost subject to adjustment for loss of service potential.

Land Held for Resale/Capitalisation of Borrowing Costs

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

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.

Note 1. Summary of Significant Accounting Policies (continued)

J) INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (I,PP&E)

Acquisition of assets

Council's non current assets are continually revalued (over a 5 year period) in accordance with the fair valuation policy as mandated by the Office of Local Government.

At balance date, the following classes of I,PP&E were stated at their Fair Value:

- **Investment Properties** – refer Note 1(p);
- **Operational Land** (External/Internal Valuation);
- **Buildings – Specialised/Non Specialised** (External/Internal Valuation);
- **Plant and Equipment** (as approximated by depreciated historical cost);
- **Roads Assets** (External/Internal Valuation);
- **Footpath Assets** (Internal Valuation);
- **Drainage Assets** (Internal Valuation);
- **Swimming Pool Assets** (External/Internal Valuation);
- **Open Space/Recreation Assets** (as approximated by depreciated historical cost);
- **Other Infrastructure Assets** (as approximated by depreciated historical cost);
- **Community Land** (External/Internal Valuation);
- **Land Improvements** (as approximated by depreciated historical cost);
- **Other Structures** (as approximated by depreciated historical cost);
- **Other Assets** (as approximated by depreciated historical cost).

Initial Recognition

On initial recognition, an assets cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition.

Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition (ie. date of exchange) of the asset to arrive at fair value.

The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date, being the amount that the asset could have been exchanged between knowledgeable willing parties in an arm's length transaction.

Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Asset Revaluations (including Indexation)

In accounting for Asset Revaluations relating to Infrastructure, Property, Plant & Equipment:

- increases in the combined carrying amounts of asset classes arising on revaluation are credited to the asset revaluation reserve;
- to the extent that a net asset class increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss; and
- net decreases that reverse previous increases of the same asset class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset, with all other decreases charged to the Income Statement.

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date.

If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount.

Full revaluations are undertaken for all assets on a 5 year cycle.

Capitalisation Thresholds

Items of infrastructure, property, plant and equipment are not capitalised unless their cost of acquisition exceeds the following:

Land

Council Land	100% Capitalised
Open Space	100% Capitalised
Land Under Roads (purchases after 30 June 2008)	100% Capitalised

Plant & Equipment

Office Furniture	> \$5,000
Office Equipment	> \$5,000
Other Plant & Equipment	> \$5,000

Buildings & Land Improvements

Park Furniture & Equipment	> \$2,000
Building	
- construction/extensions	100% Capitalised
- renovations	> \$10,000
Other Structures	> \$10,000

Stormwater Assets

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

Note 1. Summary of Significant Accounting Policies (continued)

Transport Assets

Road construction & reconstruction	> \$10,000
Reseal/Re-sheet & major repairs	> \$10,000
Bridge construction & reconstruction	> \$10,000

Other Infrastructure Assets

Swimming Pools	> \$10,000
Other Open Space/Recreational Assets	> \$10,000
Other Infrastructure	> \$10,000

Depreciation

Depreciation on Council's infrastructure, property, plant and equipment assets is calculated using the straight line method in order to allocate an asset's cost (net of residual values) over its estimated useful life. Land is not depreciated.

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

Plant & Equipment

Office Equipment	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

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 & Paths	50 to 100 years

Other Infrastructure Assets

Bulk earthworks	Infinite
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All asset residual values and useful lives are reviewed and adjusted (if appropriate), at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount – refer Note 1(s) on Asset Impairment.

Disposal and De-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

K) LAND

Land (other than Land under Roads) is in accordance with Part 2 of Chapter 6 of the *Local Government Act (1993)* classified as either Operational or Community.

This classification of Land is disclosed in Note 9(a).

L) LAND UNDER ROADS

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

M) INTANGIBLE ASSETS

Council has not classified any assets as intangible.

N) CROWN RESERVES

Crown Reserves under Council's care and control are recognised as assets of the Council.

While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Representations are currently being sought across State and Local Government to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

O) RURAL FIRE SERVICE ASSETS

Council has no Rural Fire Services assets.

P) INVESTMENT PROPERTY

Investment property comprises land and/or buildings that are principally held for long-term rental yields and/or capital gains that is not occupied by Council.

Investment property is carried at fair value, representing an open-market value determined annually by external valuers.

Annual changes in the fair value of investment properties are recorded in the Income Statement as part of "Other Income".

Full revaluations are carried out every year.

The last full revaluation for Council's Investment Properties was dated 30 June 2015.

Note 1. Summary of Significant Accounting Policies (continued)

Q) PROVISIONS FOR CLOSE DOWN, RESTORATION AND FOR ENVIRONMENTAL CLEAN UP COSTS – INCLUDING TIPS AND QUARRIES

Council has no obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

R) NON-CURRENT ASSETS (OR DISPOSAL GROUPS) “HELD FOR SALE” & DISCONTINUED OPERATIONS

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either their carrying amount and fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles which are turned over on a regular basis. Plant and motor vehicles are retained in Non Current Assets under the classification of Infrastructure, Property, Plant and Equipment – unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June.

For any assets or disposal groups classified as Non-Current Assets “held for sale”, an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell.

Non-current assets “held for sale” are not depreciated or amortised while they are classified as “held for sale”.

Non-current assets classified as “held for sale” are presented separately from the other assets in the balance sheet.

Council has no discontinued operations.

S) IMPAIRMENT OF ASSETS

All of Council’s I,PP&E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset’s carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset’s fair value less costs to sell and value in use.

Where an asset is not held principally for cash generating purposes (for example infrastructure assets) and would be replaced if the Council was deprived of it, depreciated replacement cost is used as value in use, otherwise value in use is estimated by using a discounted cash flow model.

Non-financial assets (other than goodwill) that suffered a prior period impairment are reviewed for possible reversal of the impairment at each reporting date.

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

T) PAYABLES

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

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

U) BORROWINGS

Borrowings are initially recognised at fair value, net of transaction costs incurred, and subsequently measured at amortised cost.

Amortisation results in any difference between the proceeds (net of transaction costs) and the redemption amount being recognised in the Income Statement over the period of the borrowings using the effective interest method.

Borrowings are removed from the Balance Sheet when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Council has no borrowings as at the reporting date.

V) PROVISIONS

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

- Council has a present legal or constructive obligation as a result of past events;
- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management’s best estimate of the expenditure required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense.

Note 1. Summary of Significant Accounting Policies (continued)

W) EMPLOYEE BENEFITS

i) Short Term Obligations

Short term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be wholly settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

All other short-term employee benefit obligations are presented as payables.

Liabilities for non vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable and, accordingly, no liability has been recognised in these reports.

Wages and salaries, annual leave and vesting sick leave are all classified as Current Liabilities.

ii) Other Long Term Obligations

The liability for all long service and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be wholly settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how Long Service Leave can be taken, all Long Service Leave for employees with 4 or more years of service has been classified as Current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it is not anticipated that all employees with more than 4 years service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death.

Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the "Local Government Superannuation Scheme – Pool B"

This Scheme has been deemed to be a "multi employer fund" for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan in accordance with AASB 119 because the assets to the scheme are pooled together for all Councils.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a) for the year ending 30 June 2015 was \$1,006,607.

The last valuation of the Scheme was performed by Martin Stevenson BSc, FIA, FIAA, on 20th February 2013 and covers the period ended 30 June 2014. The position is monitored annually and the Actuary has estimated that, as at 30 June 2015, a deficit still exists.

Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit. The amount of additional contributions in 2014/15 towards the extinguishment of this deficit included in the aforementioned total employer contributions is \$382,042.

As at 30 June 2015, the share of this deficit that can be broadly attributed to Council is \$382,042, however, the Trustee is considering extending the additional contribution beyond 30 June 2016.

However, Council's share of the deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Note 1. Summary of Significant Accounting Policies (continued)

Defined Contribution Plans

Contributions to Defined Contribution Plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

iv) Employee Benefit On-Costs

Council has recognised at year end the aggregate on-cost liabilities arising from employee benefits and, in particular, those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include Superannuation and Workers Compensation expenses which will be payable upon the future payment of certain leave liabilities accrued as at 30 June 2015.

X) SELF INSURANCE

Council does not self insure.

Y) ALLOCATION BETWEEN CURRENT AND NON-CURRENT ASSETS & LIABILITIES

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the liability is classified as current even if not expected to be settled within the next 12 months.

In the case of inventories that are "held for trading", these are also classified as current even if not expected to be realised in the next 12 months.

Z) TAXES

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

Goods & Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the revenue/expense.

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

Operating cash flows within the Cash Flow Statement are on a gross basis, i.e. they are inclusive of GST where applicable.

Investing and Financing cash flows are treated on a net basis (where recoverable from the ATO), i.e. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows which are recoverable from or payable to the ATO are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from (or payable to) the ATO.

AA) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2015.

Council has not adopted any of these standards early.

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

Apart from the AASB disclosures below, there are no other standards that are "not yet effective" which are expected to have a material impact on Council in the current or future reporting periods and on foreseeable future transactions.

Applicable to Local Government:

AASB 9 – Financial Instruments (and associated amending standards)

AASB 9 replaces AASB 139 Financial Instruments: Recognition and Measurement and has an effective date for reporting periods beginning on or after 1 January 2018 (and must be applied retrospectively).

The overriding impact of AASB 9 is to change the requirements for the classification, measurement and disclosures associated with financial assets.

Under the new requirements the four current categories of financial assets stipulated in AASB 139 will be replaced with two measurement categories:

- fair value and
- amortised cost (where financial assets will only be able to be measured at amortised cost where very specific conditions are met).

AASB 15 – Revenue from contracts with customers and associated amending standards

AASB 15 will introduce a five step process for revenue recognition with the core principle of the new Standard being that entities recognise revenue so as to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be entitled in exchange for those goods or services.

The changes in revenue recognition requirements in AASB 15 may cause changes to accounting policies relating to the timing and amount of revenue recorded in the financial statements as well as additional disclosures.

The full impact of AASB 15 has not yet been ascertained or quantified.

AASB 15 will replace AASB 118 which covers contracts for goods and services and AASB 111 which covers construction contracts.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2017.

Note 1. Summary of Significant Accounting Policies (continued)

AASB 124 – Related Party Disclosures

From 1 July 2016, AASB 124 Related Party Disclosures will apply to Council.

This means that Council will be required to disclose information about related parties and Council transactions with those related parties.

Related parties will more than likely include the Mayor, Councillors and certain Council staff. In addition, the close family members of those people and any organisations that they control or are associated with will be classified as related parties (and fall under the related party reporting requirements).

AASB 2014 – 10 Sale or contribution of Assets between an Investor and its Associate or Joint Venture

The amendments address an acknowledged inconsistency between the requirements in AASB 10 and those in AASB 128 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not).

A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2016.

This standard will only impact Council where there has been a sale or contribution of assets between the entity and the associate/joint venture.

AASB 2014 – 3 Amendments to Australian Accounting Standards – Accounting for Acquisitions of Interests in Joint Operations [AASB 1 and AASB 11]

This Standard amends AASB 11 to provide guidance on the accounting for acquisitions of interests in joint operations in which the activity constitutes a business.

The amendments require:

- a) the acquirer of an interest in a joint operation in which the activity constitutes a business, as defined in AASB 3 Business Combinations, to apply all of the principles on business combinations accounting in AASB 3 and other Australian Accounting Standards except for those principles that conflict with the guidance in AASB 11; and
- b) the acquirer to disclose the information required by AASB 3 and other Australian Accounting Standards for business combinations.

This Standard also makes an editorial correction to AASB 11.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2016.

If a joint operation is acquired during the reporting period, then this standard clarifies the accounting for the acquisition to be in accordance with AASB 3, i.e. assets and liabilities acquired to be measured at fair value.

Not applicable to Local Government per se

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

AB) ROUNDING OF AMOUNTS

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

AC) 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.

AD) DISCLAIMER

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

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

Income, Expenses and Assets have been directly attributed to the following Functions/Activities.
Details of these Functions/Activities are provided in Note 2(b).

\$'000 Functions/Activities	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2015	Actual 2015	Actual 2014	Original Budget 2015	Actual 2015	Actual 2014	Original Budget 2015	Actual 2015	Actual 2014	Budget 2015	Actual 2014	Budget 2015	Actual 2014
Governance	-	-	-	1,995	2,503	2,164	(1,995)	(2,503)	(2,164)	-	-	30	50
Administration	4,935	8,349	5,881	14,401	16,187	19,316	(9,466)	(7,838)	(13,435)	-	-	142,915	130,606
Public Order & Safety	7,188	6,983	7,365	7,260	6,849	6,921	(72)	134	444	-	-	2,225	1,967
Health	173	275	207	1,600	1,589	1,345	(1,427)	(1,314)	(1,138)	8	8	563	571
Environment	13,720	13,867	13,331	17,512	17,619	16,224	(3,792)	(3,752)	(2,893)	212	283	125,316	82,462
Community Services & Education	550	993	564	2,452	2,685	2,337	(1,902)	(1,692)	(1,773)	675	436	3,035	3,080
Housing & Community Amenities	873	1,121	1,110	6,474	6,005	5,559	(5,601)	(4,884)	(4,449)	211	236	5,099	4,010
Recreation & Culture	9,177	18,679	14,636	19,316	20,412	19,534	(10,139)	(1,733)	(4,898)	319	443	256,979	256,088
Mining, Manufacturing & Construction	45	40	41	-	-	-	45	40	41	-	-	-	-
Transport & Communication	13,045	13,344	13,183	13,692	12,922	12,207	(647)	422	976	443	404	243,662	190,082
Economic Affairs	11,750	14,130	29,004	6,555	6,868	7,803	5,195	7,262	21,201	-	2	120,167	116,387
Total Functions & Activities	61,456	77,781	85,322	91,257	93,639	93,410	(29,801)	(15,858)	(8,088)	1,868	1,812	899,991	785,303
Share of gains/(losses) in Associates & Joint Ventures (using the Equity Method)	-	-	-	-	5	4	-	5	4	-	-	56	61
General Purpose Income ¹	36,782	38,438	34,835	-	-	-	36,782	38,438	34,835	2,054	1,127	2	1
Operating Result from Continuing Operations	98,238	116,219	120,157	91,257	93,644	93,414	6,981	22,575	26,743	3,922	2,939	900,049	785,365

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

**Note 2(b). Council Functions/Activities –
Component Descriptions**

Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:

GOVERNANCE

Costs relating to the Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of council and policy making committees, area representation and public disclosure and compliance.

ADMINISTRATION

Corporate Support and Other Support Services (not otherwise attributed to the listed functions/activities).

PUBLIC ORDER & SAFETY

Fire protection, animal control, beach control, enforcement of local government regulations, emergency services, other.

HEALTH

Inspection, immunisations, food control, health centres, other, administration.

ENVIRONMENT

Noxious plants and insect/vermin control, other environmental protection, solid waste management, street cleaning, drainage, stormwater management.

COMMUNITY SERVICES & EDUCATION

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, Aboriginal services, other community services, education.

HOUSING & COMMUNITY AMENITIES

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

RECREATION & CULTURE

Public libraries, museums, art galleries, community centres, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens (lakes), other sport and recreation.

MINING, MANUFACTURING & CONSTRUCTION

Building control, abattoirs, quarries & pits, other.

TRANSPORT & COMMUNICATION

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

ECONOMIC AFFAIRS

Camping areas, caravan parks, tourism and area promotion, industrial development promotion, saleyards and markets, real estate development, commercial nurseries, other business undertakings.

Note 3. Income from Continuing Operations

\$'000	Actual 2015	Actual 2014
A) RATES & ANNUAL CHARGES		
Ordinary Rates		
Residential	19,423	18,198
Business	12,659	11,762
Total Ordinary Rates	32,082	29,960
Special Rates		
Environmental Levy	1,820	1,820
Infrastructure Levy	1,630	1,631
Main Street Levies	497	495
Total Special Rates	3,947	3,946
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic Waste Management Services	9,701	9,585
Stormwater Management Services	543	–
Section 611 Charges	63	59
Total Annual Charges	10,307	9,644
TOTAL RATES & ANNUAL CHARGES	46,336	43,550

Council has used 2013 year valuations provided by the NSW Valuer General in calculating its rates.

\$'000	Actual 2015	Actual 2014
B) USER CHARGES & FEES		
Specific User Charges (per s.502 – Specific “actual use” charges)		
Domestic Waste Management Services	994	977
Total User Charges	994	977
Other User Charges & Fees		
i) Fees & Charges – Statutory & Regulatory Functions (per s.608)		
Planning & Building Regulation	3,423	2,522
Regulatory/ Statutory Fees	3,769	2,552
Section 149 Certificates (EPA Act)	359	365
Section 603 Certificates	159	181
Total Fees & Charges – Statutory/Regulatory	7,710	5,620
ii) Fees & Charges – Other (incl. General User Charges) (per s.608)		
Business Trade Waste	347	355
Community Centres/Facilities	50	49
Domestic Waste Management – Other	23	20
Library	139	138
Ovals	882	1,019
Off Street Parking	2,504	2,534
On Street Parking	8,298	7,923
Planning & Building Regulation (Non Statutory)	452	416
Public Events	28	25
Reinstatements	837	990
Swimming Centres	2,287	2,362
Family Day Care	93	–
Other	168	281
Total Fees & Charges – Other	16,108	16,112
TOTAL USER CHARGES & FEES	24,812	22,709

Note 3. Income from Continuing Operations (continued)

\$'000	Notes	Actual 2015	Actual 2014
C) INTEREST & INVESTMENT REVENUE (INCL. LOSSES)			
Interest & Dividends			
– Interest on Overdue Rates & Annual Charges (incl. Special Purpose Rates)		44	48
– Interest earned on Investments (interest & coupon payment income)		4,061	3,594
– Interest on Developer Contributions		340	307
Fair Value Adjustments			
– Fair Valuation movements in Investments (at FV or Held for Trading)		168	73
TOTAL INTEREST & INVESTMENT REVENUE		4,613	4,022
Interest Revenue is attributable to:			
Unrestricted Investments/Financial Assets:			
Overdue Rates & Annual Charges (General Fund)		44	48
General Council Cash & Investments		4,229	3,667
Restricted Investments/Funds – External:			
Development Contributions			
– Section 94		337	307
– Section 93F		3	–
Total Interest & Investment Revenue Recognised		4,613	4,022
D) OTHER REVENUES			
Fair Value Adjustments – Investment Properties (Non-cash)	14	4,920	20,620
Rental Income – Investment Properties	14	5,989	5,388
Rental Income – Other Council Properties		359	294
Ex Gratia Rates		29	33
Fines – Environmental & Compliance		130	70
Fines – Parking		6,464	6,966
Legal Fees Recovery – Rates & Charges (Extra Charges)		75	73
Legal Fees Recovery – Other		102	94
Advertising on Council Infrastructure		869	926
Better Waste & Recycling Fund		178	201
Commissions & Agency Fees		7	9
Insurance Bonuses, Rebates & Claim Recoveries		412	113
Sales – General		3	16
Other		647	202
TOTAL OTHER REVENUE		20,184	35,005

Note 3. Income from Continuing Operations (continued)

\$'000	2015 Operating	2014 Operating	2015 Capital	2014 Capital
E) GRANTS				
General Purpose (Untied)				
Financial Assistance – General Component ¹	1,431	736	–	–
Financial Assistance – Local Roads Component ¹	462	231	–	–
Pensioners' Rates Subsidies – General Component	161	160	–	–
Total General Purpose	2,054	1,127	–	–
Specific Purpose				
Pensioners' Rates Subsidies:				
– Domestic Waste Management	42	43	–	–
– Aged Care	60	59	–	–
– Family Day Care	538	312	–	–
– Vacation Care	28	28	–	–
– Youth Care	12	2	–	–
– Other	46	44	–	–
Environmental Protection	170	98	–	141
– Aboriginal Heritage	32	91	–	–
– Library	128	126	47	46
– Parks & Gardens	–	–	25	130
– Sporting Grounds & Venues	–	–	48	–
– Other Sport & Recreation	–	–	38	50
Street Lighting	181	166	–	–
Town Planning	30	72	–	–
Traffic Route Subsidy	21	24	–	–
Transport (Roads to Recovery)	218	220	–	–
Transport (Other Roads & Bridges Funding)	52	–	51	88
Transport (Road Safety)	101	72	–	–
Total Specific Purpose	1,659	1,357	209	455
Total Grants	3,713	2,484	209	455
Grant Revenue is attributable to:				
– Commonwealth Funding	788	588	17	141
– State Funding	2,897	1,887	192	214
– Other Funding	28	9	–	100
	3,713	2,484	209	455

¹ The Financial Assistance Grant for the comparative 13/14 year reflects a one off timing difference (reduction). This grant ceased being paid in advance in the 13/14 year by up to 50% as had occurred in previous years.

