



STATE OF THE BAY

ANNUAL REPORT

2017-18

Active and Vibrant



Sustainable Spaces and Places



Innovative and Engaged



Thriving and Connected



The State of the Bay provides an Annual Report on how the Council has progressed towards achieving FuturesPlan20, the Community Strategic Plan.

It is prepared in accordance with the Local Government Act 1993, section 428(3) and regulation 217 of the Local Government (General) Regulation 2005.

To obtain a copy:

- www.canadabay.nsw.gov.au
- Phone to request a copy (02) 9911 6555
- Visit the Civic Centre at
1a Marlborough Street, Drummoyne
- Email: council@canadabay.nsw.gov.au

*Photo front cover:
Aerial view of
Drummoyne.*



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Mayor's Message

The 2017-2018 State of the Bay Annual Report is a snapshot of our achievements over the last 12 months.



Angelo Tsirekas
Mayor

This year with a new team of Councillors in place, we developed our new Community Strategic Plan, YOUR future 2030. More than 1,500 community members made their voice heard by participating in the development of the Plan. The Plan identifies the aspirations and priorities for our community over the next decade and beyond. We are committed to ensuring the Community Strategic Plan guides our operations and actions as we look to the future of our City.

With ongoing population growth, we are committed to providing the necessary services and infrastructure to ensure the needs of our community are met.

Some major capital works delivered during this year included:

- \$1.8 million for an amenities upgrade at Campbell Park
- \$2.8 million program of road resurfacing, traffic facilities, and kerb and gutter replacement
- \$960,000 for the renewal of existing footpaths
- \$770,000 for Rhodes Foreshore Park and playground
- \$500,000 makeover of Five Dock Leisure Centre including new equipment fitout
- \$307,000 on upgrades to Russell Park, Nield Park, Sibbick Park, Corby Reserve and Sibbick Street Reserve playgrounds

- \$580,000 on upgrading the Cabarita and Drummoyne Swimming Centres
- \$600,000 sports field lighting upgrades at Five Dock Park, Jessie Stewart Reserve, and Rothwell Park
- Five Dock streetscape upgrade – stage 1 complete.

Other significant projects include the implementation of our Litter Strategy, aiming to reduce open space litter by 50 percent by 2021.

In Concord, the former Early Childhood Centre was transformed into a creative hub: a studio, gallery and community workshop classroom for art classes. Now home to Drummoyne Art Society's gallery 57, the creative hub will provide our community with an opportunity to enjoy and explore local arts programs.

Our achievements this year were met with awards and recognition. We received accolades for our Victoria Avenue Children's Centre, the Five Dock Main Street upgrade project and a Keep Australia Beautiful NSW 2017 award for Cabarita Park's tree illumination art project.

The year ahead will see Council progressing on key major projects including a \$60 million Rhodes Recreation Centre and the Homebush Bay Circuit, seeing the bay transform into a network of walking, running and cycling paths. We will commence planning on the \$45 million Redevelopment



of Concord Oval, providing a world class sporting and recreation facility for our community.

In January we welcomed our new General Manager, Peter Gainsford. Peter joins us with a wealth of Local Government experience and as a long time inner west resident he has much to offer in this key leadership role. I take this opportunity to acknowledge Gary Sawyer, our General Manager for the past 11 years. I thank him for his service and wish him well in retirement.

I am proud of the progress we are making and together with my fellow Councillors and staff will continue to provide the services that make the City of Canada Bay a great place for all.

I look forward to leading our community in the year ahead.

Angelo Tsirekas
Mayor

*Photo: Rhodes Moon
Festival celebrations*

Councillors



Stephanie
Di Pasqua



Andrew
Ferguson



Charles
Jago



Julia
Little



Michael
Megna



Marian
Parnaby



Daniela
Ramondino



Nick
Yap

The City of Canada Bay has nine elected Councillors, including a Mayor elected by popular vote.

The current Council was elected in September 2017 for a three year term. The popularly elected Mayor will serve for the whole Council term.

The Deputy Mayor is elected annually in September by the Council.

The next election will be held in September 2020 with the following elections to be held every four years.



General Manager's Message

I am very pleased to present the 2017-18 State of the Bay Annual Report for the City of Canada Bay. This report, relating to the 2017-18 Operating Plan, outlines Council's performance over the past 12 months.



Peter Gainsford
General Manager

The City of Canada Bay ended the year in a sound financial position that will see us going forward with confidence, able to face any challenges and embrace opportunities in the future.

As a newly incoming General Manager, one of my first priorities was to undertake a review of Council's organisational structure - a legislative requirement following the September 2017 Local Government elections.

As a result, Council adopted a new organisational structure on 20 March 2018, which saw a reduction in the number of divisions from four to three: Corporate Services, Community and Environmental Planning and City Services and Assets. We welcomed three new Directors to lead the divisions.

I am confident that Council's new structure is aligned with our future direction and the needs of our community. It will enable Council to achieve a greater focus on the provision of services to our community through the integration of direct services into one directorate.

Throughout the year, Council has achieved excellent results on the actions and targets for the 2017-18 Operating Plan Delivery Plan, with over 300 projects in progress. We have remained committed to renewing and upgrading our community assets, continuing to manage and improve infrastructure such as

footpaths, drainage, parks and open space, roads and cycle paths, as well as providing essential services for our community.

As we look ahead to a period of population growth my focus is on managing change and ensuring Council takes a progressive approach to embracing new processes and technology, enabling us to deal with future challenges. My primary focus is to deliver long term financial sustainability, excellence in customer service, and quality services for the community.

The City of Canada Bay continues to work with key stakeholders, including the Federal and State governments to ensure we deliver services and initiatives to our community, such as the Redevelopment of Concord Oval and the Rhodes Recreation Centre.

These relationships also ensure our community has a voice when it comes to major infrastructure projects including Sydney West Metro and the revitalisation of Rhodes East.

In the past year we saw some retirements from our executive team including Gary Sawyer, Tony McNamara and Bruce Cook who served over 30 years at both Concord Council and the City of Canada Bay.

I would like to thank the former executive team for leaving a great legacy that we can build upon to face the challenges of the future.



I would like to take this opportunity to thank the Mayor, Deputy Mayor, Councillors and our dedicated staff for their efforts and professionalism in achieving our goals in 2017-18 and I look forward to a productive 2018-19.

Peter Gainsford
General Manager

*Photo: Cabarita Park
foreshore*

Council Officers – Executive



General Manager

Peter Gainsford

The General Manager is responsible for the overall performance of the Council as well as Executive Services to the Mayor and Councillors, Organisational Development, and Media and Communications.



Director Corporate Services

Bob Pigott

Corporate Services is responsible for finance, the collection of rates, governance and support services, insurance and risk management, maintenance of records, information systems and support. Corporate Services also provides support to other departments of Council to enable them to fulfil their responsibilities to the community.



Director Community and Environmental Planning

Scott Pedder

Community and Environmental Planning is responsible for all statutory planning matters such as the assessment of development applications and subdivisions, strategic planning, maintaining and upgrading the City's planning framework, community and corporate strategic planning, place making and events, environmental health, sustainability, building services, approval of construction certificates, building inspections, health, waste and law enforcement.



Director City Services and Assets

Kelly Loveridge

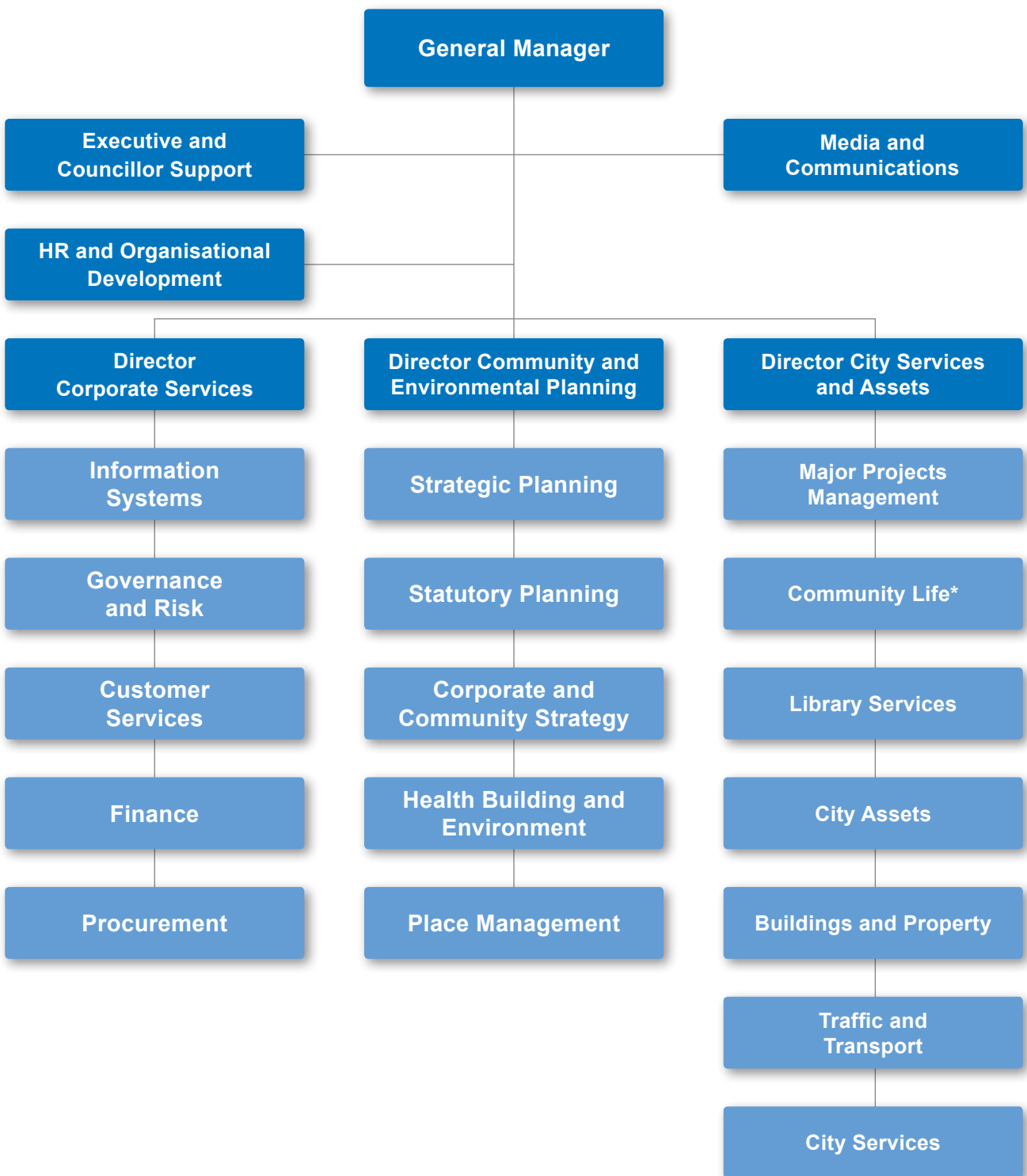
City Services and Assets is responsible for servicing and maintenance of roads, open space, parks and gardens, nature strips and natural bushland, management of property and buildings, venues and civil assets, major projects, environmental engineering, children's services, libraries and recreational facilities including swimming pools, golf courses and Five Dock Leisure Centre. It also provides the public with services to private property.

Council's Organisational Structure

The City of Canada Bay has dedicated staff committed to delivering the actions set out in the 2013-17 Delivery Plan and 2017-2018 Operating Plan.

The Executive with Departmental Managers oversee policy, strategic direction and overall management of day-to-day operations.

In March 2018, the Council resolved to change the structure with the result being three directorates rather than four.



*Community Life comprises children's centres, leisure centres, swimming pools and venue management.

The City of Canada Bay

The City of Canada Bay is located in the inner-west of Sydney, about six to 12 kilometres from Sydney's centre. The City is bounded by the Parramatta River in the north and east and Parramatta Road, Homebush Bay and Bicentennial Park in the south and west.

The City of Canada Bay includes the suburbs of Abbotsford, Breakfast Point, Cabarita, Canada Bay, Chiswick, Concord, Concord West, Drummoyne, Five Dock, Liberty Grove, Mortlake, North Strathfield, Rhodes, Rodd Point, Russell Lea, Strathfield (part) and Wareemba.

The City is predominantly residential with significant commercial areas. It covers 20 square kilometres and includes many parks, reserves and foreshores.

The traditional owners of the area are the Wangal clan of the Dharug Aboriginal people with European settlement dating from 1793. From this time, land was mainly used for farming until residential growth took place during the late 1800s and early 1900s, helped by industrial growth.

Significant development occurred during the post-war years followed by a period of stability in population growth between 1991 and 1996. The City's population increased from nearly 54,000 in 1996 to 88,000 at the 2016 Census, and currently estimated to be 94,150. The population is forecast to grow to 119,858 by 2036.

Recent growth has been largely due to the redevelopment of previous industrial sites into residential developments, and the pressure to accommodate the increasing population moving into cities and urban areas.

Community Participation

Council works closely with the community to ensure that appropriate information and opportunities to participate in Council's decision making processes are provided. To support this, Council has a Communication Policy and a Community Engagement Policy which guide how Council officers ensure this can occur.

Council also supports a number of advisory committees, which enables engagement with the community on a range of Council functions.