Note 3. Income from Continuing Operations (continued)

\$'000	Note	2015 Operating	2014 Operating	2015 Capital	2014 Capital
F) CONTRIBUTIONS					
Developer Contributions:					
s93 & s94 – EP&A Act, s64 of the LGA):					
S 93F – Contributions using Planning Agreements		–	–	708	1,528
S 94 – Contributions towards amenities/services		–	–	14,586	9,431
Total Developer Contributions	17	–	–	15,294	10,959
Other Contributions:					
Affordable Housing		12	–	–	–
Environmental Protection		14	29	–	–
Recreation & Culture					
– Aboriginal Heritage		251	258	–	–
– Museums		–	–	40	–
RMS Contributions (Regional Roads, Block Grant)		666	686	–	–
Total Other Contributions		943	973	40	–
Total Contributions		943	973	15,334	10,959
TOTAL GRANTS & CONTRIBUTIONS		4,656	3,457	15,543	11,414
\$'000				Actual 2015	Actual 2014
G) RESTRICTIONS RELATING TO GRANTS AND CONTRIBUTIONS					
Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:					
Unexpended at the Close of the Previous Reporting Period				18,512	15,873
add: Grants & contributions recognised in the current period but not yet spent:				10,888	6,944
less: Grants & contributions recognised in a previous reporting period now spent:				(3,571)	(4,305)
Net Increase (Decrease) in Restricted Assets during the Period				7,317	2,639
Unexpended and held as Restricted Assets				25,829	18,512
Comprising:					
– Specific Purpose Unexpended Grants				131	184
– Developer Contributions				25,672	18,294
– Other Contributions				26	34
				25,829	18,512

Note 4. Expenses from Continuing Operations

\$'000	Actual 2015	Actual 2014
A) EMPLOYEE BENEFITS & ON-COSTS		
Salaries and Wages	28,640	26,760
Travelling	444	449
Employee Leave Entitlements (ELE)	5,629	4,426
Superannuation – Defined Contribution Plans	2,527	2,330
Superannuation – Defined Benefit Plans	1,007	1,031
Workers' Compensation Insurance	426	210
Fringe Benefit Tax (FBT)	271	215
Training Costs (other than Salaries & Wages)	334	345
Other	158	168
Total Employee Costs	39,436	35,934
less: Capitalised Costs	(680)	(375)
TOTAL EMPLOYEE COSTS EXPENSED	38,756	35,559
Number of "Equivalent Full Time" Employees at year end	391	383

Note 4. Expenses from Continuing Operations (continued)

\$'000	Actual 2015	Actual 2014
B) BORROWING COSTS		
Nil		
C) MATERIALS & CONTRACTS		
Raw Materials & Consumables	3,718	3,644
Contractor Costs:		
– Aboriginal Heritage	110	158
– Agency Staff	897	659
– Cash Collection	394	401
– CBD Marketing	197	107
– Cleaning of Council Properties	390	382
– Community Transport	168	168
– Computer Hardware & Software Maintenance	1,141	1,104
– Drainage Maintenance	357	396
– Footpath Maintenance	587	576
– Graffiti Removal	108	77
– Internal Audit Program	70	73
– Mowing	930	799
– Other Infrastructure Maintenance	821	212
– Parking Meter Maintenance	760	833
– Parks, Gardens & Tree Maintenance	1,748	1,483
– Property Maintenance	3,288	3,271
– Property Management	269	322
– Public Events	400	518
– Roads Maintenance	585	936
– Waste & Recycling Collection	4,712	4,442
– Waste & Recycling Disposal	4,187	4,066
– Other	1,586	1,254
Consultancy	1,553	1,079
Auditors Remuneration ¹	67	50
Infringement Notice Contract Costs (SEINS)	932	1,045
Legal Expenses:		
– Legal Expenses: Planning & Development	566	778
– Legal Expenses: Debt Recovery	75	77
– Legal Expenses: Other	275	365
TOTAL MATERIALS & CONTRACTS	30,891	29,275
1. Auditor Remuneration		
During the year, the following fees were incurred for services provided by the Council's Auditor (& the Auditors of other Consolidated Entities):		
i) Audit and Other Assurance Services		
– Audit & review of financial statements: Council's Auditor	67	50
– Due diligence services	–	–
Remuneration for audit and other assurance services	67	50
Total Auditor Remuneration	67	50

Note 4. Expenses from Continuing Operations (continued)

\$'000	Impairment Costs		Depreciation/Amortisation	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
D) DEPRECIATION, AMORTISATION & IMPAIRMENT				
Plant and Equipment	-	-	1,555	1,506
Office Equipment	-	-	682	745
Furniture & Fittings	-	-	280	275
Land Improvements (depreciable)	-	-	299	256
Buildings – Non Specialised	-	-	44	44
Buildings – Specialised	-	-	2,834	2,835
Infrastructure:				
– Roads	-	-	4,974	4,824
– Footpaths	-	-	1,656	1,621
– Stormwater Drainage	-	-	1,070	1,060
– Swimming Pools	-	-	412	366
– Other Open Space/Recreational Assets	-	-	475	447
– Other Infrastructure	-	-	1,012	897
Other Assets				
– Heritage Collections	-	-	20	36
– Library Books	-	-	371	371
TOTAL DEPRECIATION & IMPAIRMENT COSTS EXPENSED	-	-	15,684	15,283
\$'000			Actual 2015	Actual 2014
E) OTHER EXPENSES				
Other Expenses for the year include the following:				
Advertising			171	133
Bad & Doubtful Debts			13	79
Bank Charges			366	331
Contributions/Levies to Other Levels of Government				
– Department of Planning Levy			245	240
– Emergency Services Levy (includes FRNSW, SES, and RFS Levies)			1,309	1,306
– Land Tax			58	37
– State Treasury (share of net parking infringement revenue)			-	120
– RMS Traffic Signal Installation			163	-
Contribution to Vivid Sydney			-	100
Councillor Expenses – Mayoral Fee			61	59
Councillor Expenses – Councillors' Fees			249	285
Councillors' Expenses (incl. Mayor) – Other (excluding fees above)			76	43
Donations, Contributions & Assistance to other organisations (Section 356)				
– Crows Nest Centre			361	343
– Crows Nest Mainstreet			151	148
– Neutral Bay Mainstreet			16	16
– North Sydney Community Centre			72	70
– Nutcote			36	75
– Other organisations			244	205
Electricity & Heating			971	1,074
Insurance			1,951	1,924
NSW Local Government Association Membership			44	43
Postage			243	257
Street Lighting			1,113	1,226
Telephone & Communications			253	238
Valuation Fees			67	66
Other			75	24
TOTAL OTHER EXPENSES			8,308	8,442

Note 5. Gains or Losses from the Disposal of Assets

\$'000	Actual 2015	Actual 2014
Property (excl. Investment Property)		
Proceeds from Disposal – Property	–	–
less: Carrying Amount of Property Assets Sold/Written Off	–	(806)
Net Gain/(Loss) on Disposal	–	(806)
Plant & Equipment		
Proceeds from Disposal – Plant & Equipment	1,408	1,269
less: Carrying Amount of P&E Assets Sold/Written Off	(1,333)	(1,164)
Net Gain/(Loss) on Disposal	75	105
Investment Properties		
Proceeds from Disposal – Investment Properties	–	19,500
less: Carrying Amount of Investment Properties Sold/Written Off	–	(23,650)
Net Gain/(Loss) on Disposal	–	(4,150)
Financial Assets*		
Proceeds from Disposal/Redemptions/Maturities – Financial Assets	42,192	46,372
less: Carrying Amount of Financial Assets Sold/Redeemed/Matured	(42,192)	(46,372)
Net Gain/(Loss) on Disposal	–	–
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS	75	(4,851)

Note 6a. – Cash Assets and Note 6b. – Investments

\$'000	Notes	Actual Current 2015	Actual Non Current 2015	Actual Current 2014	Actual Non Current 2014
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		22	–	104	–
Cash-Equivalent Assets ¹					
– Deposits at Call		8,585	–	5,004	–
Total Cash & Cash Equivalents		8,607	–	5,108	–
Investments (Note 6b)					
– Long Term Deposits		77,000	–	22,685	46,000
– NCD's, FRN's (with Maturities > 3 months)		17,534	–	3,500	18,325
Total Investments		94,534	–	26,185	64,325
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS		103,141	–	31,293	64,325

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

Cash & Cash Equivalents					
a. "At Fair Value through the Profit & Loss"		8,607	–	5,108	–
Investments					
a. "At Fair Value through the Profit & Loss"					
– "Held for Trading"	6(b-i)	94,534	–	–	–
b. "Held to Maturity"	6(b-ii)	–	–	26,185	64,325
Investments		94,534	–	26,185	64,325

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

Refer to Note 27 – Fair Value Measurement for information regarding the fair value of investments held.

Note 6b. Investments

\$'000	Actual Current 2015	Actual Non Current 2015	Actual Current 2014	Actual Non Current 2014
Note 6(b-i) Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	-	-	2,812	-
Revaluations (through the Income Statement)	168	-	73	-
Additions	76,307	-	-	-
Disposals (sales & redemptions)	(42,192)	-	(2,885)	-
Transfers between Current/Non Current	34,066	-	-	-
Transfers from/(to) "Held to Maturity"	26,185	-	-	-
Balance at End of Year	94,534	-	-	-
Comprising:				
- NCD's, FRN's (with Maturities > 3 months)	94,534	-	-	-
Total	94,534	-	-	-
Note 6(b-ii) Reconciliation of Investments classified as "Held to Maturity"				
Balance at the Beginning of the Year	26,185	64,325	25,371	40,331
Additions	-	-	23,190	45,105
Disposals (sales & redemptions)	-	-	(36,376)	(7,111)
Transfers between Current/Non Current	-	-	14,000	(14,000)
Transfers from/(to) "At Fair Value"	(26,185)	(64,325)	-	-
Balance at End of Year	-	-	26,185	64,325
Comprising:				
- Long Term Deposits	-	-	22,685	46,000
- NCD's, FRN's (with Maturities > 3 months)	-	-	3,500	18,325
Total	-	-	26,185	64,325

Note 6c. Restricted Cash, Cash Equivalents & Investments – Details

\$'000	Actual Current 2015	Actual Non Current 2015	Actual Current 2014	Actual Non Current 2014
Total Cash, Cash Equivalents and Investments	103,141	-	31,293	64,325
attributable to:				
External Restrictions (refer below)	29,701	-	7,806	15,580
Internal Restrictions (refer below)	64,316	-	17,260	48,745
Unrestricted	9,124	-	6,227	-
	103,141	-	31,293	64,325

Note 6c. Restricted Cash, Cash Equivalents & Investments – Details (continued)

2015 \$'000	Note	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)	18,294	15,634	(8,257)	25,671
RMS (formerly RTA) Contributions	(E)	–	666	(666)	–
Specific Purpose Unexpended Grants	(F)	184	3,880	(3,933)	132
Domestic Waste Management	(G)	2,947	9,666	(10,160)	2,453
Stormwater Management	(G)	–	538	(538)	–
Environment Levy	(D)	743	1,818	(1,666)	895
Infrastructure Levy	(D)	273	1,476	(1,666)	83
Mainstreet Levies	(D)	417	203	(505)	115
Waste & Sustainability Improvement Funds	(E)	293	–	(293)	–
Better Waste & Recycling Funds		201	178	(53)	326
Other Specific Purpose Contributions		34	317	(325)	26
External Restrictions – Other		23,386	34,376	(28,062)	29,701
Total External Restrictions		23,386	34,376	(28,062)	29,701

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)

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

2015 \$'000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Internal Restrictions				
Plant & Vehicle Replacement	2,050	4,341	(4,374)	2,017
Employees Leave Entitlement	6,769	10,112	(9,487)	7,394
Deposits, Retentions & Bonds	5,600	3,158	(1,286)	7,472
2 Anzac Avenue Lease Proceeds	19,500	–	–	19,500
Capital Works	17,869	11,561	(14,206)	15,224
Community Housing – Capital Purchases	2,065	–	(117)	1,948
Community Housing – Major Maintenance	203	–	(13)	190
Income Producing Projects	7,446	115	(15)	7,546
Insurance	1,227	–	(328)	899
Land Tax	1,025	–	(607)	418
I.T. Hardware & Software	338	939	(481)	796
On Street Meters	402	–	(402)	–
Oval Improvements	284	221	(256)	249
Property Maintenance	1,227	1,656	(2,220)	663
Total Internal Restrictions	66,005	32,103	(33,792)	64,316
TOTAL RESTRICTIONS	89,391	66,479	(61,854)	94,017

Note 7. Receivables

\$'000	Current 2015	Non Current 2015	Current 2014	Non Current 2014
Purpose				
Rates & Annual Charges	187	93	130	77
Interest & Extra Charges	16	48	29	41
User Charges & Fees	1,031	-	1,860	-
Accrued Revenues				
– Interest on Investments	1,733	-	1,555	-
– Other Income Accruals	649	-	890	-
Government Grants & Subsidies	255	-	654	-
Net GST Receivable	907	-	690	-
Outstanding Infringements	919	-	820	-
Other Debtors	34	-	56	-
Total	5,731	141	6,684	118
less: Provision for Impairment				
User Charges & Fees	(43)	-	(199)	-
Total Provision for Impairment – Receivables	(43)	-	(199)	-
TOTAL NET RECEIVABLES	5,688	141	6,485	118
Externally Restricted Receivables				
Domestic Waste Management	87	2	77	2
Stormwater Management	5	-	-	-
Other				
– Environmental Levy	15	4	17	1
– Infrastructure Levy	14	3	15	1
– Mainstreet Levies	6	1	6	1
Total External Restrictions	127	10	115	5
Internally Restricted Receivables				
Nil				
Unrestricted Receivables	5,561	131	6,370	113
TOTAL NET RECEIVABLES	5,688	141	6,485	118

Notes on Debtors above:

- i) Rates & Annual Charges Outstanding are secured against the property.
- ii) Doubtful Rates Debtors are provided for where the value of the property is less than the debt outstanding. An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- iii) Interest was charged on overdue rates & charges at 8.50% (2014 9.00%). Generally all other receivables are non interest bearing.
- iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

Note 8. Inventories & Other Assets

\$'000	Current 2015	Non Current 2015	Current 2014	Non Current 2014
Inventories				
Trading Stock	43	-	51	-
Total Inventories	43	-	51	-
Other Assets				
Prepayments	228	-	59	-
Total Other Assets	228	-	59	-
TOTAL INVENTORIES/OTHER ASSETS	271	-	110	-

EXTERNALLY RESTRICTED ASSETS

There are no restrictions applicable to the above assets.

Note 9a. Infrastructure, Property, Plant & Equipment

\$'000	as at 30/6/2014				Asset Movements during the Reporting Period							as at 30/6/2015				
	At Cost	At Fair Value	Accumulated Dep'n	Accumulated Impairment	Carrying Value	Asset Additions	WDV of Asset Disposals	Depreciation Expense	WIP Transfers	Adjustments & Transfers	Revaluation Increments to Equity (ARR)	At Cost	At Fair Value	Accumulated Dep'n	Accumulated Impairment	Carrying Value
Capital Work in Progress	5,503	–	–	–	5,503	4,366	–	–	(3,465)	(191)	–	6,213	–	–	–	6,213
Plant & Equipment	–	12,925	6,835	–	6,090	3,467	(1,333)	(1,555)	320	–	–	–	13,933	6,944	–	6,989
Office Equipment	–	13,959	12,449	–	1,510	607	–	(682)	1,279	–	–	–	15,845	13,131	–	2,714
Furniture & Fittings	–	5,831	3,645	–	2,186	950	–	(280)	15	–	–	–	6,795	3,924	–	2,871
Land:																
– Operational Land	–	62,008	–	–	62,008	–	–	–	–	–	–	–	62,008	–	–	62,008
– Community Land	–	157,729	–	–	157,729	–	–	–	–	–	–	–	157,729	–	–	157,729
Land Improvements – depreciable	–	16,233	1,944	–	14,289	1,761	–	(299)	139	–	–	–	18,133	2,243	–	15,890
Buildings – Non Specialised	–	2,129	1,482	–	647	29	–	(44)	–	–	–	–	2,158	1,526	–	632
Buildings – Specialised	–	137,406	75,364	–	62,042	1,695	–	(2,834)	961	–	–	–	140,062	78,198	–	61,864
Other Structures	–	–	–	–	–	23	–	–	5	–	–	–	29	1	–	28
Infrastructure:																
– Roads	–	295,460	146,039	–	149,421	5,754	–	(4,974)	229	–	41,301	–	296,467	104,736	–	191,731
– Footpaths	–	51,210	19,258	–	31,952	4,307	–	(1,656)	148	–	5,053	–	69,851	30,047	–	39,804
– Stormwater Drainage	–	140,571	58,251	–	82,320	2,863	–	(1,070)	89	–	41,005	–	188,665	63,458	–	125,207
– Swimming Pools	–	24,906	13,450	–	11,456	53	–	(412)	–	–	–	–	24,959	13,862	–	11,097
– Other Open Space/ Recreational Assets	–	8,985	6,435	–	2,550	564	–	(475)	–	–	–	–	9,549	6,910	–	2,639
– Other Infrastructure	–	25,563	8,843	–	16,720	5,652	–	(1,012)	280	–	–	–	31,496	9,856	–	21,640
Other Assets:																
– Heritage Collections	–	1,590	694	–	896	184	–	(20)	–	–	–	–	1,774	714	–	1,060
– Library Books	–	6,180	5,176	–	1,004	433	–	(371)	–	–	–	–	6,613	5,547	–	1,066
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIP.	5,503	962,685	359,865	–	608,323	32,708	(1,333)	(15,684)	–	(191)	87,359	6,213	1,046,066	341,097	–	711,182

Additions to Buildings & Infrastructure Assets are made up of Asset Renewals (\$18,538) and New Assets (\$4,162).