These Committees include:

- Access and Inclusion Committee
- Community Associations Committee
- Sustainable City Committee
- Rhodes Community Committee
- Traffic Committee.

Council Services

Council provides a range of services through which it carries out its operations. These services are:

- Building Certification and Compliance
- Civic and Community Event Program
- Community Advocacy
- Community Engagement and Capacity Building
- Community Planning
- Community Programs
- Community Transport
- Cultural Development
- Customer Services
- Emergency Management
- Environmental Management
- Executive Services and Councillor Support
- Governance of Council
- Library Services
- Management and Implementation of Non-infrastructure Assets
- Management and Operation of Buildings
- Management and Operation of Information and Technology Services
- Management and Operation of Marine Structures
- Management and Operation of Recreation Facilities
- Management and Operation of Roads
- Management and Operation of Stormwater Assets
- Management of Council Communications and Public Relations
- Management of Council Finances
- Management of Council HR and Organisation Development
- Oversight of Council Corporate Strategy
- Oversight of Council Procurement
- Parks and Playgrounds
- Place Management
- Property Services
- Public Health Management
- Recognition Programs
- Regulatory Functions
- Programs and Facilities for Children
- Programs and Facilities for Families
- Programs and Facilities for Seniors
- Statutory Planning
- Strategic Planning

Integrated Planning and Reporting Framework

Council is required under the Local Government Act to adopt an Integrated Planning and Reporting Framework which takes into consideration social, economic, environmental and governance considerations. This process and the strategic and operational plans are outlined in the diagram below and are explained in the following.

This Annual Report relates to the 2017-18 Operating Plan, and outlines Council's performance over the past 12 months.

FuturesPlan20

FuturesPlan20 was first developed in 2008 and again reviewed in 2012-2013 using extensive community consultation. The processes used to develop the Plan set the vision for the community for the next 20 years. FuturesPlan20 identifies four key themes:

1. Active and Vibrant
2. Sustainable Spaces and Places
3. Innovative and Engaged
4. Thriving and Connected.

FuturesPlan20 also identifies goals and directions for the achievement of the community's vision.

Delivery Plan 2013-2017

The Council's Delivery Plan 2013-2017 responds to the Goals and Directions set out in FuturesPlan20.

The Delivery Plan provides direction and actions aligned to the Council's four year election cycle.

It is the key Plan that guides Council's strategic direction and allocation of resources.

This will be the final year of reporting to the FuturesPlan20 and the 2013-2017 Delivery Plan. During the period of proposed Council amalgamations, the City of Canada Bay election was deferred until September 2017. Council was instructed by the Office of Local Government to extend the existing 2013-2017 Delivery Plan for an additional 12 months.

Operating Plan 2017-2018

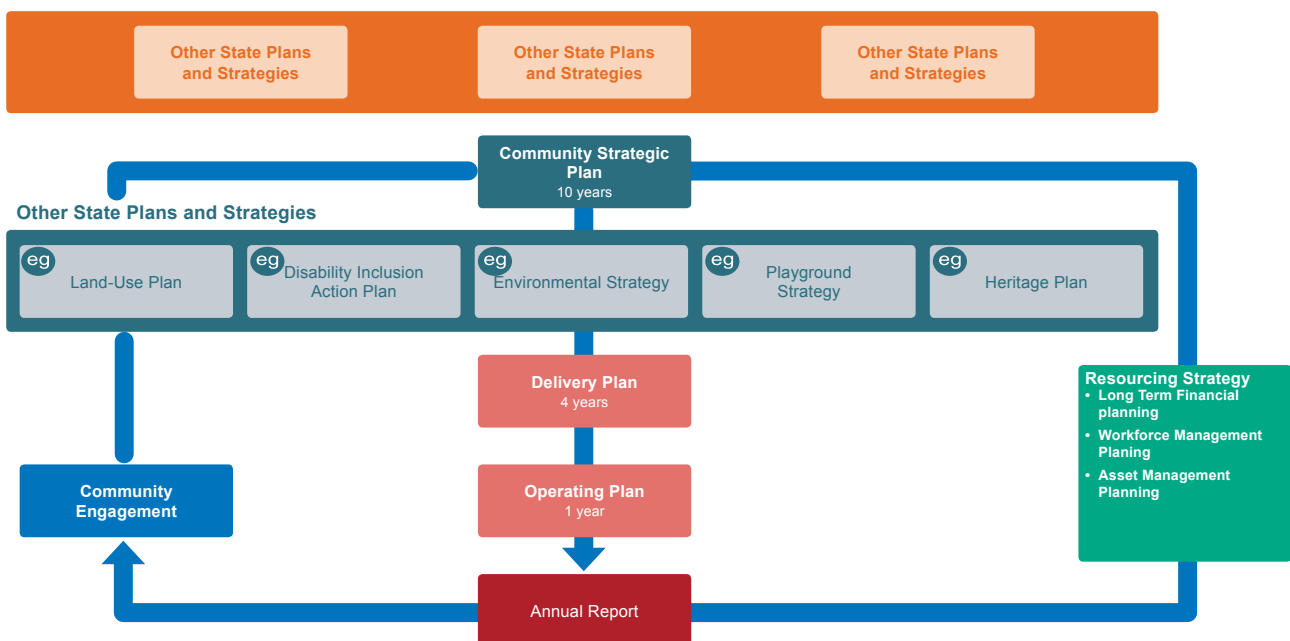
Council's Operating Plan identifies key programs and projects to be undertaken throughout the financial year as well as a snapshot of capital works to be completed over the life of the Delivery Plan. In turn, it includes the detailed actions and activities to be undertaken to work toward the goals outlined in FuturesPlan20. It also details Council's budget and revenue policy.

Resourcing the Plans

Council is also required to identify ways that it will resource these plans. It does this by developing an overarching Resourcing Strategy that includes a Long Term Financial Plan, an Asset Management Plan and a Workforce Management Plan.

Measuring the Plans

The Delivery Plan and annual Operating Plan are monitored through half yearly, annual and end of Council term reporting, as well as quarterly and yearly financial reports.



Summary of Financial Results 2017-18

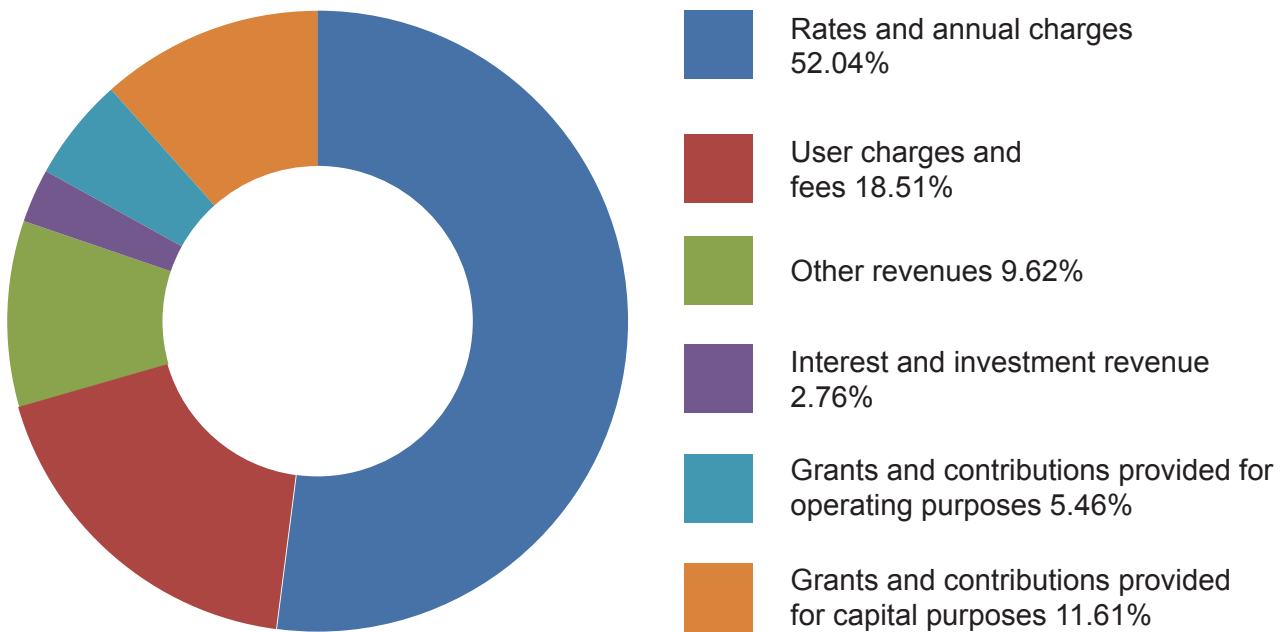
Council's financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included within the Financial Statements section attached to the Annual Report.

Council is focused on generating funds to maintain and renew existing community infrastructure and facilities, while maintaining our core services at existing levels. New infrastructure has been delivered to service our growing population. Council's long-term financial strategy confirms this approach.

Quick Facts 2017-18

- \$16.7 million of capital works completed
- \$11.4 million operating surplus
- \$22,000 net operating surplus before capital grants and contributions
- \$158.6 million increase in net assets from \$1,609 million to \$1,768 million
- \$98 million revenue with 52 percent coming from rates and charges
- \$86.6 million expenditure
- \$99.9 million holdings of cash/investments
- \$3.2 million of borrowings outstanding.

Income from continuing operations 2017-18



Expenses from continuing operations 2017-18

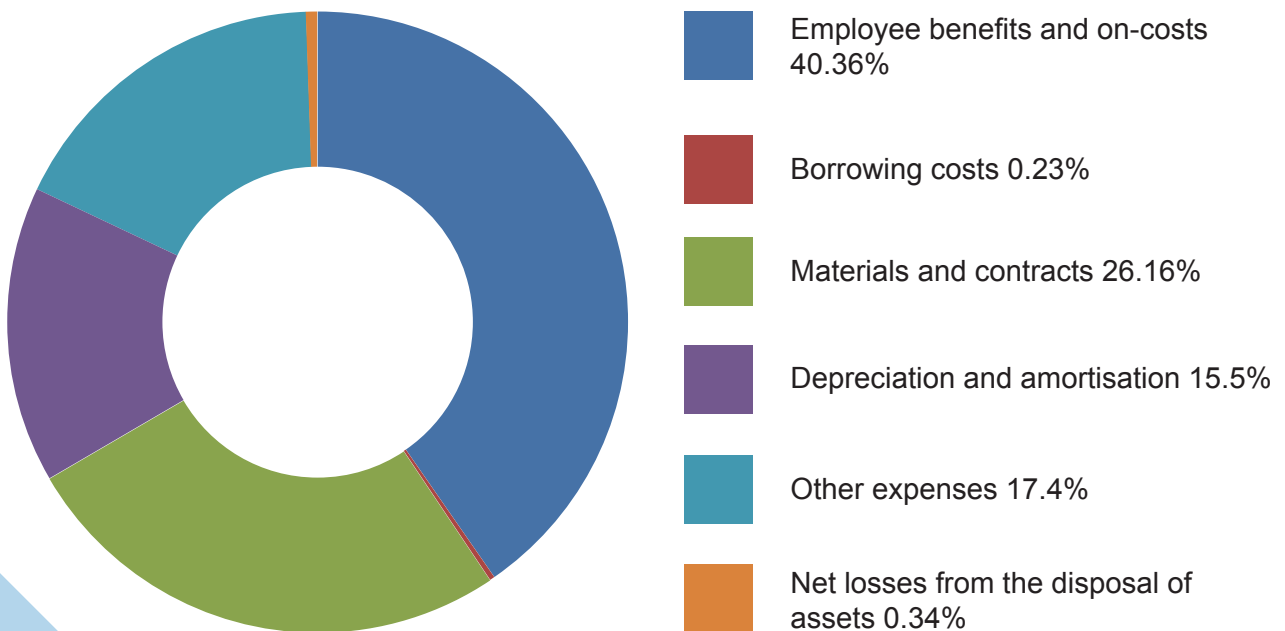


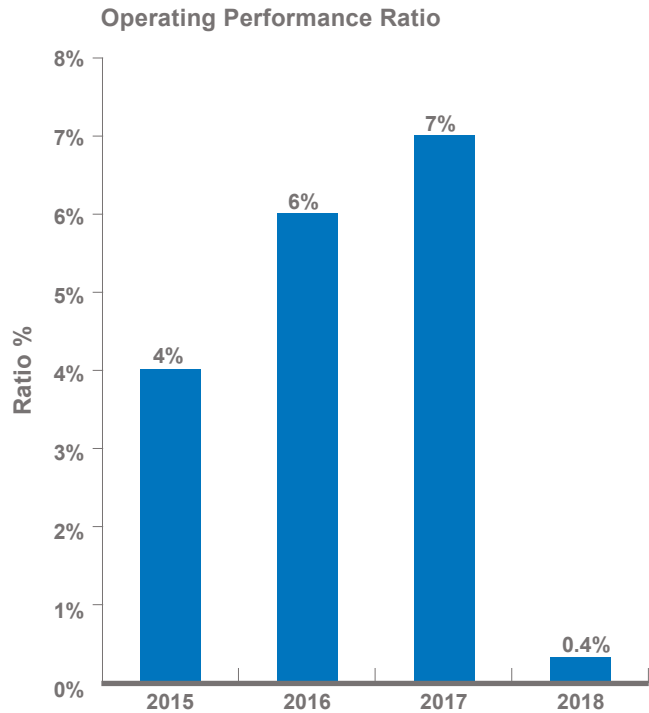
Photo: Homebush Bay Corso

Operating performance ratio

The operating performance ratio measures how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than zero percent.