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 & Equipment.

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

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

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

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

Note 10a. Payables, Borrowings & Provisions

\$'000	Current 2015	Non Current 2015	Current 2014	Non Current 2014
Payables				
Goods & Services – operating expenditure	4,105	–	3,978	–
Goods & Services – capital expenditure	6,130	–	4,004	–
Payments Received In Advance	105	–	1,107	–
Accrued Expenses:				
– Salaries & Wages	560	–	299	–
– Other Expenditure Accruals	114	–	104	–
Security Bonds, Deposits & Retentions	7,472	–	5,600	–
Other	316	–	383	–
Total Payables	18,802	–	15,475	–
Borrowings				
Bank Overdraft	172	–	–	–
Total Borrowings	172	–	–	–
Provisions				
Employee Benefits:				
Annual Leave	3,500	–	3,243	–
Sick Leave	123	–	117	–
Long Service Leave	7,907	187	7,270	278
Gratuities	3,013	–	2,557	–
Other Leave – RDO's	58	–	72	–
Total Provisions	14,601	187	13,259	278
Total Payables, Borrowings & Provisions	33,575	187	28,734	278

I) LIABILITIES RELATING TO RESTRICTED ASSETS

\$'000	Current 2015	Non Current 2015	Current 2014	Non Current 2014
Externally Restricted Assets				
Domestic Waste Management	1,017	2	1,106	3
Special Rate Levies	285	–	669	–
Better Waste & Recycling Funds	29	–	–	–
Liabilities relating to externally restricted assets	1,331	2	1,775	3
Internally Restricted Assets				
Nil				
Total Liabilities relating to restricted assets	1,331	2	1,775	3
Total Liabilities relating to Unrestricted Assets	32,244	185	26,959	275
TOTAL PAYABLES, BORROWINGS & PROVISIONS	33,575	187	28,734	278

II) CURRENT LIABILITIES NOT ANTICIPATED TO BE SETTLED WITHIN THE NEXT 12 MONTHS

The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.

\$'000	Actual 2015	Actual 2014
Provisions – Employees Benefits	10,914	9,792
Payables – Security Bonds, Deposits & Retentions	5,300	3,847
	16,214	13,639

Note 10b. Description of and movements in Provisions

	2015					
	2014 Opening Balance	Additional Provisions	Decrease due to Payments	Remeasure- ment effects due to Discounting	Unused amounts reversed	Closing Balance as at 30/6/15
Annual Leave	3,243	257	-	-	-	3,500
Sick Leave	117	6	-	-	-	123
Long Service Leave	7,548	546	-	-	-	8,094
Other Leave – RDO's	72	(14)	-	-	-	58
Gratuities	2,557	456	-	-	-	3,013
TOTAL	13,537	1,251	-	-	-	14,788

a. Employees Leave Entitlements & On-Costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.

Note 11. Statement of Cash Flows – Additional Information

\$'000	Notes	Actual 2015	Actual 2014
A) RECONCILIATION OF CASH ASSETS			
Total Cash & Cash Equivalent Assets	6a	8,607	5,108
Less Bank Overdraft	10	(172)	-
BALANCE as per the STATEMENT of CASH FLOWS		8,435	5,108
B) RECONCILIATION OF NET OPERATING RESULT TO CASH PROVIDED FROM OPERATING ACTIVITIES			
Net Operating Result from Income Statement		22,575	26,743
Adjust for non cash items:			
Depreciation & Amortisation		15,684	15,283
Net Losses/(Gains) on Disposal of Assets		(75)	4,851
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:			
- Investments classified as "At Fair Value" or "Held for Trading"		(168)	(73)
- Investment Properties		(4,920)	(20,620)
- Other (works in progress not capitalised)		191	-
Share of Net (Profits) or Losses of Associates/Joint Ventures		5	4
+/- Movement in Operating Assets and Liabilities & Other Cash Items:			
Decrease/(Increase) in Receivables		930	(1,131)
Increase/(Decrease) in Provision for Doubtful Debts		(156)	75
Decrease/(Increase) in Inventories		8	(8)
Decrease/(Increase) in Other Assets		(169)	(16)
Increase/(Decrease) in Payables		127	(315)
Increase/(Decrease) in other accrued Expenses Payable		271	37
Increase/(Decrease) in Other Liabilities		803	1,759
Increase/(Decrease) in Employee Leave Entitlements		1,251	494
NET CASH PROVIDED FROM/(USED IN) OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS		36,357	27,083
C) NON-CASH INVESTING & FINANCING ACTIVITIES			
Nil			
D) FINANCING ARRANGEMENTS			
i) Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdraft Facilities ¹		500	500
Credit Cards/Purchase Cards		350	350
Total Financing Arrangements		850	850

1. The Bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.
Interest rates on overdrafts are Interest Rates on Loans & Other Payables are disclosed in Note 15.

ii) Secured Loan Liabilities

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

Note 12. Commitments for Expenditure**A) CAPITAL COMMITMENTS (EXCLUSIVE OF GST)**

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

\$'000	Actual 2015	Actual 2014
Property, Plant & Equipment		
Buildings	1,933	505
Computer Equipment	3	5
Computer Software	56	-
Infrastructure	14,857	6,231
Library Books	50	64
Other Structures	29	4
Parking Meters	888	-
Plant & Equipment	210	143
Total Commitments	18,026	6,952
These expenditures are payable as follows:		
Within the next year	18,026	6,952
Total Payable	18,026	6,952
Sources for Funding of Capital Commitments:		
Unrestricted General Funds	51	127
Future Grants & Contributions	-	53
Sect 64 & 94 Funds/Reserves	92	2,858
Unexpended Grants	25	-
Externally Restricted Reserves	321	229
Internally Restricted Reserves	16,645	3,670
New Loans (to be raised)	892	15
Total Sources of Funding	18,026	6,952

Details of Capital Commitments

Infrastructure commitments include major works in North Sydney CBD and other works across the Council including drainage, roads and retaining walls upgrades.

B) FINANCE LEASE COMMITMENTS

Nil

C) OPERATING LEASE COMMITMENTS (NON CANCELLABLE)

Nil

D) INVESTMENT PROPERTY COMMITMENTS

Nil

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

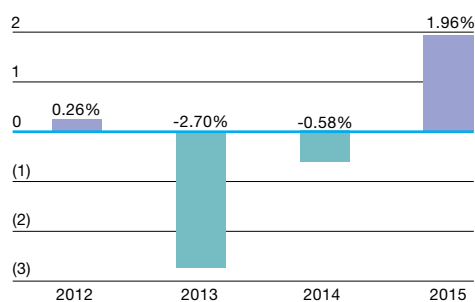
\$'000	Amounts 2015	Indicator 2015	Prior Periods	
			2014	2013
LOCAL GOVERNMENT INDUSTRY INDICATORS – CONSOLIDATED				
1. Operating Performance Ratio				
Total continuing operating revenue ¹ (excl. Capital Grants & Contributions) – Operating Expenses	1,874	1.96%	-0.58%	-2.70%
Total continuing operating revenue ¹ (excl. Capital Grants & Contributions)	95,513			
2. Own Source Operating Revenue Ratio				
Total continuing operating revenue ¹ (excl. ALL Grants & Contributions)	90,857	81.81%	85.05%	91.67%
Total continuing operating revenue ¹	111,056			
3. Unrestricted Current Ratio				
Current Assets less all External Restrictions ²	79,272	4.95x	2.25	2.34
Current Liabilities less Specific Purpose Liabilities ^{3, 4}	16,030			
4. Debt Service Cover Ratio				
Operating Result ¹ before capital excluding interest and depreciation/impairment/amortisation	17,558	0.00x	0.00	0.00
Principal Repayments (from the Statement of Cash Flows) + Borrowing Costs (from the Income Statement)	–			
5. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual and Extra Charges Outstanding	344	0.74%	0.63%	0.93%
Rates, Annual and Extra Charges Collectible	46,732			
6. Cash Expense Cover Ratio				
Current Year's Cash and Cash Equivalents + All Term Deposits x12	85,607			
Payments from cash flow of operating and financing activities x12	6,976	12.27 mths	11.11	7.77

Notes

- 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 & associates.
- Refer Notes 6-8 inclusive. Also excludes any real estate & land for resale not expected to be sold in the next 12 months.
- Refer to Note 10(a).
- Refer to Note 10(a)(ii) – excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

Note 13a(ii). Local Government Industry Indicators – Graphs (Consolidated)**1. OPERATING PERFORMANCE RATIO**

3.0% RATIO

Benchmark: — Minimum $\geq 0.00\%$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

Purpose of Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2014/15 Result

2014/15 Ratio 1.96%

This ratio was better than the benchmark in for the first time in 3 years. Operating revenue (excluding Capital Grants and Contributions and Fair Value adjustments) increased by 8.5% from the previous year compared to a 5.7% increase in operating expenditure.

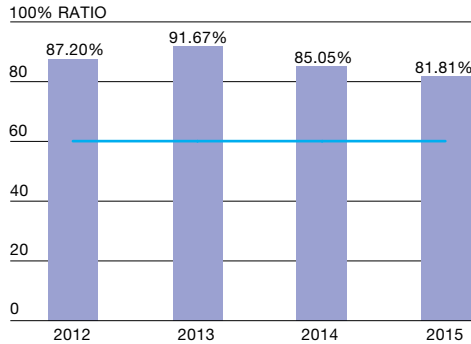
On average, over the long term, at least a breakeven position should be achieved to prevent a deterioration in Council's financial position.

■ Ratio is within Benchmark

■ Ratio is outside Benchmark

Note 13a(ii). Local Government Industry Indicators – Graphs (Consolidated) (continued)

2. OWN SOURCE OPERATING REVENUE RATIO



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 & contributions.

Commentary on 2014/15 Result

2014/15 Ratio 81.81%

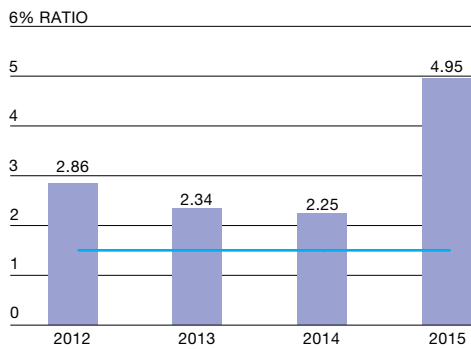
This ratio was better than the benchmark of 60%, as has been the case in each of the last 4 years. This indicates an adequate degree of reliance on Council's own source revenue as opposed to revenue from external sources, such as grants and contributions.

Benchmark: Minimum $\geq 60.00\%$

Ratio is within Benchmark
Ratio is outside Benchmark

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

3. UNRESTRICTED CURRENT RATIO



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 2014/15 Result

2014/15 Ratio 4.95x

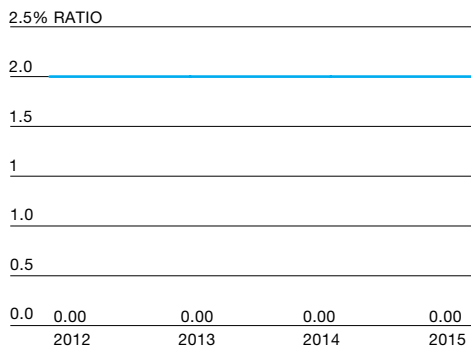
This ratio was comfortably above 1.5:1, the benchmark considered satisfactory by the industry. This indicates that Council has more than adequate capacity to meet its obligations in the short term for its unrestricted activities.

Benchmark: Minimum ≥ 1.50

Ratio is within Benchmark
Ratio is outside Benchmark

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

4. DEBT SERVICE COVER RATIO



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 2014/15 Result

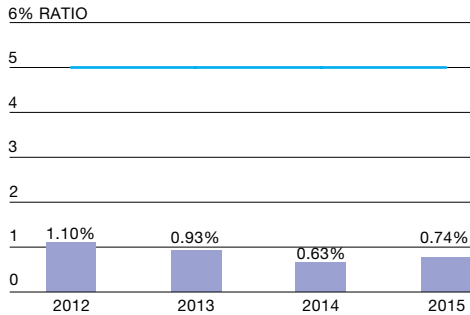
2014/15 Ratio 0.00x

Council remains debt free and hence this ratio remained at 0%

Benchmark: Minimum ≥ 2.00

Ratio is within Benchmark
Ratio is outside Benchmark

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

Note 13a(ii). Local Government Industry Indicators – Graphs (Consolidated) (continued)**5. RATES, ANNUAL CHARGES, INTEREST & EXTRA CHARGES OUTSTANDING PERCENTAGE**

Benchmark: ———— Maximum <5.00%

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

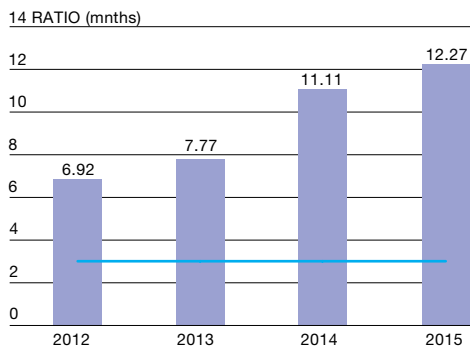
Purpose of Rates & Annual Charges Outstanding Ratio

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2014/15 Result

2014/15 Ratio 0.74%

This ratio was considerably better than the industry benchmark of 5%, as it has been for many years. This is an indication of the effectiveness of Council's recovery efforts.

6. CASH EXPENSE COVER RATIO

Benchmark: ———— Minimum >=3.00

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

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 2014/15 Result

2014/15 Ratio 12.27 mths

This ratio was better than the benchmark of 3 months. As at 30 June 2015, Council had sufficient cash and funds invested in term deposits, which could potentially be redeemed if required, to continue paying for its immediate expenses for 11 months without any additional cash inflows.

Note 14. Investment Properties

\$'000	Actual 2015	Actual 2014
A) INVESTMENT PROPERTIES AT FAIR VALUE		
Investment Properties on Hand	79,570	74,650
Reconciliation of Annual Movement:		
Opening Balance	74,650	77,680
– Disposals during Year	–	(23,650)
– Net Gain/(Loss) from Fair Value Adjustments	4,920	20,620
CLOSING BALANCE – INVESTMENT PROPERTIES	79,570	74,650

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 2015 revaluations were based on Independent Assessments made by: Mr Andrew Graham AAPI 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.

Note 14. Investment Properties (continued)**D) LEASING ARRANGEMENTS**

Details of leased Investment Properties are as follows:

\$'000	Actual 2015	Actual 2014
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	4,140	5,489
Later than 1 year but less than 5 years	8,514	10,464
Later than 5 years	14,681	15,908
Total Minimum Lease Payments Receivable	27,335	31,861

E) INVESTMENT PROPERTY INCOME & EXPENDITURE – SUMMARY**Rental Income from Investment Properties:**

– Minimum Lease Payments 5,989 5,388

Direct Operating Expenses on Investment Properties:

– that generated rental income (1,992) (1,892)

Net Revenue Contribution from Investment Properties

plus: 3,997 3,496

Fair Value Movement for year

4,920 20,620

Total Income attributable to Investment Properties **8,917** **24,116**

Refer to Note 27 – Fair Value Measurement for information regarding the fair value of investment properties held.

Note 15. Financial Risk Management**RISK MANAGEMENT**

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's Finance Section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's Financial Assets & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2015	2014	2015	2014
Financial Assets				
Cash and Cash Equivalents	8,607	5,108	8,607	5,108
Investments				
– “Held for Trading”	94,534	–	94,534	–
– “Held to Maturity”	–	90,510	–	90,510
Receivables	5,829	6,603	5,829	6,603
Total Financial Assets	108,970	102,221	108,970	102,221
Financial Liabilities				
Bank Overdraft	172	–	172	–
Payables	18,697	14,368	18,697	14,368
Total Financial Liabilities	18,869	14,368	18,869	14,368

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** – are estimated to be the carrying value which approximates mkt value.
- **Borrowings & Held to Maturity** Investments – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified (i) “**at fair value through profit & loss**” or (ii) **Available for Sale** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Refer to Note 27 – Fair Value Measurement for information regarding the fair value of financial assets & liabilities.

Note 15. Financial Risk Management (continued)**A) CASH & CASH EQUIVALENTS, FINANCIAL ASSETS 'AT FAIR VALUE THROUGH THE PROFIT & LOSS'
"AVAILABLE-FOR-SALE" FINANCIAL ASSETS & "HELD-TO-MATURITY" INVESTMENTS**

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

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

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and 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 issuer 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 & Investments.

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
2015				
Possible impact of a 10% movement in Market Values	1,754	1,754	(1,754)	(1,754)
Possible impact of a 1% movement in Interest Rates	1,031	1,031	(1,031)	(1,031)
2014				
Possible impact of a 10% movement in Market Values	2,182	2,182	(2,182)	(2,182)
Possible impact of a 1% movement in Interest Rates	956	956	(956)	(956)

B) RECEIVABLES

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

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates & annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

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.

Note 15. Financial Risk Management (continued)

A profile of Council's receivables credit risk at balance date follows:

	Annual Charges 2015	Rates & Other Receivables 2015	Annual Charges 2014	Rates & Other Receivables 2014
I) AGEING OF RECEIVABLES – %				
Current (not yet overdue)	0%	98%	0%	93%
Overdue	100%	2%	100%	7%
	100%	100%	100%	100%

II) AGEING OF RECEIVABLES – VALUE

		\$000			
Rates & Annual Charges	Other Receivables				
Current	Current	186	5,404	–	6,151
< 1 year overdue	0-30 days overdue	14	57	–	165
1-2 years overdue	30-60 days overdue	18	1	124	29
2-5 years overdue	60-90 days overdue	24	27	–	33
> 5 years overdue	> 90 days overdue	38	103	83	217
		280	5,592	207	6,595
				2015	2014

III) MOVEMENT IN PROVISION FOR IMPAIRMENT OF RECEIVABLES

Balance at the beginning of the year	199	124
+ new provisions recognised during the year	13	79
– amounts already provided for & written off this year	(169)	(4)
Balance at the end of the year	43	199

C) PAYABLES & BORROWINGS

Payables & Borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended & overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the 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		
2015									
Bank Overdraft	172	–	–	–	–	–	–	172	172
Trade/Other Payables	7,472	11,225	–	–	–	–	–	18,697	18,697
Total Financial Liabilities	7,644	11,225	–	–	–	–	–	18,869	18,869
2014									
Trade/Other Payables	5,600	8,768	–	–	–	–	–	14,368	14,368
Total Financial Liabilities	5,600	8,768	–	–	–	–	–	14,368	14,368

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

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

\$000	Carrying Value 2015	Average Interest Rate 2015	Carrying Value 2014	Average Interest Rate 2014
Bank Overdraft	172	5.0%	–	0.0%
Trade/Other Payables	18,697	0.0%	14,368	0.0%
	18,869		14,368	

Note 16. Material Budget Variations

Council's Original Financial Budget for 14/15 was adopted by the Council on 23 June 2014.