Council's operating performance indicator of 0.4 percent decreased from the 2017 indicator of 7 percent.

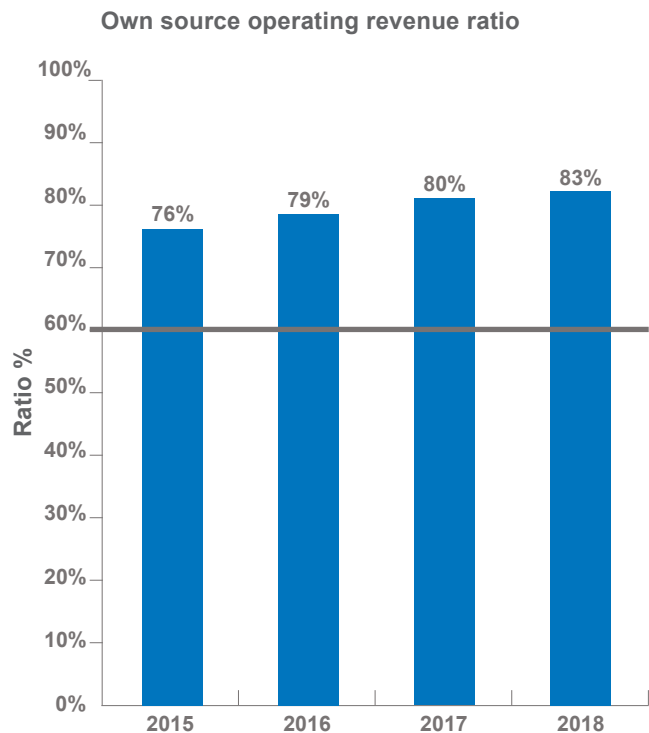
Last year's indicator included \$11 million in fair value increments of investment properties, which did not occur in 2017–18.



Own source operating revenue ratio

The own source operating revenue ratio measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 percent.

Council's own source operating revenue ratio was 82.9 percent in 2017–18 (2017: 80.2 percent), exceeding the benchmark of 60 percent.

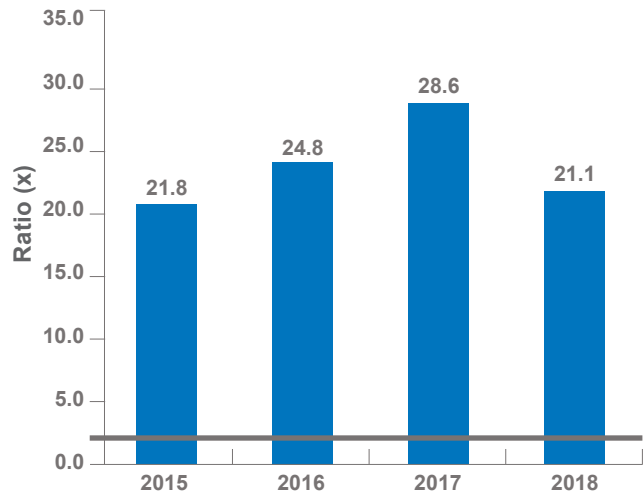


Debt service cover ratio

The debt service cover ratio measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

The debt service cover ratio for the Council at 30 June 2018 was 21.1 (2017: 28.6). This decrease is mainly due to Council's decrease in operating result before capital grants, depreciation, impairment and amortisation of \$9.5 million.

Debt service cover ratio

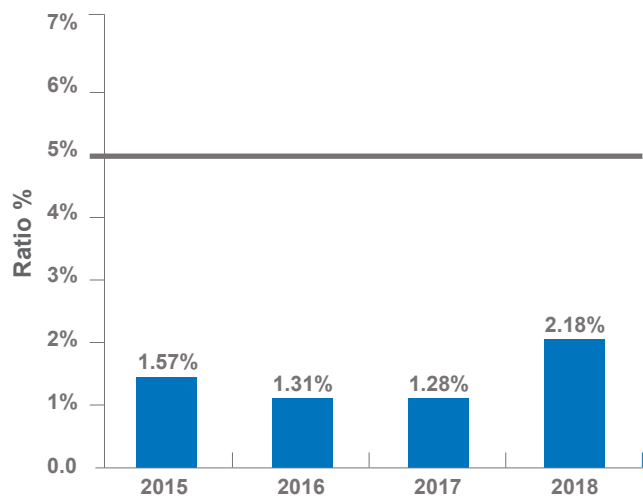


Rates and annual charges outstanding ratio

The rates and annual charges outstanding ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils.

The rates and annual charges outstanding ratio was 2.2 per cent at 30 June 2018 (2017: 1.3 percent) and continues to be lower than the industry benchmark of 5 per cent. Council has continued to achieve a ratio of below the 5 percent benchmark. Management attribute this result to actively pursuing the recovery of outstanding amounts.

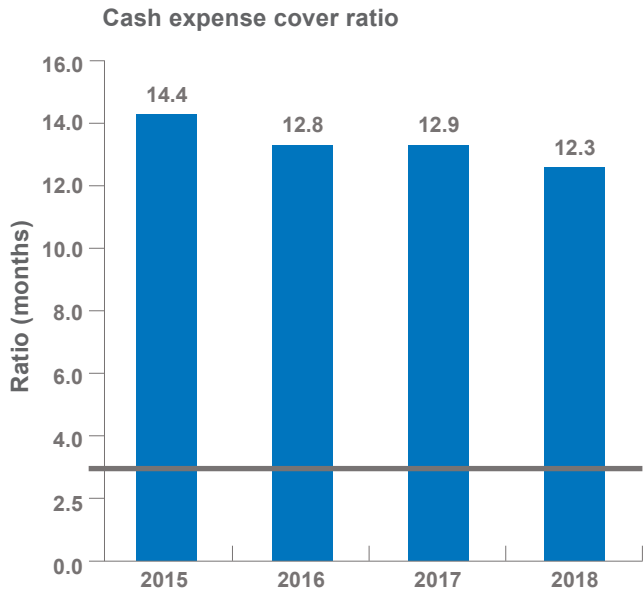
Rates and annual charges outstanding ratio



Cash expense cover ratio

This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

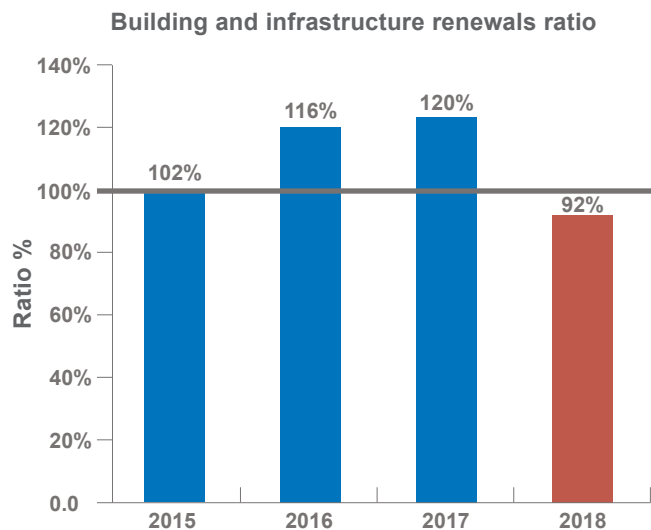
Council's cash expense cover ratio was 12.3 months (2017: 13.0 months) and exceeds the benchmark of three months.



Building and infrastructure renewals ratio

The building and infrastructure renewals ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark set by OLG is greater than 100 per cent.

The average for the four year period is above the benchmark.



Unrestricted current ratio

The unrestricted current ratio is specific to Local Government and represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

Council's unrestricted current ratio slightly decreased to 4.0 as at 30 June 2018 (2017: 4.2) and exceeded the benchmark of 1.5 times.

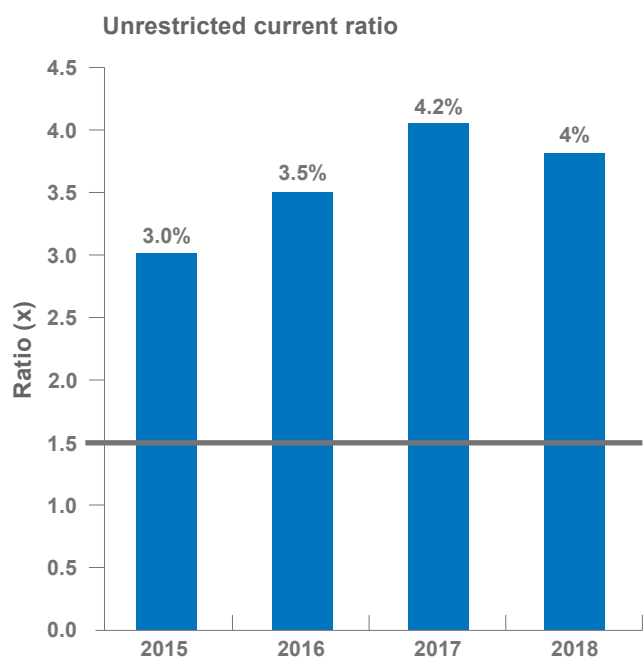




Photo: Great North Road, Five Dock

Disability Inclusion Action Plan

The NSW Disability Inclusion Act requires all Councils to report on the progress of their Disability Inclusion Action Plans (DIAP) in their annual reports.

Council's Disability Inclusion Action Plan 2017-2021 (Plan) was launched in July 2017 at The Connection, Rhodes. The Plan was a result of extensive consultation with people with a disability, service providers, carers, the general community and Council staff.

Council has progressed with developing and implementing actions outlined in the Plan, recognising that improved access and inclusive practices will benefit all residents and visitors including people with a disability, families with young children, older people and those experiencing temporary injury or illness.

There are four areas of focus that people with a disability said were a priority. These are:

- Developing positive community attitudes and behaviours
- Creating more liveable communities
- Supporting access to meaningful employment
- Improving access to services through better systems and processes.

Developing positive community attitudes and behaviours

Council recognises that misconceptions, negative attitudes and behaviours, and a lack of knowledge about disability can affect many aspects of life for people with a disability. By adopting positive attitudes and behaviours, and challenging stigmas, a positive contribution can be made towards greater inclusion.



Following consultation, Council changed the name of the City of Canada Bay Access Committee to the Access and Inclusion Committee to better reflect the broad focus and priorities of the committee. The City of **Canada Bay Access and Inclusion Committee** held regular meetings to provide informed advice to Council on the development, implementation, monitoring and review of policies, strategies and actions to improve access and inclusion for people

with a disability. Council actively **promoted services** and works relating to people with a disability such as bus stop upgrades, community grants and Livvi's Place Playground.

A **staff survey of training needs** was conducted to support frontline staff in the provision of services to people with a disability. **Disability and cultural awareness training** was provided to customer service staff to enable them to understand and respond to the needs of people with a disability.



Creating more liveable communities

To create a liveable City for people with a disability, Council has focused on community participation, choice and the provision for independence and inclusiveness.

Council provides **a number of services** that have assisted in improving the wellbeing of participants with a disability, including:

- Home Library Service
- Seniors' Bus Trips program
- Rebound Therapy Program at Five Dock Leisure Centre
- Complimentary entry for carers of people with a disability at Five Dock Leisure Centre, golf courses and swimming centres
- Funds provided to Drummoyne Community Centre for the operation of the BayRider bus shuttle service
- Livvi's Place All Abilities Playground at Timbrell Park, providing for people with all levels of ability.

Council has undertaken works to **provide access** ramps to its facilities, playgrounds, streets, roads and other public spaces and places. This included the construction of a \$20,000 ramp to improve access from Taplin Park to the adjacent Greg Davis Stand and amenities.

Advocacy was undertaken to the Minister of Transport and Infrastructure for improvement in public transport across the City.

Draft Access and Inclusion Principles were prepared for inclusion in all Council Committee Terms of Reference or Charter documents.

Throughout the year, assessments were conducted of bus stops to review accessibility for public transport. Bus stop accessibility upgrades were completed for all bus stops on Great North Road between Queens Road and Lyons Road.

Council conducted a review of the parks and facilities access audits in order to prioritise capital expenditure. This resulted in a new capital works budget for building and facility accessibility works.

Supporting access to meaningful employment

Council aims to **support people with a disability** who want to work by minimising or removing barriers to their attempts to find suitable employment such as access to training, transport and business systems.

Council has developed a draft Reasonable Adjustment Policy to facilitate the inclusion of people with a disability.

Access to meaningful employment for people with a disability is supported through social enterprises such as Livvi's Place Cafe.



Good news story

Joey Close has been working at Livvi's Cafe in Five Dock in their Transition to Work program. One of the outcomes of Livvi's Cafe social enterprises is to give young people with a disability opportunity to train in hospitality. They were so impressed by Joey's dedication, enthusiasm and ability that they offered him a job when he finished his training. Joey now works full time with Livvi's Café, and a further three young people have taken up traineeships.