While the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its Financial Budget on a Quarterly Basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This Note sets out the details of MATERIAL VARIATIONS between Council's Original Budget and its Actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each Quarterly Budget Review.

Note that for Variations* of Budget to Actual:

Material Variations represent those variances that amount to 10% or more of the original budgeted figure.

F = Favourable Budget Variation, U = Unfavourable Budget Variation

\$'000	Budget 2015	Actual 2015	Variance*		
			2015		
REVENUES					
Rates & Annual Charges	45,822	46,336	514	1%	F
User Charges & Fees	21,148	24,812	3,664	17%	F
This income category was over budget mainly due to greater than expected revenue from Construction Zone fees (\$1.4M), Hoarding Permit fees (\$1.2M), Plant Permit fees (\$305K), road and footpath reinstatement fees (\$250K), parks and sporting ground hire fees (\$144K), rezoning fees (\$99K) and parking meter fees (\$86K).					
Interest & Investment Revenue	3,433	4,613	1,180	34%	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 and the earlier than expected receipt of some developer contributions generated significantly higher than expected revenue from this income stream.					
Other Revenues	17,785	20,184	2,399	13%	F
The main component of the budget variance for this income category was the increase in the fair value of Council's investment property portfolio. The budget allowed for a \$3.1M (4%) increase, whereas the actual increase was assessed to be \$4.9M (6.6%). The remainder of the budget variance can be primarily attributed to the receipt of unbudgeted compensation for a building's encroachment over Council airspace in Milsons Point.					
Operating Grants & Contributions	4,138	4,656	518	13%	F
The actual amount of grants received often depends on decisions made by State and Commonwealth governments after the Original Budget was adopted. This income stream was over budget primarily due to the receipt of additional revenue from the Family Day Care Child Care Assistance Subsidy (\$230K), RMS Contributions (\$65K) and the Financial Assistance Grant (\$63K).					
Capital Grants & Contributions	5,625	15,543	9,918	176%	F
When the budget was prepared, it was assumed that revenue from developer contributions levied under Section 93F and Section 94 of the Environmental Planning & Assessment Act would amount to \$5.5M. Actual contributions received amounted to \$15.3M, \$9.8M greater than the amount budgeted for.					
Net Gains from Disposal of Assets	287	75	(212)	(74%)	U
The budgeted gain from the disposal of assets was based on estimated proceeds of \$1.29M from the sale of plant with a written down value of \$1M. Although a greater number of items were disposed of throughout the year than had been anticipated, the return on the carrying amount realised from these items was significantly less than had been estimated.					

\$'000	Budget 2015	Actual 2015	Variance*		
			2015		
EXPENSES					
Employee Benefits & On-Costs	37,546	38,756	(1,210)	(3%)	U
Borrowing Costs	162	-	162	100%	F
Council's Original Budget allowed for borrowings of \$4 million to fund the upgrade of its parking meters. Due to a delay in the completion of this project, expenditure to date has been temporarily funded from Council's internal cash reserves and the loan funds will be drawn down in 2015/16. Hence, there were no borrowing costs in 2014/15.					
Materials & Contracts	28,946	30,891	(1,945)	(7%)	U
Depreciation & Amortisation	15,996	15,684	312	2%	F
Other Expenses	8,607	8,308	299	3%	F
Joint Ventures & Associates – Net Losses	-	5	(5)	0%	U

Council's share of the loss incurred by the Shorelink Library Network was \$5K and this was not allowed for in the Original Budget.

Note 16. Material Budget Variations (continued)

Budget Variations relating to Council's Cash Flow Statement include:

\$'000	Budget 2015	Actual 2015	Variance*		
			2015		
Cash Flows from Operating Activities	20,664	36,357	15,693	75.9%	F
The aforementioned favourable variances in revenue from User Charges & Fees, Interest & Investment Revenues, Other Revenues, Operating Grants & Contributions and Capital Grants & Contributions all contributed to the favourable variance in cash flows from operating activities.					
Cash Flows from Investing Activities	(24,434)	(30,030)	(8,593)	35.2%	U
Greater than expected cash inflows from operating activities created a significantly larger pool of funds available for the purchase of investment securities and the subsequent investment of these funds is the reason for the unfavourable variance in cash flows from investing activities.					
Cash Flows from Financing Activities	3,770	–	(3,770)	(100.0%)	U

Council's Original Budget allowed for borrowings of \$4 million to fund the upgrade of its parking meters. Due to a delay in the completion of this project, expenditure to date has been temporarily funded from Council's internal cash reserves and the loan funds will be drawn down in 2015/16. Hence, there were no proceeds from borrowings and this is the reason for the unfavourable variance in cash flows from financing activities.

Note 17. Statement of Developer Contributions

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

PURPOSE	Contributions received during the Year			Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections		Cumulative Internal Borrowings due/ (payable)	
	Opening Balance	Cash	Non Cash					Future income	Exp still out-standing		Over or (under) Funding
Administration	115	110	–	3	–	–	228	465	(693)	–	–
Affordable Housing	3,584	–	–	43	(9)	–	3,618	148	(3,766)	–	–
Child Care	182	215	–	5	(4)	–	398	1,628	(2,026)	–	–
Community Centres	–	513	–	–	–	(513)	–	1,501	(1,501)	–	(1,971)
Indoor Sports Centre	–	79	–	–	–	(79)	–	290	(290)	–	(218)
Library Acquisitions	1	95	–	–	(91)	–	5	311	(316)	–	–
Library Premises & Equipment	–	296	–	–	(5)	(291)	–	899	(899)	–	(929)
Olympic Pool	–	280	–	–	–	(280)	–	1,006	(1,006)	–	(619)
Open Space Acquisitions	8,484	3,393	–	199	–	1,163	13,239	5,894	(19,133)	–	3,737
Open Space Increased Capacity	1,049	6,741	–	57	(2,965)	–	4,882	11,730	(16,612)	–	–
North Sydney Public Domain	3,261	1,752	–	1	(4,967)	–	47	10,323	(10,370)	–	–
Other Public Domain	568	273	–	9	(50)	–	800	374	(1,174)	–	–
St Leonards Public Domain	597	483	–	13	–	–	1,093	835	(1,928)	–	–
Traffic Improvements	453	356	–	7	(166)	–	650	985	(1,635)	–	–
S94 Contributions – under a Plan	18,294	14,486	–	337	(8,257)	–	24,960	36,389	(61,349)	–	–
Total S94 Revenue Under Plans	18,294	14,586	–	337	(8,257)	–	24,960				–
S93F Planning Agreements	–	708	–	3	–	–	711				
Total Contributions	18,294	15,294	–	340	(8,257)	–	25,671	36,389	(61,349)	–	–

Note 17. Statement of Developer Contributions (continued)**S94 CONTRIBUTIONS – UNDER A PLAN****North Sydney Plan (2004)**

PURPOSE	Contributions received during the Year			Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/ (payable)
	Opening Balance	Cash	Non Cash					Future income	Exp still out-standing	Over or (under) Funding	
Administration	115	110	–	3	–	–	228	465	(693)	–	–
Affordable Housing	3,584	–	–	43	(9)	–	3,618	148	(3,766)	–	–
Child Care	182	215	–	5	(4)	–	398	1,628	(2,027)	–	–
Community Centres	–	513	–	–	–	(513)	–	1,501	(1,501)	–	(1,971)
Indoor Sports Centre	–	79	–	–	–	(79)	–	290	(290)	–	(218)
Library Acquisitions	1	95	–	–	(91)	–	5	311	(316)	–	–
Library Premises & Equipment	–	296	–	–	(5)	(291)	–	899	(899)	–	(929)
Olympic Pool	–	280	–	–	–	(280)	–	1,006	(1,006)	–	(619)
Open Space Acquisitions	8,484	3,393	–	199	–	1,163	13,239	5,894	(19,133)	–	3,737
Open Space Increased Capacity	1,049	6,741	–	57	(2,965)	–	4,882	11,730	(16,612)	–	–
North Sydney Public Domain	3,261	1,752	–	1	(4,967)	–	47	10,323	(10,370)	–	–
Other Public Domain	568	273	–	9	(50)	–	800	374	(1,174)	–	–
St Leonards Public Domain	597	483	–	13	–	–	1,093	835	(1,928)	–	–
Traffic Improvements	453	356	–	7	(166)	–	650	985	(1,635)	–	–
Total	18,294	14,586	–	337	(8,257)	–	24,960	36,389	(61,349)	–	–

Note 18. Contingencies & Other Assets/ Liabilities Not Recognised

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge & disclosure is considered relevant to the users of Council's Financial Report.

LIABILITIES NOT RECOGNISED:**1. Guarantees****i) Defined Benefit Superannuation Contribution Plans**

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees.

Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The Schemes most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Schemes Defined Benefit member category with member Councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its Defined Benefit Scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for Defined Contributions Plans.

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 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

iii) 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.

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

ii) S94 Plans

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent 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 & Assessment Act 1979*. Pursuant to that Act, certain persons dissatisfied by a planning decision of the Council may appeal to the Land & 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 2015, Council had notice of ten (10) appeals against planning decisions made prior to the reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

Further, Council had notice of five (5) appeals against Orders issued by the Council under the provisions of the *Environmental Planning & Assessment Act 1979* relating to compliance issues concerning the three premises. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

Also, there have been ten (10) local court prosecutions in which seven (7) have lead to convictions and fines. The remaining three (3) prosecutions are currently being defended.

Finally, as at 30 June 2015, Council was involved in two (2) Class 4 proceedings in the Land & Environment Court.

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 30/6/08.

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 it's 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.

Note 19. Interests in Other Entities

Council's objectives can and in some cases are best met through the use of separate entities & 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 Councils (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 & 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 Notes 19(b)(i) & (ii) 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.

Note 19. Interests in Other Entities (continued)

	Council's Share of Net Income		Council's Share of Net Assets	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
Joint Ventures	(5)	(4)	56	61
Associates	-	-	-	-
Total	(5)	(4)	56	61

A) CONTROLLED ENTITIES (SUBSIDIARIES) – BEING ENTITIES & OPERATIONS CONTROLLED BY COUNCIL

Council has no interest in any Controlled Entities (Subsidiaries).

B) JOINT VENTURES AND ASSOCIATES

Summarised Financial Information for Individually Immaterial Joint Ventures & Associates

In addition to the Joint Ventures & Associates disclosed individually above, Council has interests in a number of individually immaterial Joint Ventures & Associates that have still been accounted for using the Equity Method.

Individually Immaterial Joint Ventures	2015	2014
Aggregate carrying amount of individually immaterial Joint Ventures	56	61
Aggregate amounts of Council's share of individually immaterial:		
Profit/(Loss) from Continuing Operations	(5)	(4)
Total Comprehensive Income – Individually Immaterial Joint Ventures	(5)	(4)

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 & ASSOCIATES NOT RECOGNISED

All Subsidiaries, Joint Arrangements and Associates have been recognised in this Financial Report.

Note 20. Equity – Retained Earnings and Revaluation Reserves

\$'000	Notes	Actual 2015	Actual 2014
A) RETAINED EARNINGS			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year (from previous years audited accounts)		673,752	647,009
a. Net Operating Result for the Year		22,575	26,743
Balance at End of the Reporting Period		696,327	673,752
B) RESERVES			
i) Reserves are represented by:			
- Infrastructure, Property, Plant & Equipment Revaluation Reserve		169,960	82,601
Total		169,960	82,601
ii) Reconciliation of movements in Reserves:			
Infrastructure, Property, Plant & Equipment Revaluation Reserve			
- Opening Balance		82,601	82,601
- Revaluations for the year	9(a)	87,359	-
- Balance at End of Year		169,960	82,601
TOTAL VALUE OF RESERVES		169,960	82,601
iii) Nature & Purpose of Reserves			
Infrastructure, Property, Plant & Equipment Revaluation Reserve			
- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.			

Note 20. Equity – Retained Earnings and Revaluation Reserves (continued)

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 & Financial Position by Fund

Council utilises only a General Fund for its operations.

Note 22. "Held for Sale" Non Current Assets & Disposal Groups

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 (ending 30 June 2015) 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 20/10/15.

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 2015.

II) EVENTS THAT PROVIDE EVIDENCE OF CONDITIONS THAT AROSE AFTER THE REPORTING PERIOD

These financial statements (& figures therein) do not incorporate any "non-adjusting events" that have occurred after 30 June 2015 and which are only indicative of conditions that arose after 30 June 2015.

Council is unaware of any material or significant "non adjusting events" that should be disclosed.

NSW GOVERNMENT REVIEW OF LOCAL GOVERNMENT

The NSW Government is undertaking a review of the performance and sustainability of local government through its Fit for the Future (FFTF) initiative. Under FFTF, Councils need to demonstrate how they will be sustainable, provide effective and efficient services and have the scale and capacity required to meet the needs of their community. Councils have been asked to consider amalgamating to reduce the number of councils in NSW. The Independent Local Government Review Panel (ILGRP) proposes that North Sydney amalgamate with Mosman, Lane Cove, Willoughby, Hunter's Hill and approximately two thirds

of Ryde. North Sydney Council was asked to prepare a Merger Proposal or alternatively demonstrate via a Council Improvement Proposal how it will be FFTF by standing alone. Council resolved to stand alone and, on 29 June 2015, endorsed a Council Improvement Proposal detailing how it will meet the FFTF criteria within the required timeframes. The NSW Government has appointed the Independent Pricing and Regulatory Tribunal (IPART) to assess the proposals and they will report their findings back to the Minister for Local Government in October 2015.

As at 19 October 2015, Council is unable to determine the impact that the FFTF findings may have on Council and these financial statements.

Note 24. Discontinued Operations

Council has not classified any of its Operations as "Discontinued".

Note 25. Intangible Assets

Intangible Assets represent identifiable non-monetary asset without physical substance.

Council is unaware of any control over Intangible Assets that warrant recognition in the Financial Statements, including either internally generated and developed assets or purchased assets.

Note 26. Reinstatement, Rehabilitation & Restoration Liabilities

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

Note 27. Fair Value Measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Financial Assets and Liabilities
- Investment Property
- Infrastructure, Property, Plant and Equipment

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).

Note 27. Fair Value Measurement (continued)**1) THE FOLLOWING TABLE PRESENTS ALL ASSETS AND LIABILITIES THAT HAVE BEEN MEASURED & RECOGNISED AT FAIR VALUES:**

2015 Recurring Fair Value Measurements	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	
Financial Assets					
Investments					
– “Held for Trading”	30/06/15	77,000	17,534	–	94,534
Total Financial Assets		77,000	17,534	–	94,534
Investment Properties					
Investment Properties	30/06/15	–	79,570	–	79,570
Total Investment Properties		–	79,570	–	79,570
Infrastructure, Property, Plant & Equipment					
Plant & Equipment	30/06/15	–	–	6,989	6,989
Office Equipment	30/06/15	–	–	2,714	2,714
Furniture & Fittings	30/06/15	–	–	2,871	2,871
Operational Land	30/06/13	–	–	62,008	62,008
Community Land	30/06/11	–	–	157,729	157,729
Land Improvements – depreciable	30/06/15	–	–	15,890	15,890
Buildings – Non Specialised	30/06/13	–	–	632	632
Buildings – Specialised	30/06/13	–	–	61,864	61,864
Other Structures	30/06/15	–	–	28	28
Roads	30/06/15	–	–	191,731	191,731
Footpaths	30/06/15	–	–	39,804	39,804
Stormwater Drainage	30/06/15	–	–	125,207	125,207
Swimming Pools	30/06/13	–	–	11,097	11,097
Other Open Space/Recreation Assets	30/06/15	–	–	2,639	2,639
Other Infrastructure Assets	30/06/15	–	–	21,640	21,640
Heritage Collections	30/06/15	–	–	1,060	1,060
Library Books	30/06/15	–	–	1,066	1,066
Total Infrastructure, Property, Plant & Equipment		–	–	704,969	704,969
2014					
Investment Properties					
Investment Properties	30/06/14	–	74,650	–	74,650
Total Investment Properties		–	74,650	–	74,650
Infrastructure, Property, Plant & Equipment					
Plant & Equipment	30/06/14	–	–	6,090	6,090
Office Equipment	30/06/14	–	–	1,510	1,510
Furniture & Fittings	30/06/14	–	–	2,186	2,186
Operational Land	30/06/13	–	–	62,008	62,008
Community Land	30/06/11	–	–	157,729	157,729
Land Improvements – depreciable	30/06/14	–	–	14,289	14,289
Buildings – Non Specialised	30/06/13	–	–	647	647
Buildings – Specialised	30/06/13	–	–	62,042	62,042
Roads	30/06/10	–	–	149,421	149,421
Footpaths	30/06/10	–	–	31,952	31,952
Stormwater Drainage	30/06/10	–	–	82,321	82,321
Swimming Pools	30/06/13	–	–	11,457	11,457
Other Open Space/Recreation Assets	30/06/14	–	–	2,550	2,550
Other Infrastructure Assets	30/06/14	–	–	16,720	16,720
Heritage Collections	30/06/14	–	–	895	895
Library Books	30/06/14	–	–	1,003	1,003
Total Infrastructure, Property, Plant & Equipment		–	–	602,820	602,820

Note 27. Fair Value Measurement (continued)

2) TRANSFERS BETWEEN LEVEL 1 & 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.

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 2015 revaluations were based on Independent Assessments made by Mr Andrew Graham AAPI of Colliers International. There has been no change to the valuation process during the reporting period.

INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

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

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

Note 27. Fair Value Measurement (continued)**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

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.**

	Investments	Plant & Equipment	Office Equipment	Furniture & Fittings	Total
Adoption of AASB 13	2,812	4,924	1,715	1,724	11,175
Purchases (GBV)	–	3,836	542	737	5,115
Disposals (WDV)	(2,885)	(1,164)	(1)	–	(4,050)
Depreciation & Impairment	–	(1,506)	(746)	(275)	(2,527)
FV Gains – Income Statement ¹	73	–	–	–	73
Closing Balance – 30/6/14	–	6,090	1,510	2,186	9,786
Purchases (GBV)	–	3,787	1,886	965	6,638
Disposals (WDV)	–	(1,333)	–	–	(1,333)
Depreciation & Impairment	–	(1,555)	(682)	(280)	(2,517)
Closing Balance – 30/6/15	–	6,989	2,714	2,871	12,574

	Operational Land	Community Land	Land Improve-ments depreciable	Buildings Non Specialised	Total
Adoption of AASB 13	62,008	157,729	14,440	683	234,860
Purchases (GBV)	–	–	105	8	113
Depreciation & Impairment	–	–	(256)	(44)	(300)
Closing Balance – 30/6/14	62,008	157,729	14,289	647	234,673
Purchases (GBV)	–	–	1,900	29	1,929
Depreciation & Impairment	–	–	(299)	(44)	(343)
Closing Balance – 30/6/15	62,008	157,729	15,890	632	236,259

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)

	Buildings Specialised	Other Structures	Roads	Footpaths	Total
Adoption of AASB 13	73,440	17,798	180,423	–	271,661
Transfers from/(to) another asset class	(10,538)	(17,798)	(30,987)	30,987	(28,336)
Purchases (GBV)	2,780	–	4,809	2,586	10,175
Disposals (WDV)	(805)	–	–	–	(805)
Depreciation & Impairment	(2,835)	–	(4,824)	(1,621)	(9,280)
Closing Balance – 30/6/14	62,042	–	149,421	31,952	243,415
Purchases (GBV)	2,656	28	5,983	4,455	13,122
Depreciation & Impairment	(2,834)	–	(4,974)	(1,656)	(9,464)
FV Gains – Other Comprehensive Income	–	–	41,301	5,053	46,354
Closing Balance – 30/6/15	61,864	28	191,731	39,804	293,427

	Stormwater Drainage	Swimming Pools	Open Space Recreation Assets	Other Infra- structure Assets	Total
Adoption of AASB 13	81,940	–	–	–	81,940
Transfers from/(to) another asset class	–	10,538	2,190	15,608	28,336
Purchases (GBV)	1,440	1,284	807	2,009	5,540
Depreciation & Impairment	(1,059)	(365)	(447)	(897)	(2,768)
Closing Balance – 30/6/14	82,321	11,457	2,550	16,720	113,048
Purchases (GBV)	2,952	52	564	5,932	9,500
Depreciation & Impairment	(1,071)	(412)	(475)	(1,012)	(2,970)
FV Gains – Other Comprehensive Income	41,005	–	–	–	41,005
Closing Balance – 30/6/15	125,207	11,097	2,639	21,640	160,583

	Heritage Collection	Library Books	Total
Adoption of AASB 13	924	1,025	1,949
Purchases (GBV)	7	349	356
Depreciation & Impairment	(35)	(370)	(405)
Closing Balance – 30/6/14	896	1,004	1,900
Purchases (GBV)	184	433	617
Depreciation & Impairment	(20)	(371)	(391)
Closing Balance – 30/6/15	1,060	1,066	2,126

b. 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 I,PP&E	Fair Value (30/6/15) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Plant & Equipment		Cost approach	Depreciated historic cost Useful life		Changes in the estimated pattern of consumption and the cost of modern economic equivalent assets would result in a change in fair value.
Office Equipment		Cost approach	Depreciated historic cost Useful life		Changes in the estimated pattern of consumption and the cost of modern economic equivalent assets would result in a change in fair value.
Furniture & Fittings		Cost approach	Depreciated historic cost Useful life		Changes in the estimated pattern of consumption and the cost of modern economic equivalent assets would result in a change in fair value.
Operational Land		Market approach	Rate per square metre	+ or-5%	A change of 5% would result in a change to fair value of \$2.9 million.
Community Land		Market approach	Rate per square metre	+ or-5%	A change of 5% would result in a change to fair value of \$7.9 million.

4). FAIR VALUE MEASUREMENTS USING SIGNIFICANT UNOBSERVABLE INPUTS (LEVEL 3) (CONTINUED)**b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value. (continued)**

Class I,PP&E	Fair Value (30/6/15) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Land Improvements – depreciable		Cost approach	Depreciated historic cost Useful life		Changes in the estimated pattern of consumption and the cost of modern economic equivalent assets would result in a change in fair value.
Buildings – Non Specialised		Cost approach	Components Cost Residual value Useful life Condition	+ or-5%	A change of 5% would result in a change to fair value of \$32,000.
Buildings – Specialised		Cost approach	Components Cost Residual value Useful life Condition	+ or-5%	A change of 5% would result in a change to fair value of \$3 million.
Roads		Cost approach	Unit Rates Useful life Remaining life Residual Value	\$40-\$393 per m ² /m 20-100 years 0-100 years 0%-10%	Unit rates vary significantly depending on the type of material. Useful life varies significantly depending on level of service. Remaining life may vary significantly depending on environmental conditions. Condition assessments involve assumptions and reasonable estimates. Variations in these parameters would result in a change in fair value.
Footpaths		Cost approach	Unit Rates Useful life Remaining life Residual Value	\$58-\$1,150 per sqr metre 10-50 years 0-50 years 0%-10%	Unit rates vary significantly depending on the type of material. Useful life varies significantly depending on level of service. Remaining life may vary significantly depending on environmental conditions. Condition assessments involve assumptions and reasonable estimates. Variations in these parameters would result in a change in fair value.
Stormwater Drainage		Cost approach	Unit Rates Useful life Remaining life Residual Value	\$920-\$5,200 per metre 100-150 years 0-150 years 0%-10%	Unit rates vary significantly depending on the type of material. Useful life varies significantly depending on level of service. Remaining life may vary significantly depending on environmental conditions. Condition assessments involve assumptions and reasonable estimates. Variations in these parameters would result in a change in fair value.
Swimming Pools		Cost approach	Components Cost Residual value Useful life Condition	+ or-5%	A change of 5% would result in a change to fair value of \$0.5 million.
Other Open Space/ Recreation Assets		Cost approach	Depreciated historic cost Useful life		Changes in the estimated pattern of consumption and the cost of modern economic equivalent assets would result in a change in fair value.
Other Infrastructure Assets		Cost approach	Depreciated historic cost Useful life		Changes in the estimated pattern of consumption and the cost of modern economic equivalent assets would result in a change in fair value.
Heritage Collections		Cost approach	Depreciated historic cost Useful life		Changes in the estimated pattern of consumption and the cost of modern economic equivalent assets would result in a change in fair value.
Library Books		Cost approach	Depreciated historic cost Useful life		Changes in the estimated pattern of consumption and the cost of modern economic equivalent assets would result in a change in fair value.

c. The Valuation Process for Level 3 Fair Value Measurements

Nil

5). HIGHEST AND BEST USE

All of Council's non financial assets are considered as being utilised for their highest and best use.

Note 28. Financial Review**KEY FINANCIAL FIGURES OF COUNCIL OVER THE PAST 5 YEARS (CONSOLIDATED)**

\$'000

Financial Performance Figures	2015	2014	2013	2012	2011
Inflows:					
Rates & Annual Charges Revenue	46,336	43,550	40,789	38,968	37,157
User Charges Revenue	24,812	22,709	21,056	20,624	19,335
Interest & Investment Revenue (Losses)	4,613	4,022	4,280	3,770	3,437
Grants Income – Operating & Capital	3,922	2,939	3,553	4,100	5,131
Total Income from Continuing Operations	116,219	120,157	104,748	90,992	84,016
Sale Proceeds from I,PP&E	1,408	20,769	2,395	944	2,181
New Loan Borrowings & Advances	–	–	–	–	–
Outflows:					
Employee Benefits & On-cost Expenses	38,756	35,559	34,811	33,611	32,848
Borrowing Costs	–	–	–	–	–
Materials & Contracts Expenses	30,891	29,275	27,757	25,932	23,326
Total Expenses from Continuing Operations	93,644	93,414	86,324	81,926	78,491
Total Cash purchases of I,PP&E	30,391	23,902	14,568	12,453	14,992
Total Loan Repayments (incl. Finance Leases)	–	–	–	–	–
Operating Surplus/(Deficit) (excl. Capital Income)	7,032	15,329	14,981	2,376	156
Financial Position Figures					
	2015	2014	2013	2012	2011
Current Assets	109,100	37,888	36,779	39,132	32,710
Current Liabilities	33,575	28,734	25,976	23,897	22,367
Net Current Assets	75,525	9,154	10,803	15,235	10,343
Available Working Capital (Unrestricted Net Current Assets)	(2,515)	(993)	(181)	4,135	4,441
Cash & Investments – Unrestricted	9,124	6,227	6,560	3,889	2,919
Cash & Investments – Internal Restrictions	64,316	66,005	44,706	40,855	35,523
Cash & Investments – Total	103,141	95,618	71,595	65,592	53,888
Total Borrowings Outstanding (Loans, Advances & Finance Leases)	172	–	–	–	–
Total Value of I,PP&E (excl. Land & Earthworks)	832,542	748,451	734,488	705,183	690,566
Total Accumulated Depreciation	341,097	359,865	350,006	321,494	308,062
Indicative Remaining Useful Life (as a % of GBV)	59%	52%	52%	54%	55%

Source: Published audited financial statements of Council (current year & prior year)

Note 29. Council Information & Contact Details**PRINCIPAL PLACE OF BUSINESS:**

200 Miller Street
North Sydney NSW 2060

CONTACT DETAILS**Mailing Address:**

PO Box 12
North Sydney NSW 2060

Telephone: 02 9936 8100

Facsimile: 02 9936 8177

OFFICERS**General Manager**

Warwick Winn

RESPONSIBLE ACCOUNTING OFFICER

Garry Ross

PUBLIC OFFICER

Ross McCreanor

AUDITORS

Hill Rogers Spencer Steer
Chartered Accountants
Level 5, 1 Chifley Square
Sydney NSW 2000

OTHER INFORMATION

ABN: 32 353 260 317

Opening Hours:

9am-5pm
Monday – Friday

Internet: www.northsydney.nsw.gov.au

Email: council@northsydney.nsw.gov.au

ELECTED MEMBERS**Mayor**

Jilly Gibson

COUNCILLORS

Zoë Baker
Stephen Barbour
MaryAnn Beregi
Virginia Bevan
Tony Carr
Melissa Clare
Véronique Marchandau
Jeff Morris
Michel Reymond



NORTH SYDNEY COUNCIL
GENERAL PURPOSE FINANCIAL STATEMENTS
INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying general purpose financial statements of North Sydney Council, which comprises the Statement of Financial Position as at 30 June 2015, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

Assurance Partners

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An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements. Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial statements:
 - (i) have been presented in accordance with the requirements of this Division;
 - (ii) are consistent with the Council's accounting records;
 - (iii) present fairly the Council's financial position, the results of its operations and its cash flows; and
 - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial statements that we have become aware of during the course of the audit.

HILL ROGERS SPENCER STEER



GARY MOTTAU
Partner

Dated at Sydney this 20th day of October 2015

*North Sydney Council
General Purpose Financial Statements
Independent Auditors' Report*

Hill Rogers
Spencer Steer

20 October 2015

The Mayor
North Sydney Council
200 Miller Street
NORTH SYDNEY NSW 2060

Mayor,

Audit Report - Year Ended 30 June 2015

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2015 and that all information required by us was readily available. We have signed our reports as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Statements.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Statements of the Council. We have ensured that the financial statements have been prepared in accordance with Australian Accounting Standards, Australian Accounting Interpretations and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

I. RESULTS FOR THE YEAR

I.1 Operating Result

The operating result for the year was a surplus of \$22.575 million as compared with \$26.743 million in the previous year.

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The following table sets out the results for the year and the extent (%) that each category of revenue and expenses contributed to the total.

	2015	% of	2014	% of	Increase
	\$'000	Total	\$'000	Total	(Decrease)
					\$'000
Revenues before capital items					
Rates & annual charges	46,336	46%	43,550	40%	2,786
User charges, fees & other revenues	45,071	45%	57,714	53%	(12,643)
Grants & contributions provided for operating purposes	4,656	5%	3,457	3%	1,199
Interest & investment revenue	4,613	5%	4,022	4%	591
	100,676	100%	108,743	100%	(8,067)
Expenses					
Employee benefits & costs	38,756	41%	35,559	38%	3,197
Materials, contracts & other expenses	39,204	42%	42,572	46%	(3,368)
Depreciation, amortisation & impairment	15,684	17%	15,283	16%	401
	93,644	100%	93,414	100%	230
Surplus (Deficit) before capital items	7,032		15,329		(8,297)
Grants & contributions provided for capital purposes	15,543		11,414		4,129
Net Surplus (Deficit) for the year	22,575		26,743		(4,168)
Performance Measures	2015		2014		
Operating Performance	1.96%		-0.58%		
Own Source Operating Revenue	81.81%		85.05%		

The above table shows an overall decrease of \$4.168 million from the previous year and is mainly attributable to reduced fair value adjustments on investment properties (\$15.7 million) and offset by the timing of the payment of the Financial Assistance Grant, which ceased being paid in advance during the prior year (\$926,000), increased developer contributions (\$4.335 million) and rates and annual charges (\$2.786 million).

Operating Performance measures the ability to contain operating expenditure within operating revenue excluding capital amounts. For 2015, this indicator was 1.96% and exceeded the benchmark of 0%.

Own Source Operating Revenue measures the degree of reliance on external funding sources such as grants and contributions. For 2015, this indicator was 81.81% and exceeded the benchmark of 60%.

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Spencer Steer

1.2 Funding Result

As the operating result only accounts for operating income and expenditure, in reviewing the overall financial performance of Council, it is useful to consider the total source of revenues and how they were applied during the year which is illustrated in the table below.

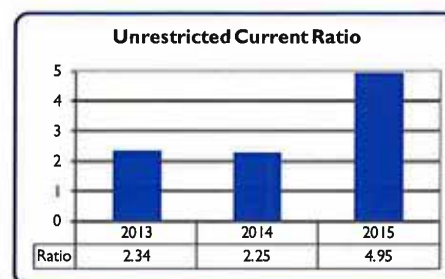
	2015	2014
	\$'000	\$'000
Funds were provided by:-		
Operating Result (as above)	22,575	26,743
Add back non funding items:-		
- Depreciation, amortisation & impairment	15,684	15,283
- Book value of non-current assets sold	1,333	25,620
- (Gain)/Loss of fair value to investment properties	(4,920)	(20,620)
- (Surplus)/Deficit in joint ventures	5	4
	<u>34,677</u>	<u>47,030</u>
Decrease/Redemption of non-current Investments	64,325	0
Transfers from externally restricted assets (net)	0	703
Net Changes in current/non-current assets & liabilities	3,100	1,322
	<u>102,102</u>	<u>49,055</u>
Funds were applied to:-		
Purchase and construction of assets	(32,517)	(24,683)
Increase/Purchase in non current investments	0	(23,994)
Transfers to externally restricted assets (net)	(22,351)	0
Transfers to internal reserves (net)	(47,056)	(362)
	<u>(101,924)</u>	<u>(49,039)</u>
Increase/(Decrease) in Available Working Capital	178	16

2. FINANCIAL POSITION

2.1 Unrestricted Current Ratio

The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council's ability to meet its debts and obligations as they fall due.

After eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$63.242 million representing a factor of 4.95 to 1.



2.2 Available Working Capital – (Working Funds)

At the close of the year the Available Working Capital of Council stood at \$4.785 million as detailed below;

	2015	2014	Change
	\$'000	\$'000	\$'000
Net Current Assets (Working Capital) as per Accounts	75,525	9,154	66,371
Add: Payables & provisions not expected to be realised in the next 12 months included above	16,214	13,639	2,575
Adjusted Net Current Assets	91,739	22,793	68,946
Add: Budgeted & expected to pay in the next 12 months			
- Employees leave entitlements	3,687	3,467	220
- Deposits & retention moneys	2,172	1,753	419
Less: Externally restricted assets	(28,497)	(6,146)	(22,351)
Less: Internally restricted assets	(64,316)	(17,260)	(47,056)
Available Working Capital as at 30 June	4,785	4,607	178

The balance of Available Working Capital should be at a level to manage Council's day to day operations including the financing of hard core debtors, stores and to provide a buffer against unforeseen and unbudgeted expenditures. Taking into consideration the nature and level of the internally restricted assets (Reserves) set aside to fund future works and services and liabilities, Council's Available Working Capital at year end was sound.

2.3 Debt

Council is debt free.

2.4 Summary

Council's overall financial position, when taking into account the above financial indicators was, in our opinion, sound.

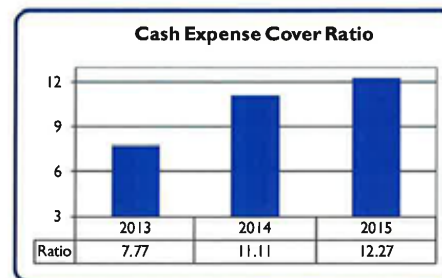
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3. CASH ASSETS

3.1 Cash Expense Cover Ratio

This liquidity ratio indicates the number of months of expenditure requirements that can be met with available cash and term deposit balances without the need for additional cash inflow.

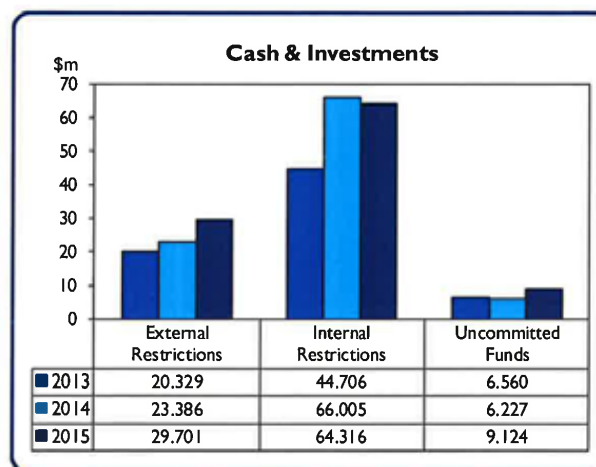
For 2015, this ratio stood at 12.27 months compared to the benchmark of 3.



3.2 Cash & Investment Securities

Cash and investments amounted \$103.141 million at 30 June 2015 as compared with \$95.618 million in 2014 and \$71.595 million in 2013.

The chart alongside summarises the purposes for which cash and investments securities were held.



Externally restricted cash and investments are restricted in their use by externally imposed requirements and consisted of unexpended development contributions under Section 94 (\$25.671 million), domestic waste management charges (\$2.453 million) and specific purpose grants, contributions and special levies (\$1.577 million).

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans, identified programs of works, and are, in fact, Council's "**Reserves**". These Reserves totalled \$64.316 million and their purposes are more fully disclosed in Notes 6 of the financial statements.

Unrestricted cash and investments amounted to \$9.124 million, which is available to provide liquidity for day to day operations.



3.3 Cash Flows

The Statement of Cash Flows illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that cash increased by \$3.327 million to \$8.435 million at the close of the year.

In addition to operating activities which contributed net cash of \$36.357 million were the proceeds from the sale of investment securities (\$42.195 million) and sale of assets (\$1.408 million). Cash outflows other than operating activities were used to purchase investment securities (\$46.051 million), and to purchase and construct assets (\$30.582 million).

4. RECEIVABLES

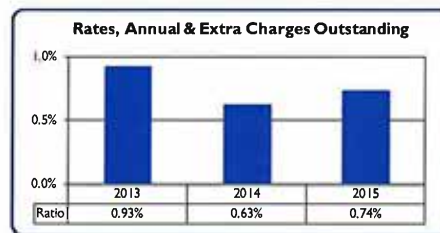
4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$46.336 million and represented 39.87% of Council's total revenues.

Including arrears, the total rates and annual charges collectible was \$46.543 million of which \$46.263 million (99.40%) was collected.

4.2 Rates, Annual & Extra Charges

Arrears of rates, annual and extra charges stood at \$344,000 at the end of the year and represented 0.74% of those receivables.



4.3 Other Receivables

Receivables (other than rates & annual charges) totalled \$5.528 million and consisted mainly of unpaid infringement notices (\$919,000), user charges and accrued revenues (\$3.413 million) and amounts due from government departments (\$1.162 million). Those considered to be uncertain of collection have been provided for as doubtful debts and this provision amounted to \$43,000.