Improving access to services through better systems and processes

Many people in our community experience difficulty in hearing, seeing and communicating with others. Recently, technology has improved the way in which people access information. However, technology may also hinder the ability of people with a disability to communicate.

Council recognises the need to be flexible by providing people with a disability **a range of communication options** and has provided and/or undertaken the following:

- Large font books and hearing loop systems at Council libraries
- Disability awareness training of staff to ensure website accessibility
- Inclusion of access information on Council's publications
- A review of Council's Corporate Identity Guidelines to assist in publishing accessible information
- An update of the Community Engagement Strategy and Policy to ensure inclusivity and accessibility of engagement processes.



Photo: Breakfast
Point foreshore



Report on Progress

This State of the Bay Annual Report provides a report on the Council's progress towards implementing the 2013-2017 Delivery Plan and 2017-2018 Operating Plan with reference to the themes set out in FuturesPlan20 (Council's Community Strategic Plan).

This is the final year of reporting on the FuturesPlan20 and the 2013-2017 Delivery Plan. During the period of proposed Council amalgamations, the City of Canada Bay election was deferred until September 2017. Council was instructed by the Office of Local Government to extend the existing 2013-2017 Delivery Plan for an additional 12 months, maintaining the key themes and any activities not yet completed.

How to read the plans

The pages following are divided into the four themes arising out of FuturesPlan20.

1. Active and Vibrant
2. Sustainable Spaces and Places
3. Innovative and Engaged
4. Thriving and Connected.

Highlights on how Council has achieved progress throughout the year are provided, followed by a comprehensive analysis of achievements against the 2013-2017 Delivery Plan and 2017-2018 Operating Plan.

Total Projects = 325

Status of Projects

 Completed = 47

 Ongoing = 273

 Deferred = 5



Photo: The Bay Run

1: Active and Vibrant

An active and vibrant City that captures the energy, diversity, pride and potential of its community. It should be a place where there are strong community relationships, good social support and healthy residents. People should be able to enjoy a range of cultural and social opportunities, recreation facilities and be actively involved in the life of their City.

No.	Goals	Directions
AV1	I feel a sense of health and wellbeing.	We will access projects and programs that improve health and wellbeing.
AV2	There are places for me to participate in sport and other outdoor recreation.	We will support a range of local recreation facilities.
AV3	There are services that meet my needs.	We will provide and advocate for accessible and relevant services.
AV4	I have a great lifestyle and feel part of an active and vibrant community.	We will create and foster a range of local opportunities which encourage community connection and celebration.
AV5	I feel like I belong and my story is celebrated.	We will celebrate our established and emerging communities.
AV6	I have awareness and respect for local Aboriginal heritage and culture.	We will support a range of programs to encourage awareness of local Aboriginal culture.
AV7	I live in a creative City, inspired by diverse cultures and innovative ideas.	We will champion opportunities for involvement in arts, culture and lifelong learning.

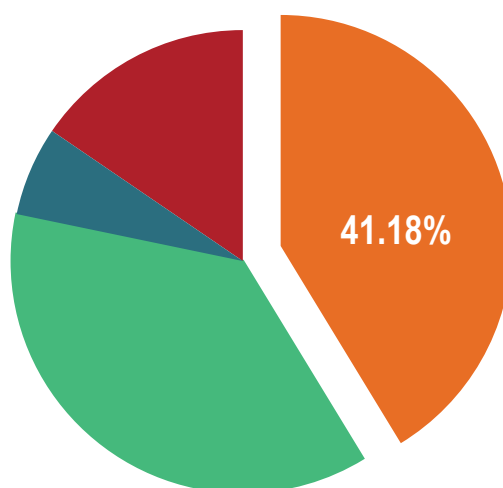
Total Projects = 89

Status of Projects

 **Completed = 12**

 **Ongoing = 74**

 **Deferred = 3**




Expenditure by Theme

 Active and Vibrant

 Sustainable Spaces and Places

 Innovative and Engaged

 Thriving and Connected

Highlights

Health and Wellbeing

A number of **playgrounds were upgraded** including Livvi's Place, Sibbick St Reserve, Nield Park, Russell Park, Rhodes Foreshore Park and Corby Reserve Playground, improving the outdoor play opportunities for children.

Council coordinated or supported many sporting events encouraging **community health and wellbeing**. This included: three JLT One Day Cup national cricket matches, the annual Governor-General's XI international cricket match, a King of Concrete skatepark event, an AFL Women's match — Greater Western Sydney Giants vs Carlton, a one day international cricket practice match between England XI and Australia XI and a 2018 Youth Week skate workshop.

Council commenced plans with Inner West Neighbour Aid to deliver the **Rhodes 5 Senses Garden**, a therapeutic community garden at Rhodes Park. The garden will promote a healthy lifestyle to people of all ages in a peaceful and nurturing way, encompassing a unique design that incorporates a harvest garden, a native sensory garden, a nature play area, a playground and an undercover education/dining area.

Council implemented the Walking book around **Rhodes Foreshore Park** to engage children in active walking and reading around the park.

Canada Bay Active continued with yoga and boot camp three times a week in Rhodes and Chiswick.

Council inspected **531 food premises**, and 98 reinspections were undertaken, continuing to focus on the Poor Performers program to ensure improved hygiene standards of food premises. The Scores on Doors program continued rating local food businesses according to their compliance with food safety legislation, ensuring consumers have the ability to make informed choices about where they purchase food.

Recreation

The renewal of the **Drummoyne Oval** perimeter fencing was completed at a cost of \$200,000. This has improved the security and presentation of the grounds for major sporting events.

The new **Campbell Park amenities** building, built at a cost of \$1.8 million, has been made fully accessible to enable all of the community to use its toilets, meeting rooms and undercover sportsfield viewing areas.

The **Foreshore Park** in Rhodes has been completed at a cost of \$650,000. The park, next to The Connection, includes swings, seesaw, supernova, climbing ropes, double slide and a tunnel for kids to explore.

The community has been consulted about its needs for the **Rhodes Recreation Centre**, which will be funded by \$60 million in developer contributions.

Planning continued for the **Redevelopment of Concord Oval**. The new facility will be a significant new asset for the City of Canada Bay and will deliver a range of community services including a new indoor recreation centre, open spaces for passive recreation, and rooms for community use. It is expected that the facilities will be complete and in use by 2021.