5. PAYABLES

5.1 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$14.788 million. Internally restricted cash and investments of \$7.394 million was held representing 50% of this liability and was, in our opinion, sufficient to meet unbudgeted and unanticipated retirements.

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Spencer Steer

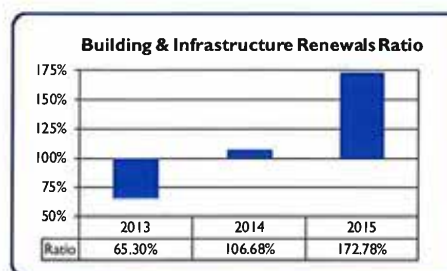
5.2 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$7.472 million and were fully funded by internally restricted cash and investments.

6. BUILDING AND INFRASTRUCTURE RENEWALS

The Building and Infrastructure Renewals ratio measures the rate at which these assets are renewed against the rate at which they are depreciating.

Special Schedule No. 7 discloses that asset renewals for 2015 represented 173% of the depreciation charges for these assets. An industry benchmark is considered to be 100%, measured annually over the long term.



7. REVALUATION OF ASSETS

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, buildings and infrastructure assets were revalued. This resulted in a net increase of \$87.359 million that was credited directly to Equity. Notes 1(j) and 9 of the financial statements provide further details.

8. MANAGEMENT LETTER

An audit management letter addressing the findings from our interim audit was issued on 19 February 2015. This included our recommendations on possible ways to strengthen and/or improve procedures. Management provided a written response on 2 March 2015 including comments and proposed actions.

9. CONCLUSION

We wish to record our appreciation to your General Manager and his staff for their ready co-operation and the courtesies extended to us during the conduct of the audit.

Yours faithfully,
HILL ROGERS SPENCER STEER

GARY MOTTAU
Partner

The Mayor, North Sydney Council
Audit Report for the year ended 30 June 2015



In 2014/15,
the largest contribution
to income Council
received was from rates

38%

North Sydney Council Special Purpose Financial Statements

For the financial year ended 30 June 2015

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Background

- i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Division 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 & 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 over \$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 & debt guarantee fees (where the business benefits from councils borrowing position by comparison with commercial rates).

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 & Costing for Council Businesses – A Guide to Competitive Neutrality".
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines – "Best Practice Management of Water and Sewerage".

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 19 October 2015.



Jilly Gibson
MAYOR



Jeff Morris
COUNCILLOR



Warwick Winn
GENERAL MANAGER



Garry Ross
RESPONSIBLE ACCOUNTING OFFICER

NORTH SYDNEY COUNCIL

Income Statement of Council's Other Business Activities

For the financial year ended 30 June 2015

\$'000	Commercial Properties Category 1		Waste Management Category 1	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
Income from continuing operations				
Access charges	-	-	9,701	9,585
User charges	-	-	994	977
Fees	-	-	369	376
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	42	43
Profit from the sale of assets	-	-	-	-
Other income	10,744	26,244	-	-
Total income from continuing operations	10,744	26,244	11,106	10,981
Expenses from continuing operations				
Employee benefits and on-costs	3	11	1,308	1,310
Borrowing costs	-	-	-	-
Materials and contracts	1,707	1,548	9,191	8,751
Depreciation and impairment	247	253	-	-
Loss on sale of assets	-	-	-	-
Calculated taxation equivalents	599	462	27	28
Debt guarantee fee (if applicable)	-	-	-	-
Other expenses	789	766	28	28
Total expenses from continuing operations	3,345	3,040	10,554	10,117
Surplus (deficit) from Continuing Operations before capital amounts	7,399	23,204	552	864
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	7,399	23,204	552	864
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	7,399	23,204	552	864
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(2,220)	(6,961)	(166)	(259)
SURPLUS (DEFICIT) AFTER TAX	5,179	16,243	386	605
plus Opening Retained Profits	80,889	78,835	1,744	1,897
plus/less: Prior Period Adjustments	-	-	-	-
plus Adjustments for amounts unpaid:				
- Taxation equivalent payments	599	462	27	28
- Debt guarantee fees	-	-	-	-
- Corporate taxation equivalent	2,220	6,961	166	259
add:				
- Subsidy Paid/Contribution To Operations	-	-	-	-
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	(4,740)	(21,612)	(1,015)	(1,045)
Closing Retained Profits	84,147	80,889	1,308	1,744
Return on Capital %	8.8%	28.9%	n/a	n/a
Subsidy from Council	-	-	-	-

NORTH SYDNEY COUNCIL

Income Statement of Council's Other Business Activities

For the financial year ended 30 June 2015

\$'000	Car Parking Services Category 1		North Sydney Function Centre Category 2	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
Income from continuing operations				
Access charges	-	-	-	-
User charges	-	-	-	-
Fees	2,710	2,740	335	525
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Other income	-	-	-	-
Total income from continuing operations	2,710	2,740	335	525
Expenses from continuing operations				
Employee benefits and on-costs	279	287	170	146
Borrowing costs	-	-	-	-
Materials and contracts	448	454	187	262
Depreciation and impairment	705	766	88	97
Loss on sale of assets	-	-	-	-
Calculated taxation equivalents	265	252	-	-
Debt guarantee fee (if applicable)	-	-	-	-
Other expenses	357	374	123	128
Total expenses from continuing operations	2,054	2,133	568	633
Surplus (deficit) from Continuing Operations before capital amounts	656	607	(233)	(108)
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	656	607	(233)	(108)
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	656	607	(233)	(108)
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(197)	(182)	-	-
SURPLUS (DEFICIT) AFTER TAX	459	425	(233)	(108)
plus Opening Retained Profits	20,070	21,266	1,025	1,121
plus/less: Prior Period Adjustments	-	-	-	-
plus Adjustments for amounts unpaid:				
- Taxation equivalent payments	265	252	-	-
- Debt guarantee fees	-	-	-	-
- Corporate taxation equivalent	197	182	-	-
add:				
- Subsidy Paid/Contribution To Operations	-	-	97	12
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	(1,904)	(2,055)	-	-
Closing Retained Profits	19,087	20,070	889	1,025
Return on Capital %	2.1%	1.9%	-13.9%	-6.1%
Subsidy from Council	297	540	284	171

NORTH SYDNEY COUNCIL

Income Statement of Council's Other Business Activities

For the financial year ended 30 June 2015

\$'000	Development Applications Category 2	
	Actual 2015	Actual 2014
Income from continuing operations		
Access charges	-	-
User charges	-	-
Fees	1,817	1,704
Interest	-	-
Grants and contributions provided for non capital purposes	-	-
Profit from the sale of assets	-	-
Other income	-	-
Total income from continuing operations	1,817	1,704
Expenses from continuing operations		
Employee benefits and on-costs	4,177	3,983
Borrowing costs	-	-
Materials and contracts	290	333
Depreciation and impairment	-	-
Loss on sale of assets	-	-
Calculated taxation equivalents	188	185
Debt guarantee fee (if applicable)	-	-
Other expenses	651	688
Total expenses from continuing operations	5,306	5,189
Surplus (deficit) from Continuing Operations before capital amounts	(3,489)	(3,485)
Grants and contributions provided for capital purposes	-	-
Surplus (deficit) from Continuing Operations after capital amounts	(3,489)	(3,485)
Surplus (deficit) from discontinued operations	-	-
Surplus (deficit) from ALL Operations before tax	(3,489)	(3,485)
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-
SURPLUS (DEFICIT) AFTER TAX	(3,489)	(3,485)
plus Opening Retained Profits	(1,213)	(1,253)
plus/less: Prior Period Adjustments	-	-
plus Adjustments for amounts unpaid:		
- Taxation equivalent payments	188	185
- Debt guarantee fees	-	-
- Corporate taxation equivalent	-	-
add:		
- Subsidy Paid/Contribution To Operations	3,315	3,340
less:		
- TER dividend paid	-	-
- Dividend paid	-	-
Closing Retained Profits	(1,199)	(1,213)
Return on Capital %	n/a	n/a
Subsidy from Council	3,489	3,485

NORTH SYDNEY COUNCIL

Statement of Financial Position – Council's Other Business Activities

As at 30 June 2015

\$'000	Commercial Properties Category 1		Waste Management Category 1	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	2,453	2,947
Investments	-	-	-	-
Receivables	230	773	89	79
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	230	773	2,542	3,026
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	4,934	5,584	-	-
Investments accounted for using equity method	-	-	-	-
Investment property	79,130	74,650	-	-
Other	-	-	-	-
Total Non-Current Assets	84,064	80,234	-	-
TOTAL ASSETS	84,294	81,007	2,542	3,026
LIABILITIES				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	147	118	1,017	1,106
Interest bearing liabilities	-	-	-	-
Provisions	-	-	212	170
Total Current Liabilities	147	118	1,229	1,276
Non-Current Liabilities				
Payables	-	-	3	3
Interest bearing liabilities	-	-	-	-
Provisions	-	-	2	3
Other Liabilities	-	-	-	-
Total Non-Current Liabilities	-	-	5	6
TOTAL LIABILITIES	147	118	1,234	1,282
NET ASSETS	84,147	80,889	1,308	1,744
EQUITY				
Retained earnings	84,147	80,889	1,308	1,744
Revaluation reserves	-	-	-	-
Council equity interest	84,147	80,889	1,308	1,744
Non-controlling equity interest	-	-	-	-
TOTAL EQUITY	84,147	80,889	1,308	1,744

NORTH SYDNEY COUNCIL

Statement of Financial Position – Council's Other Business Activities

As at 30 June 2015

\$'000	Car Parking Services Category 1		North Sydney Function Centre Category 2	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
ASSETS				
Current Assets				
Cash and cash equivalents	12	12	6	6
Investments	-	-	-	-
Receivables	56	5	9	22
Inventories	-	-	10	16
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	68	17	25	44
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	31,569	32,233	1,682	1,779
Investments accounted for using equity method	-	-	-	-
Investment property	-	-	-	-
Other	-	-	-	-
Total Non-Current Assets	31,569	32,233	1,682	1,779
TOTAL ASSETS	31,637	32,250	1,707	1,823
LIABILITIES				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	106	111	-	-
Interest bearing liabilities	-	-	-	-
Provisions	100	91	61	41
Total Current Liabilities	206	202	61	41
Non-Current Liabilities				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	1	2	1	1
Other Liabilities	-	-	-	-
Total Non-Current Liabilities	1	2	1	1
TOTAL LIABILITIES	207	204	62	42
NET ASSETS	31,430	32,046	1,645	1,781
EQUITY				
Retained earnings	19,087	20,070	889	1,025
Revaluation reserves	12,343	11,976	756	756
Council equity interest	31,430	32,046	1,645	1,781
Non-controlling equity interest	-	-	-	-
TOTAL EQUITY	31,430	32,046	1,645	1,781

NORTH SYDNEY COUNCIL

Statement of Financial Position – Council's Other Business Activities

As at 30 June 2015

\$'000	Development Applications Category 2	
	Actual 2015	Actual 2014
ASSETS		
Current Assets		
Cash and cash equivalents	-	-
Investments	-	-
Receivables	-	-
Inventories	-	-
Other	-	-
Non-current assets classified as held for sale	-	-
Total Current Assets	-	-
Non-Current Assets		
Investments	-	-
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant and equipment	-	-
Investments accounted for using equity method	-	-
Investment property	-	-
Other	-	-
Total Non-Current Assets	-	-
TOTAL ASSETS	-	-
LIABILITIES		
Current Liabilities		
Bank Overdraft	-	-
Payables	-	-
Interest bearing liabilities	-	-
Provisions	1,184	1,185
Total Current Liabilities	1,184	1,185
Non-Current Liabilities		
Payables	-	-
Interest bearing liabilities	-	-
Provisions	15	28
Other Liabilities	-	-
Total Non-Current Liabilities	15	28
TOTAL LIABILITIES	1,199	1,213
NET ASSETS	(1,199)	(1,213)
EQUITY		
Retained earnings	(1,199)	(1,213)
Revaluation reserves	-	-
Council equity interest	(1,199)	(1,213)
Non-controlling equity interest	-	-
TOTAL EQUITY	(1,199)	(1,213)

NORTH SYDNEY COUNCIL

Special Purpose Financial Statements

For the financial year ended 30 June 2015

Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Summary of Significant Accounting Policies	252
2	Water Supply Business Best Practice Management disclosure requirements	n/a
3	Sewerage Business Best Practice Management disclosure requirements	n/a

Note 1. Significant Accounting Policies

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by Council and the Office of Local Government.

For the purposes of these statements, the Council is not a reporting not-for-profit entity.

The figures presented in these special purpose financial statements, unless otherwise stated, 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) &
- Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with:

- the Local Government Act and Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis, based on historic costs and do not take into account changing money values nor current values of non-current assets (except where specifically stated).

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' to 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 Government Policy statement on the "Application of National Competition Policy to Local Government".

The "Pricing & 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 & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of 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 & 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)

d. North Sydney Oval Function Centre

Bar and catering facilities for hire to the public and members.

e. 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 one thousand dollars.

I) TAXATION EQUIVALENT CHARGES

Council is liable to pay various taxes and financial duties in undertaking its business activities. Where this is the case, they are disclosed in these statements as a cost of operations just like all other costs.

However, where Council is exempt from paying taxes which are generally paid by private sector businesses (such as income tax), equivalent tax payments have been applied to all Council nominated business activities and are reflected in these 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 **\$432,000** of combined land values attracts **0%**. From \$432,001 to \$2,641,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$2,641,000, 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.

Note 1. Significant Accounting Policies (continued)

Income Tax

An income tax equivalent has been applied on the profits of each reported Business Activity.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account of 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 positive gain/(loss) from ordinary activities before capital amounts has been achieved.

Since this taxation equivalent is notional – that is, it is payable to the “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 Council’s General Purpose Financial Statements.

The rate applied of 30% 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 & 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 & 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 the 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 where 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 the 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 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”.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The Rate of Return on Capital is calculated as follows:

$$\frac{\text{Operating Result before Capital Income + Interest Expense}}{\text{Written Down Value of I,PP\&E as at 30 June}}$$

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.02% at 30/6/15.

The actual rate of return achieved by each Business Activity is disclosed at the foot of each respective Income Statement.

IV) DIVIDENDS

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

NORTH SYDNEY COUNCIL
SPECIAL PURPOSE FINANCIAL STATEMENTS
INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying special purpose financial statements of North Sydney Council, which comprises the Statement of Financial Position as at 30 June 2015, Income Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with the Local Government Act 1993 and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial statements, are appropriate to meet the financial reporting requirements of the Office of Local Government. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

Assurance Partners

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The logo for Hill Rogers Spencer Steer is written in a blue, cursive script font. The words "Hill Rogers" are on the top line and "Spencer Steer" are on the bottom line, with the 'S' in Spencer being particularly large and stylized.

Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion, the special purpose financial statements of the Council are presented fairly in accordance with the requirements of those applicable Accounting Standards detailed in Note I and the Local Government Code of Accounting Practice and Financial Reporting.

Basis of Accounting

Without modifying our opinion, we draw attention to Note I to the financial statements, which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the financial reporting requirements of the Office of Local Government. As a result, the financial statements may not be suitable for another purpose.

HILL ROGERS SPENCER STEER

A blue ink signature of Gary Mottau, written in a cursive style.

GARY MOTTAU
Partner

Dated at Sydney this 20th day of October 2015

*North Sydney Council
Special Purpose Financial Statements
Independent Auditors' Report*

NORTH SYDNEY COUNCIL

Special Schedules¹

For the year ended 30 June 2015

Contents		Page
Special Schedule No. 1	Net Cost of Services	257
Special Schedule No. 2(a)	Statement of Long Term Debt (all purposes)	n/a
Special Schedule No. 2(b)	Statement of Internal Loans (Sect. 410(3) LGA 1993)	n/a
Special Schedule No. 3	Water Supply Operations – incl. Income Statement	n/a
Special Schedule No. 4	Water Supply – Statement of Financial Position	n/a
Special Schedule No. 5	Sewerage Service Operations – incl. Income Statement	n/a
Special Schedule No. 6	Sewerage Service – Statement of Financial Position	n/a
Notes to Special Schedules No. 3 & 5		n/a
Special Schedule No. 7	Report on Infrastructure Assets (as at 30 June 2015)	259
Special Schedule No. 8	Financial Projections	n/a
Special Schedule No. 9	Permissible Income Calculation	262

1 Special Schedules are not audited (with the exception of Special Schedule 9).

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 No. 1 – Net Cost of Services

For the financial year ended 30 June 2015

\$'000 Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Governance	2,503	–	–	(2,503)
Administration	16,187	8,239	110	(7,838)
Public Order and Safety				
Fire Service Levy, Fire Protection, Emergency Services	1,366	–	–	(1,366)
Beach Control	–	–	–	–
Enforcement of Local Govt. Regulations	5,323	6,982	–	1,659
Animal Control	36	1	–	(35)
Other	124	–	–	(124)
Total Public Order & Safety	6,849	6,983	–	134
Health	1,589	275	–	(1,314)
Environment				
Noxious Plants and Insect/Vermin Control	170	–	–	(170)
Other Environmental Protection	3,140	1,842	–	(1,298)
Solid Waste Management	10,455	11,284	–	829
Street Cleaning	2,052	14	–	(2,038)
Drainage	–	–	–	–
Stormwater Management	1,802	727	–	(1,075)
Total Environment	17,619	13,867	–	(3,752)
Community Services and Education				
Administration & Education	853	39	–	(814)
Social Protection (Welfare)	459	–	–	(459)
Aged Persons and Disabled	319	60	–	(259)
Children's Services	1,054	679	215	(160)
Total Community Services & Education	2,685	778	215	(1,692)
Housing and Community Amenities				
Public Cemeteries	–	–	–	–
Public Conveniences	224	–	–	(224)
Street Lighting	1,113	181	–	(932)
Town Planning	3,983	929	–	(3,054)
Other Community Amenities	685	11	–	(674)
Total Housing and Community Amenities	6,005	1,121	–	(4,884)
Water Supplies	–	–	–	–
Sewerage Services	–	–	–	–

Special Schedule No. 1 – Net Cost of Services (continued)

\$'000 Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Recreation and Culture				
Public Libraries		281	438	(2,494)
Museums	438	8	40	(390)
Art Galleries	–	–	–	–
Community Centres and Halls	926	68	513	(345)
Performing Arts Venues	–	–	–	–
Other Performing Arts	–	–	–	–
Other Cultural Services	729	265	–	(464)
Sporting Grounds and Venues	2,189	523	48	(1,618)
Swimming Pools	3,370	2,358	280	(732)
Parks & Gardens (Lakes)	5,532	56	20	(5,456)
Other Sport and Recreation	4,015	308	13,473	9,766
Total Recreation and Culture	20,412	3,867	14,812	(1,733)
Fuel & Energy	–	–	–	–
Agriculture	–	–	–	–
Mining, Manufacturing and Construction				
Building Control	–	40	–	40
Other Mining, Manufacturing & Construction	–	–	–	–
Total Mining, Manufacturing and Const.	–	40	–	40
Transport and Communication				
Urban Roads (UR) – Local	1,279	346	–	(933)
Urban Roads – Regional	95	666	–	571
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	1,513	10,424	–	8,911
Footpaths	1,263	497	–	(766)
Aerodromes	–	–	–	–
Other Transport & Communication	8,772	1,005	406	(7,361)
Total Transport and Communication	12,922	12,938	406	422
Economic Affairs				
Camping Areas & Caravan Parks	–	–	–	–
Other Economic Affairs	6,868	14,130	–	7,262
Total Economic Affairs	6,868	14,130	–	7,262
Totals – Functions	93,639	62,238	15,543	(15,858)
General Purpose Revenues²		38,438		38,438
Share of interests – joint ventures & associates using the equity method	5	–		(5)
NET OPERATING RESULT¹	93,644	100,676	15,543	22,575

1) As reported in the Income Statement

2) Includes: Rates & Annual Charges (incl. Ex Gratia, excl. Water & Sewer), Non Capital General Purpose Grants, Interest on Investments (excl. Ext. Restricted Assets) & Interest on overdue Rates & Annual Charges

Special Schedule No. 7 – Report on Infrastructure Assets

As at 30 June 2015

\$'000 Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard refer (1)	Required Maint- enance refer (2)	Actual Annual Maint- enance 2014/15 refer (3)	Written Down Value (WDV) refer (4)	Assets in Condition as a % of WDV				
						1	2	3 refer (4) & (5)	4	5
Buildings	Specialised Buildings	–	1,429	1,727	61,864	13%	19%	66%	1%	1%
	Non Specialised Buildings	–	71	71	632	0%	8%	71%	21%	0%
	Land Improvements – depreciable	–	–	–	15,890	97%	2%	1%	–	0%
	sub total	–	1,500	1,798	62,496	12.9%	18.9%	66.1%	1.2%	1.0%
Other Structures	Other Structures	–	–	–	28	100%				0%
	sub total	–	–	–	28	100.0%	0.0%	0.0%	0.0%	0.0%
Roads	Footpaths	–	922	1,040	39,804	26%	60%	14%	0%	0%
	Other Road Assets	–	119	109	44,422	43%	41%	14%	1%	1%
	Pavement	–	453	398	147,309	62%	27%	10%	1%	0%
	sub total	–	1,494	1,547	231,535	52.2%	35.4%	11.5%	0.8%	0.2%
Stormwater Drainage	Stormwater Drainage	–	472	488	125,207	57%	40%	1%	1%	1%
	sub total	–	472	488	125,207	57.0%	40.0%	1.0%	1.0%	1.0%
Open Space/ Recreational Assets	Swimming Pools	–	249	247	11,097	8%	1%	91%		0%
	Open Space/Recreation Assets	–	166	162	2,639	47%	13%	3%	32%	5%
	sub total	–	415	409	13,736	15.5%	3.3%	74.1%	6.1%	1.0%
Other Infrastructure Assets	Other Infrastructure Assets	–	717	869	21,640	55%	36%	4%	5%	0%
	Other	–	–	–	–					
	sub total	–	717	869	21,640	55.0%	36.0%	4.0%	5.0%	0.0%
TOTAL – ALL ASSETS		–	4,598	5,111	470,532	48.8%	32.4%	17.1%	1.2%	0.5%

Notes:

1) Satisfactory is defined as “satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate”.

The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset to ensure that it is in a satisfactory standard. This estimated cost should not include any planned enhancements (i.e. to heighten, intensify or improve the facilities).

2) Required Annual Maintenance is “what should be spent to maintain assets in a satisfactory standard.

3) Actual Maintenance is what has been spent in the current year to maintain the assets.

Actual Maintenance may be higher or lower than the required annual maintenance due to the timing of when the maintenance actually occurs.

4) Written Down Value is in accordance with Note 9 of Council’s General Purpose Financial Statements

5) 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

Special Schedule No. 7 – Report on Infrastructure Assets (continued)

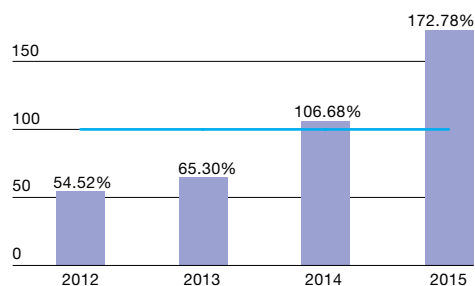
\$ '000	Amounts 2015	Indicator 2015	Prior Periods	
			2014	2013
Infrastructure Asset Performance Indicators Consolidated				
1. Building, Infrastructure & Other Structures Renewals Ratio				
Asset Renewals				
(Building, Infrastructure & Other Structures) ¹	21,558	172.78%	106.68%	65.30%
Depreciation, Amortisation & Impairment	12,477			
2. Infrastructure Backlog Ratio				
Estimated Cost to bring Assets to a Satisfactory Condition	–	0.00%	4.12%	4.35%
Total value ² of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets	470,532			
3. Asset Maintenance Ratio				
Actual Asset Maintenance	5,111	1.11	1.04	0.67
Required Asset Maintenance	4,598			
4. Capital Expenditure Ratio				
Annual Capital Expenditure	31,375	2.00	1.49	1.00
Annual Depreciation	15,684			

Notes

- 1) Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.
Asset Renewals include building, infrastructure & Other Structure assets only.
- 2) Written Down Value

1. BUILDING, INFRASTRUCTURE & OTHER STRUCTURES RENEWALS RATIO

200% RATIO

Benchmark: Minimum $\geq 100.00\%$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

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.

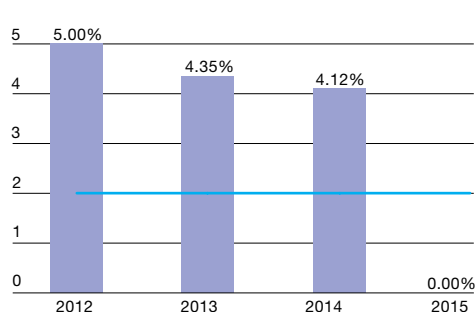
Commentary on 2014/15 Result

2014/15 Ratio 172.78%

This ratio was better than the benchmark of 100% for the second successive year. This is a reflection of Council's ongoing commitment to ensuring that sufficient funds are allocated to the replacement and renewal of its infrastructure assets to offset the rate at which they are depreciating.

2. INFRASTRUCTURE BACKLOG RATIO

6% RATIO

Benchmark: Minimum < 0.02 **Purpose of Infrastructure Backlog Ratio**

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on 2014/15 Result

2014/15 Ratio 0.00%

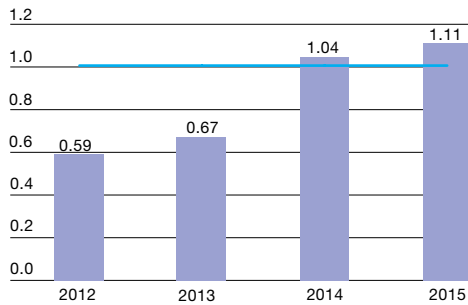
This ratio was better than the benchmark of 0.02 for the first time in many years. A significant increase in funding for infrastructure renewal in 2014/15 has resulted in the elimination of Council's infrastructure backlog.

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

Special Schedule No. 7 – Report on Infrastructure Assets (continued)

3. ASSET MAINTENANCE RATIO

1.4% RATIO



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 2014/15 Result

2014/15 Ratio 1.11 x

This ratio was better than the benchmark of 1.0 for the second successive year. This indicates that sufficient funds were also allocated to the maintenance of Council's infrastructure assets.

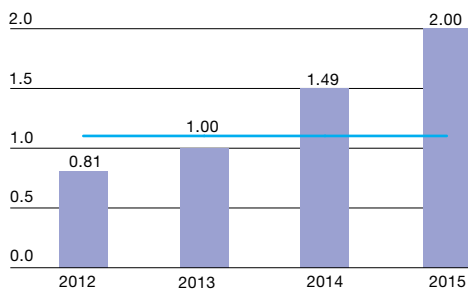
Benchmark: — Minimum >1.00

- Ratio is within Benchmark
- Ratio is outside Benchmark

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

4. CAPITAL EXPENDITURE RATIO

2.5% RATIO



Purpose of Capital Expenditure Ratio

To assess the extent to which a Council is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets.

Commentary on 2014/15 Result

2014/15 Ratio 2.00 x

This ratio was better than the benchmark of 1.1 for the second successive year. This is a reflection of Council's ongoing commitment to the allocation of sufficient funds to the replacement and renewal of its infrastructure, while also maintaining an acceptable level of expenditure on new assets.

Benchmark: — Minimum >1.10

- Ratio is within Benchmark
- Ratio is outside Benchmark

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

NORTH SYDNEY COUNCIL

Special Schedule No. 9 – Permissible Income Calculation

For the financial year ended 30 June 2016

\$'000	Calculation 2014/15	Calculation 2015/16
Notional General Income Calculation¹		
Last Year Notional General Income Yield	34,597	36,684
Plus or minus Adjustments ²	177	238
Notional General Income	34,774	36,922
Permissible Income Calculation		
Special variation percentage ³	5.50%	5.50%
or Rate peg percentage	0.00%	0.00%
or Crown land adjustment (incl. rate peg percentage)	0.00%	0.00%
less expiring Special variation amount	-	-
plus Special variation amount	1,913	2,031
or plus Rate peg amount	-	-
or plus Crown land adjustment and rate peg amount	-	-
sub-total	36,687	38,953
plus (or minus) last year's Carry Forward Total	-	-
less Valuation Objections claimed in the previous year	(3)	-
sub-total	(3)	-
Total Permissible income	36,684	38,953
less Notional General Income Yield	36,684	39,014
Catch-up or (excess) result	-	(61)
plus Income lost due to valuation objections claimed ⁴	-	61
less Unused catch-up ⁵	-	-
Carry forward to next year	-	-

Notes

- 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.
- 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*.
- The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- 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.
- 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.
- 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 councils' Special Schedule 9 in the Financial Data Return (FDR) to administer this process.



NORTH SYDNEY COUNCIL
SPECIAL SCHEDULE NO. 9
INDEPENDENT AUDITORS' REPORT

REPORT ON SPECIAL SCHEDULE NO. 9

We have audited the accompanying special purpose financial statement comprising the reconciliation of total permissible general income (Special Schedule No. 9) of North Sydney Council for the year ending 30 June 2016.

Responsibility of Council for Special Schedule No. 9

The Council is responsible for the preparation and fair presentation of Special Schedule No. 9 in accordance with the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) Update No. 23. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of Special Schedule No. 9 that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on Special Schedule No. 9 based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether Special Schedule No. 9 is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in Special Schedule No. 9. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of Special Schedule No. 9, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of Special Schedule No. 9.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards.

Assurance Partners

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In making our risk assessments, we consider internal controls relevant to the entity's preparation of Special Schedule No. 9 in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Audit Opinion

In our opinion, Special Schedule No. 9 of North Sydney Council for 2015/16 is properly drawn up in accordance with the requirements of the Office of Local Government and in accordance with the books and records of the Council.

Basis of Accounting

Without modifying our opinion, we advise that this schedule has been prepared for distribution to the Office of Local Government for the purposes of confirming that Council's reconciliation of Council's total permissible general income is presented fairly. As a result, the schedule may not be suitable for another purpose.

HILL ROGERS SPENCER STEER



GARY MOTTAU

Partner

Dated at Sydney this 20th day of October 2015

Council's total
income from continuing
operations for 2014/15
\$116.2m





88,170

jobs, local government area

09

Appendix

36,920

rateable properties



Mayor and Councillor Facilities and Benefits Policy

Re-adopted by Council 21 September 2015

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:
- should be infrequent and brief;
 - should not involve activities that might be questionable, controversial or offensive (as per the inappropriate use definition); and
 - must not disrupt Council’s communication/information technology systems.
- 3.4 Inappropriate use – includes:
- 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);
 - 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;
 - visiting chat lines/rooms or on-line gambling sites;
 - recording telephone conversations or meetings unless authorised under relevant legislation to do so; and
 - 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.

Mayor and Councillor Facilities and Benefits Policy (continued)

- 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.

Mayor and Councillor Facilities and Benefits Policy (continued)

- 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 The Mayor may travel by taxi and use a Council charge account for official business.
The charge account is to be audited on a quarterly basis to ensure appropriate use within the Policy.
The Mayor will have access to an allocated parking space at Council premises.
 - 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.
 - 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.

Mayor and Councillor Facilities and Benefits Policy (continued)

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 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.

Mayor and Councillor Facilities and Benefits Policy (continued)

- 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.

Mayor and Councillor Facilities and Benefits Policy (continued)

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:

4.13.1 Total amount of money expended during the year on Mayoral fees and Councillors fees.

4.13.2 Council's Policy on the provision of facilities for, and the payment of expenses to Councillors.

4.13.3 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.

Mayor and Councillor Facilities and Benefits Policy (continued)

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	2013/14
12	16 September 2013	Council	600	2014/15
13	15 September 2014	Council	394	2015/16
14	21 September 2015	Council	339	2016/17

Annual Report 2014/15 Feedback Form

Council welcomes your feedback on the 2014/15 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Readability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Range of information provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usefulness of the report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Layout and design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our approach to planning and reporting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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?

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.	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.
Advocacy	The act of speaking or arguing in favour of something, such as a cause, idea or policy.	Commercial centre	An area where the majority of town planning uses permitted are offices, commercial businesses and retail premises.
Affordable housing	Low cost housing for sale or rent, often provided by a housing association.	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).
Annual Report	The annual review of Council's performance as measured against the Operational Plan.	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.
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.	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.
Audit	An examination of the records, statements, systems and procedures of an organisation, together with its stated claims for performance.	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.
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.	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.
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.	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.
Best practice	The process(es) that achieve outcomes/results which are superior to all others known.	Continuous improvement	The process that ensures review and improvement practices are built into operational activities.
Biodiversity	The diversity of plant and animal life in a particular habitat (or in the world as a whole).	Council	Describes North Sydney Council.
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.	Councillors	The elected representatives of Council.
Business Continuity Plan	A clearly defined and documented plan that allows an organisation to respond to business disruption events should they occur.	Crown Land	Land that is owned and managed by state or federal government but managed on their behalf by Council.
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.		

Terms Used in this Report (continued)

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.	Green Travel Plan	A package of projects aimed at reducing car travel.
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.	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.
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.	ICLEI	An international association of local governments and their associations that have made a commitment to sustainable development.
Diversity	Variety in people and community members, of different ages, origins, backgrounds, sexes, religions and culture.	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.
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	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.
Ecosystems	A specific area of size in which climate, landscape, animals and plants share the same habitat. Ecosystems can be permanent or temporary.	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.
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.	Leader	Lead by example through best practice.
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.	Local Environment Plan (LEP)	The plan determines the use, development and protection of land within the local government area of North Sydney.
E-waste	Electronic waste including televisions, computers and mobile phones.	Local roads	The municipal road network which is maintained by North Sydney Council.
Expense	An outgoing payment made by Council.	MANEX	Management Executive Team, comprising of the General Manager and five Directors.
External audit	A formal, independent review of an organisation's financial statements, records, transactions or operations.	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.
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.	Mission	The purpose of Council and what it should be doing and for whom it does it.
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.	North Sydney	Describes the entirety of the North Sydney local government area.
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.	Open space	A spatial concept that typically includes parks, gardens, trials, habitat corridors, foreshore area, waterways, utility reserves, sportsgrounds and conservation areas. ²
Goal	It states what is to be achieved but not how it is to be achieved.	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.
Governance	The values, policies and procedures a council and its staff adopt, to provide ethical, transparent and accountable local governance.	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.

¹ National Strategy for Ecologically Sustainable Development (NSED) 1992.

² Moran, J (2001), "Strategic Framework for Open Space Planning in Parks and Leisure Australia, Vol 4, No. 3.

Terms Used in this Report (continued)

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.	Strategic	Having a carefully devised plan of action to achieve a goal, or possessing the skill of developing or carrying out such a plan.
Plan of Management	A document which regulates the use and management of community land.	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.
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.	Strategic planning	Strategic planning systematically addresses an organisation's purpose, internal and external environment and current and future plans for action.
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.	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.
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	Streetscapes	The appearance of the street as a whole incorporating the road, curb and gutter, verges, fences, trees and house frontages.
Radio Frequency Identification technology (RFID)	Library self-service, barcode reading and scanning system.	Sustainability	Providing for the needs of the present community without compromising the ability of future generations to meet their own needs.
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.	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.
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.	Trend	The movement or change in results in a general direction, usually upwards or downwards.
Resourcing Strategy	Financial and non-financial resources for the next ten years that are required to achieve the objectives.	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.
Revenue	The amount of money that Council actually received from its activities, mostly from rates and services provided to customers and ratepayers.	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.
Risk management	The procedures adopted by Council to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.	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.
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.	Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging.
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.		

Acronyms and Abbreviations

ABS	Australia Bureau of Statistics	KPI	Key Performance Indicator
AIMS	Asset Information Management System	LEP	Local Environmental Plan
AMP	Asset Management Plans	LFY	Last Financial Year
AMS	Asset Management Strategy	LGA	Local Government Area
CALD	Culturally and Linguistically Diverse	LGSA	Local Government and Shires Association
CBD	Central Business District	LTFP	Long Term Financial Plan
CO2	Carbon dioxide	LTI	Lost Time Injury
CSP	Community Strategic Plan	MANEX	Management Executive
DA	Development Application	MOU	Memorandum of Understanding
DCP	Development Control Plan	NSC	North Sydney Council
DP	Delivery Program	NSOP	North Sydney Olympic Pool
Eco	Economic	NSROC	North Sydney Regional Organisation of Councils
EEO	Equal Employment Opportunity	OLG	Office of Local Government
Env	Environmental	OOSH	Outside school hours care
ESD	Ecologically Sustainable Development	OP	Operational Plan
FTE	Full Time Equivalent	PCI	Pavement Condition Index
GIPA	Government Information (Public Access) Act	PID	Public Interest Disclosure
GIS	Geographic Information System	PPA	Performance Planning and Assessment
GM	General Manager	PPIPA	Privacy and Personal Information Protection Act
Gov	Governance	QBL	Quadruple Bottom Line
GRI	Global Reporting Initiative	SES	State Emergency Services
GST	Goods and Services Tax	Soc	Social
HR	Human Resources	WHS	Workplace Health and Safety
HRIS	Human Resources Information System		
ICLEI	International Council for Local Environmental Initiatives		

Statutory and GRI Content Index

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
LG Reg cl 132	Rates and charges written off
LG Act 428(2)(b)	Performance of principal activities
LG Act s428(2)(d)(i-iii)	Condition of public works
LG Act s428(e)	Legal proceedings
LG Act s428(2)(f) and Reg cl 217 (a)(a1)(i-viii)	Councillors fees, expenses and facilities
LG Reg cl 217(1)(a)	Overseas visits by councilors and staff
LG Act s428(2)(g)	Senior staff
LG Act s428(2)(g) and Reg cl 217(1)(b)(i-v)	Senior staff remuneration
LG Act s428(2)(h)	Contracts awarded
LG Act s428(2)(i1)	Bushfire hazard reduction activities
LG Act s428(2)(j)	Program for people with culturally and linguistically diverse backgrounds
LG Act s428(2)(r) and Reg cl 217(1)(c)	Services and programs for the needs of children
LG Act s428(2)(r) and Reg cl 217(1)(d)(i)	Access and equity activities
LG Act s428(2)(k)	Work on private land
LG Act s428(2)(l)	Contributions under section 356
LG Act s428(2)(m)	Human resources activities
LG Act s428(2)(n)	Equal Employment Opportunity
LG Act s428(2)(o)	External bodies exercising council functions
LG Act s428(2)(p)	Controlling interest in companies
LG Act s428 (2)(q)	Partnerships, cooperatives and joint ventures
LG Act s428(2)(r) and Reg cl 217(1)(d)(ii, iii, iv, and viii)	Category 1 and 2 businesses
Reg cl 217 (1)(d)(vi, vii, and ix)	Competitive neutrality
Reg cl 217(1)(e)	Stormwater management
Reg cl 217(1)(f)	Companion Animals Act and Regulation
LG Act s508(2) and s508A	Special variation expenditure
GIPA s125(1), Reg cl 13 and Schedule 1	Applications to access information
PID Act s6CA	Public interest disclosures
EP&AA s93G(5)	Planning agreements
LG Act s508(1)	Special variation expenditure

GRI Content Index

In line with Council's commitment to sustainability, the Annual Report is guided by the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, the most widely used and internationally recognised sustainability reporting framework.

The GRI Sustainability Reporting Guidelines contain a requirement to provide a GRI Index demonstrating where the selected components of the GRI are reported throughout the document including GRI Sustainability Indicators.

When reporting on GRI indicators, Council has followed the GRI guidelines as closely as practicable. It is intended that as Council becomes more experienced with sustainability reporting it will be possible to align reporting more closely with the GRI.

GRI Report Content

PROFILE

GRI Reference	Part/Page in Annual Report
Strategy and Analysis	
G4-1 Statement from the most senior decision maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	General Manager's Report page 20.
G4-2 Key impacts, risks, and opportunities.	General Manager's Report page 20.
Organisational Profile	
G4-3 Name of the organisation.	Cover
G4-4 Primary brands, products, and services.	Our Council pages 41-42. Our Organisation pages 51-54. Our Performance pages 76-171.
G4-5 Location of organisation's headquarters.	Inside back cover North Sydney Profile page 31.
G4-6 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	North Sydney Profile page 31.
G4-7 Nature of ownership and legal form.	Organisational structure pages 58-60.
G4-8 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	North Sydney Profile page 31.
G4-9 Scale of the organisation.	Employee profile pages 63-64.
G4-10 Total number of employees by employment contract and gender. Total number of permanent employees by employment type and gender. Total workforce by employees and supervised workers and by gender. Total workforce by region and gender. Explanation of whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. Significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	Employee profile pages 63-67.
G4-11 Percentage of total employees covered by collective bargaining agreements.	Not relevant to North Sydney Council.
G4-12 Organisation's supply chain.	Purchasing Decisions pages 61-62.
G4-13 Significant changes during the reporting period regarding size, structure, or ownership.	General Manager's Report page 20.
G4-14 Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Sustainability planning continually encounters decisions that could potentially impact negatively on the social, environmental and economic integrity of a community if correct decisions are not made. North Sydney Council ensures that the most appropriate decisions are made by incorporating the Precautionary Principle into planning. This principle suggests that all available information be incorporated into all decisions, and where sufficient information does not exist investigations are undertaken to "fill the gaps". North Sydney Council thoroughly investigates all available options and implements the most appropriate.

GRI Report Content

PROFILE

GRI Reference	Part/Page in Annual Report
G4-15 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	Not relevant to North Sydney Council.
G4-16 Memberships in associations (such as industry associations) and/or national/international advocacy organisations.	Not relevant to North Sydney Council.

Identified Material Aspects and Boundaries

G4-17 Entities included in the organisation's consolidated financial statements or equivalent documents. Explanation of whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	Financial Statements pages 178-265.
G4-18 Process for defining report content.	About this Report page 1. Community participation and engagement pages 45-46 and page 37. Strategic Planning Framework and Process pages 55-57.
G4-19 List of all Material Aspects identified in the process for defining report content.	GRI Content Index pages 281-290.
G4-20 For each material Aspect, the Aspect Boundary within the organisation.	GRI Content Index pages 281-290.
G4-21 For each material Aspect, report the Aspect Boundary outside the organisation.	GRI Content Index pages 281-290.
G4-22 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	No restatements of information are included in the report.
G4-23 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	No significant changes from previous years.

Stakeholder Engagement

G4-24 List of stakeholder groups engaged by the organisation.	Part 1: Introduction pages 6-7.
G4-25 Basis for identification and selection of stakeholders with whom to engage.	Community engagement and participation page 37 and pages 45-46.
G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Community engagement and participation page 37 and pages 45-46.
G4-27 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Our Planning and Reporting Framework pages 55-57. Performance Report pages 76-171.

Report Profile

G4-28 Reporting period for information provided.	Cover About this Report page 1.
G4-29 Date of most recent previous report (if any).	About this Report page 1.
G4-30 Reporting cycle (annual, biennial, etc.)	About this Report page 1.
G4-31 Contact point for questions regarding the report or its contents.	Page 1 Appendix 2: Annual Report 2014/15 Feedback Form
G4-32 Report the 'in accordance' option the organisation has chosen. Report the GRI Content Index for the chosen option. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	GRI Content Index pages 281-290.
G4-33 Policy and current practice with regard to seeking external assurance for the report.	The Financial Statements have been independently audited by Hill Rogers Spencer Steer. The remaining data within this report has not been independently verified.
G4-34 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Our Council pages 41-44.

GRI Report Content

PROFILE

GRI Reference	Part/Page in Annual Report
G4-35 Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Our Council pages 41-44. Our Organisation pages 50-75.
G4-36 Explanation of whether the organisation has appointed an executive level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Our Organisation pages 50-75.
G4-37 Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Our Council page 43-44.
G4-38 Composition of the highest governance body and its committees.	Our Council page 41.
G4-39 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement).	The Mayor of North Sydney is not an Executive Officer.
G4-40 Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	Our Council page 41.
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed.	Code of Conduct page 44. On an annual basis, all councillors and senior management are required to complete Pecuniary Interest documentation to declare what interests they hold. These are recorded in a publicly accessible document. Councillors are also required to declare any pecuniary/conflict of interests prior to committee and Council meetings.
G4-42 Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Our Council pages 41-44. Our Organisation pages 50-75.
G4-43 Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	Considered important to Council but data not available for report.
G4-44 Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Explanation of whether such evaluation is independent or not, and its frequency. Explanation of whether such evaluation is a self assessment. Explanation of actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.	As a demonstrated elected body, Council is subject to public elections every four years. Their performance over this period is measured against the delivery of the Delivery Program they develop in the first year of their Council term. Our Planning and Reporting Framework pages 55-57.
G4-45 Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. Explanation of whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	Council approved the North Sydney Community Strategic Plan. It approves the Delivery Program, Operational Plan and Budget. It also approves variations to the Budget in the course of the year. Our Planning and Reporting Framework pages 55-57.
G4-46 Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	Our Council pages 41-44.
G4-47 Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	Considered important to Council but data not available for report.
G4-48 Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.	This report has not been formally reviewed.
G4-49 Process for communicating critical concerns to the highest governance body.	Decision Making pages 43-47.

GRI Report Content

PROFILE

GRI Reference	Part/Page in Annual Report
G4-50 Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Our Council pages 40-49.
G4-51 Remuneration policies for the highest governance body and senior executives for remuneration. Explanation of how performance criteria in the remuneration policy relate to the highest governance bodies and senior executives' economic, environmental and social objectives.	Our Council page 42. Our Organisation page 63.
G4-52 Process for determining remuneration. Explanation of whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Explanation of any other relationships which the remuneration consultants have with the organisation.	Our Council page 42. Our Organisation page 63.
G4-53 Explanation of how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Not relevant to North Sydney Council.
G4-54 Explanation of the ratio of the annual total compensation for the organisation's highest paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest paid individual) in the same country.	At this stage North Sydney Council report does not include data on compensation.
G4-55 Ratio of percentage increase in annual total compensation for the organisation's highest paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest paid individual) in the same country.	At this stage North Sydney Council report does not include data on compensation.
Ethics and Integrity	
G4-56 Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Our Vision, Mission, Values and Charter pages 4-5. Our Council page 44.
G4-57 Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.	Our Organisation page 74.
G4-58 Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Ethical and Responsible Decision Making page 70.

GRI Performance Indicators

GRI Reference		Part/Page in Annual Report
Category: Economic		
Aspect: Economic Performance		
G4-EC1	Direct economic value generated and distributed	An overview of Council's financial performance including revenue and expenditure during 2014/15 is provided within the Financial Report section of this report. A more detailed view of wages, operating costs, investments, donations and payments is provided within the Financial Statements on pages 178-265.
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	North Sydney Council's Climate Change Adaptation Plan formalises future cost implications.
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Determined as not of material impact on North Sydney Council's operations.
G4-EC4	Financial assistance received from government	Financial Statements on pages 178-265.
Aspect: Market Presence		
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Determined as not of material impact on North Sydney Council's operations.
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Determined as not of material impact on North Sydney Council's operations.
Aspect: Indirect Economic Aspects		
G4-EC7	Development and impact of infrastructure investments and services supported	Determined as not of material impact on North Sydney Council's operations.
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	Determined as not of material impact on North Sydney Council's operations.
Aspect: Procurement Practices		
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Considered important to Council but data not available for report.
Category: Environmental		
Aspect: Materials		
G4-EN1	Materials used by weight or volume	Determined as not of material impact on North Sydney Council's operations.
G4-EN2	Percentage of materials used that are recycled input materials	Considered important to Council but data not available for report.
Aspect: Energy		
G4-EN3	Energy consumption within the organisation	Energy use page 81.
G4-EN4	Energy consumption outside of the organisation	Considered important to Council but data not available for report.
G4-EN5	Energy intensity	Considered important to Council but data not available for report.
G4-EN6	Reduction of energy consumption	Considered important to Council but data not available for report.
G4-EN7	Reductions in energy requirements of products and services	During the year Council continued workshops for residents and businesses which included information on climate change mitigation. Council will aim to adhere to targets established in 2014/15 during the review of the Greenhouse Action Plan.
Aspect: Water		
G4-EN8	Total water withdrawal by source	Water Management page 80.
G4-EN9	Water sources significantly affected by withdrawal of water	Determined as not of material impact on North Sydney Council's operations.
G4-EN10	Percentage and total volume of water recycled and reused	Water recycled and reused page 80.

GRI Performance Indicators

GRI Reference		Part/Page in Annual Report
Aspect: Biodiversity		
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Determined as not of material impact on North Sydney Council's operations.
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Determined as not of material impact on North Sydney Council's operations.
G4-EN13	Habitats protected or restored	Biodiversity page 79.
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Determined as not of material impact on North Sydney Council's operations.
Aspect: Emissions		
G4-EN15	Direct greenhouse gas (ghg) emissions (scope 1)	Electricity and fuel are the primary sources of direct emission from Council's operations. For further information refer to Energy Use and Reducing Greenhouse Emissions page 81.
G4-EN16	Energy indirect greenhouse gas (ghg) emissions (scope 2)	The consumption of electricity is the primary source of indirect emissions from Council's operations. For further information refer to Energy Use and Reducing Greenhouse Emissions page 81.
G4-EN17	Other indirect greenhouse gas (ghg) emissions (scope 3)	Considered important to Council but data not available for report.
G4-EN18	Greenhouse gas (ghg) emissions intensity	Considered important to Council but data not available for report.
G4-EN19	Reduction of greenhouse gas (ghg) emissions	The wide variety of potential measurement areas currently restrict Council's ability to comprehensively report on energy use reductions as a result of specific initiatives. Investigations are continuing into the most appropriate means of achieving this. Further targets and measures to reduce greenhouse gas emissions in Council activities were identified as part of Council's review of its in Greenhouse Action Plan in 2014/15.
G4-EN20	Emissions of ozone depleting substances (ODS)	Considered important to Council but data not available for report.
G4-EN21	NOx, SOx, and other significant air emissions	Considered important to Council but data not available for report.
Aspect: Effluents and Waste		
G4-EN22	Total water discharge by quality and destination	Considered important to Council but data not available for report.
G4-EN23	Total weight of waste by type and disposal method	Waste reduction pages 82-83.
G4-EN24	Total number and volume of significant spills	No incidents. Council manages the use and storage of chemicals according to the relevant standards and procedures at all sites.
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Determined as not of material impact on North Sydney Council's operations.
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organisation's discharges of water and runoff	Considered important to Council but data not available for report.
Aspect: Products and Services		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Determined as not of material impact on North Sydney Council's operations.
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	Determined as not of material impact on North Sydney Council's operations.
Aspect: Compliance		
G4-EN29	Monetary value of significant fines and total number of non monetary sanctions for non compliance with environmental laws and regulations	No significant fines or non monetary sanctioned incurred in 2014/15.
Aspect: Transport		
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce	In 2014/15, emissions from vehicles have remained relatively constant. Council provides bikes as part of its vehicle fleet for staff.

GRI Performance Indicators

GRI Reference		Part/Page in Annual Report
Aspect: Overall		
G4-EN31	Total environmental protection expenditures and investments by type	Considered important to Council but data not available for report.
Aspect: Supplier Environmental Assessment		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Considered important to Council but data not available for report.
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	Purchasing habits across Council are guided by several key documents including Procurement Policy advising Council's purchasing principles including whole of life value for money and sustainability and Purchasing Procedure which provides details about the requirements of the procurement process including sustainability principles in decision making. While these requirements are in place, there is no certainty however that this information is being collected as part of purchasing processes as no system has been set up to ensure this.
Aspect: Environmental Grievance Mechanisms		
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	Considered important to Council but data not available for report.
Category: Social		
Aspect: Employment		
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Staff turnover page 157. Percentage turnover provided only.
G4-LA2	Benefits provided to full time employees that are not provided to temporary or part time employees, by significant locations of operation	Our Organisation pages 63-69.
G4-LA3	Return to work and retention rates after parental leave, by gender	The return to work retention rates after parental leave for both males and females was 100%.
Aspect: Labour/Management Relations		
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Not relevant to North Sydney Council.
Aspect: Occupational Health and Safety		
G4-LA5	Percentage of total workforce represented in formal joint management worker health and safety committees that help monitor and advise on occupational health and safety programs	The number of Work Health and Safety Committee representatives at Council was 17 for a full time equivalent workforce of 368 (5%).
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work related fatalities, by region and by gender	Type of injury not provided by gender. Pages 157-160.
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Council fully recognises its duty of care to its employees and subsequently provides a series of free health initiatives on an annual basis. The 2014/15 financial year again saw good attendance levels for initiatives indicating that they are valued by employees.
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Considered important to Council but data not available for report.
Aspect: Training and Education		
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Our Performance from page 160. Average hours of training per employee provided only.
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Our Organisation pages 63-69.
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	100 percent of eligible employees (ie excluding employees on extended or unplanned leave and newly appointed employees) receive reviews. For further information on our Performance Management Framework refer to page 63.

GRI Performance Indicators

GRI Reference		Part/Page in Annual Report
Aspect: Diversity and Equal Opportunity		
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Gender, age group and minority group as indicator of diversity reported only page 65. EEO profile page 67. Council's EEO Management Plan which assists to create an environment that values, recognises and respects the contributions of people with different backgrounds, experiences and perspectives.
Aspect: Equal Remuneration for Women and Men		
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Considered important to Council but data not available for report.
Aspect: Supplier Assessment for Labour Practices		
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Considered important to Council but data not available for report.
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	Considered important to Council but data not available for report.
Aspect: Labour Practices Grievance Mechanisms		
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	Considered important to Council but data not available for report.
Aspect: Investment		
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Determined as not of material impact on North Sydney Council's operations.
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Determined as not of material impact on North Sydney Council's operations.
Aspect: Non Discrimination		
G4-HR3	Total number of incidents of discrimination and corrective actions taken	None
Aspect: Freedom of Association and Collective Bargaining		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Determined as not of material impact on North Sydney Council's operations.
Aspect: Child Labour		
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	North Sydney Council only employs an adult workforce and ensures that its contractors and outsourced service providers also share this commitment.
Aspect: Forced or Compulsory Labour		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	North Sydney Council does not engage in forced or compulsory labour.
Aspect: Security Practices		
G4-HR7	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations	Determined as not of material impact on North Sydney Council's operations.
Aspect: Indigenous Rights		
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	No incidents reported. Equal Employment Opportunity page 67.
Aspect: Assessment		
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	None

GRI Performance Indicators

GRI Reference		Part/Page in Annual Report
Aspect: Supplier Human Rights Assessment		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Considered important to Council but data not available for report.
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Considered important to Council but data not available for report.
Aspect: Human Rights Grievance Mechanisms		
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	There were two grievances filed.
Aspect: Local Communities		
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Throughout Annual Report
G4-SO2	Operations with significant actual and potential negative impacts on local communities	Considered important to Council but data not available for report.
Aspect: Anti-corruption		
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Council takes the potential for corrupt practices by employees seriously. This is evidenced by its management approach.
G4-SO4	Communication and training on anti-corruption policies and procedures	100% of employees were trained in organisation's anti-corruption policies and procedures in 2014/15.
G4-SO5	Confirmed incidents of corruption and actions taken	No incidents of corruption for 2014/15.
Aspect: Public Policy		
G4-SO6	Total value of political contributions by country and recipient/beneficiary	North Sydney Council did not receive any funding from political parties.
Aspect: Anti-competitive Behaviour		
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	No legal actions for 2014/15.
Aspect: Compliance		
G4-SO8	Monetary value of significant fines and total number of non monetary sanctions for non compliance with laws and regulations	No significant fines or non monetary sanctions incurred in 2014/15.
Aspect: Supplier Assessment for Impacts on Society		
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Considered important to Council but data not available for report.
G4-S10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Considered important to Council but data not available for report.
Aspect: Grievance Mechanisms for Impacts on Society		
SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	None
Aspect: Customer Health and Safety		
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Determined as not of material impact on North Sydney Council's operations.
G4-PR2	Total number of incidents of non compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Determined as not of material impact on North Sydney Council's operations.

GRI Performance Indicators

GRI Reference		Part/Page in Annual Report
Aspect: Product and Service Labeling		
G4-PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	Determined as not of material impact on North Sydney Council's operations.
G4-PR4	Total number of incidents of non compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Determined as not of material impact on North Sydney Council's operations.
G4-PR5	Results of surveys measuring customer satisfaction	Community participation and engagement pages 45-46.
Aspect: Marketing Communications		
G4-PR6	Sale of banned or disputed products	
G4-PR7	Total number of incidents of non compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	All of North Sydney Council's marketing communications has adhered to the relevant codes.
Aspect: Customer Privacy		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	There were no substantiated complaints regarding breaches of customer privacy and losses of customer data.
Aspect: Compliance		
G4-PR9	Monetary value of significant fines for non compliance with laws and regulations concerning the provision and use of products and services	Determined as not of material impact on North Sydney Council's operations.

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