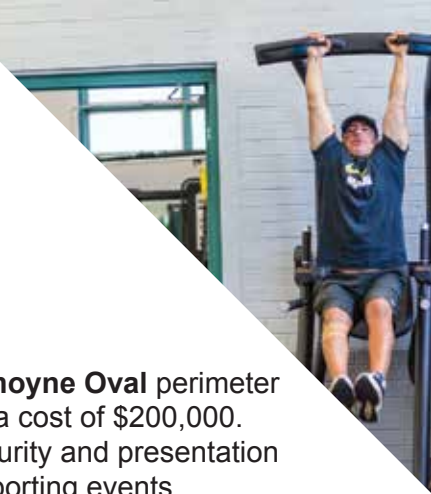
Community Services

The **Disability Inclusion Action Plan** was launched in July 2017. The plan addresses the ongoing needs, issues, barriers, and concerns of people with a disability and those who support them. The Plan will inform the Council's and the Community's future planning processes and position access and inclusion initiatives at the core of Council's day-to-day operations.

The **Victoria Avenue and Wellbank Children's Centres** operated at 100 percent capacity with high levels of satisfaction from clients.

A high number of visits and key community programs were delivered at **The Learning Space** at The Connection, Rhodes. A total of 109 events and programs were delivered with 5,370 attendees.

The **Home Library Service** was expanded to serve new aged care facilities opening in the City of Canada Bay area.





Belonging

Information regarding the needs of people from **culturally diverse** backgrounds was collected as part of the development of the Community Strategic Plan. This included a Chinese translated survey.

Connection and Celebrations

Anzac Day ceremonies were held at three sites: Drummoyne, Concord and Five Dock.

In 2017 **Ferragosto celebrated its 20 year anniversary** with 115,000 people descending on Great North Road, Five Dock for a day of Italian fun, food, festival and dance.

Council sponsored numerous **community events and celebrations** including Carols in the Park, Lunar New Year and Movies Under the Stars.

Cultural Awareness

178 people received their **Australian Citizenship** across four ceremonies. From this, 20 percent originated from the United Kingdom, 18 percent from India and 13 percent from China.

A **Ferragosto 20 years photographic exhibition** was held highlighting the popular Five Dock Italian street festival over the history of the event.

Cultural Partnerships were developed for the delivery of Music Day, Design Week, Vivid Ideas and gallery 57.

A Creative City

A **nature art exhibition** was held at The Connection, Rhodes. 13,450 people visited the exhibition and 40 students were engaged from Victoria Avenue Public School, who developed the public art installation.

Public artworks were installed in the urban environment including the Walker Street Bridge Mural, History Train, Walking Book site, fences around the peninsula, and Picnic and Play in Rhodes.




The Learning Space at The Connection, Rhodes continued to provide **creative programs**, promoting involvement in the arts and lifelong learning. Programs included the Men's Tech Shed program and a nature photography competition.





Active and Vibrant 1





Goal: I feel a sense of health and wellbeing.

Direction: We will access projects and programs that improve health and wellbeing.

AV1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Let's Play Strategy	Support the implementation of the Let's Play Strategy through renewal, promotion and activation of parks and playgrounds.	The implementation of the Let's Play Strategy was supported through renewal of playgrounds at Sibbick St Reserve, Nield Park, Russell Park, Livvi's Place, Rhodes Foreshore Park and Corby Reserve.	Ongoing 
2	Let's Play Strategy	Renew Rhodes Park Playground and sensory garden, Wangal Park Plan of Management works and playgrounds identified for renewal in the Parks Asset Management Plan.	Design and community consultation was completed for the Rhodes 5 Senses Garden. The garden will be a community therapeutic garden that will promote a healthy lifestyle to people of all ages in a peaceful and nurturing way. The Wangal Park Plan of Management was adopted by Council.	Completed 
3	Let's Play Strategy	Maintain Livvi's Place to appropriate level of service.	Landscaping and maintenance was completed at Livvi's Place Playground.	Ongoing 
4	Community Garden	Support the establishment of a community garden in Rhodes Park.	A community garden was incorporated in the Rhodes 5 Senses Garden design.	Ongoing 
5	Support early intervention programs for at-risk groups	Operate Youth Outreach Program at Five Dock Library.	A new vendor, Wesley Mission, began a contract in July to deliver a youth drop-in service at Five Dock Library. Wesley Mission has worked effectively with young people providing support, targeted activities and healthy food during sessions.	Ongoing 
6	Public health protection program	Investigate public health related complaints. Provide education to the community and take action against risks.	174 public health related complaints were received, each investigated and enforcement action taken where required. Community education relating to skin penetration was carried out during Ferragosto.	Ongoing 

AV1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
7	Food Safety Surveillance Strategy	<p>Undertake inspections of food businesses (fixed, mobile and temporary) and take action against risks.</p> <p>Provide education to food shop proprietors regarding potential risks associated with food preparation, food borne illness and how to eliminate that risk.</p> <p>Promote Scores on Doors in food shops to increase compliance levels.</p>	<p>531 food premises were inspected, and 98 reinspections were undertaken.</p> <p>Council's Poor Performers' program continued to target repeat offenders, taking enforcement action where necessary.</p> <p>Council continued to promote the Scores on Doors program, rating local food businesses according to their compliance with food safety legislation, and ensuring consumers have the ability make informed choices about where they purchase food.</p>	Ongoing 
8	Legionella Management Strategy	<p>Undertake inspections of regulated systems (cooling towers and warm water systems) and take action against risks.</p>	<p>27 inspections were undertaken of regulated cooling tower and warm water systems, and were deemed compliant.</p>	Ongoing 
9	Skin Penetration Surveillance Strategy	<p>Undertake inspections of businesses undertaking skin penetration activities (beauty treatments and tattooing) and take action against risks.</p> <p>Provide education to skin penetration proprietors regarding the risks associated with skin penetration and how to eliminate them.</p>	<p>42 inspections of regulated skin penetration premises were undertaken and were deemed compliant.</p>	Ongoing 



AV1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
10	Deliver wellbeing programs through Council facilities	Support activities and programs that will benefit health and wellbeing in the community.	<p>The following events and activities were undertaken to assist the health and wellbeing of our community:</p> <ul style="list-style-type: none"> • Three JLT One Day Cup national cricket matches at Drummoyne Oval • The annual Governor-General's XI international cricket match at Drummoyne Oval • A twilight screening of the All Area Access Film Festival at Rhodes • A King of Concrete skate park event at Five Dock • An AFL Women's match — Greater Western Sydney Giants vs Carlton at Drummoyne Oval (broadcast nationally) • A one day international cricket practice match between England XI and Australia XI held at Drummoyne Oval • Coordination of a Seniors Festival brochure showcasing local events • 2018 Youth Week skate workshop held at Five Dock Skate Park. 	Completed 
11	Develop relevant partnerships with other organisations	Participate in interagencies, collaborative bodies, advisory committees and networks as appropriate.	<p>Council coordinated and/or participated in the following meetings:</p> <ul style="list-style-type: none"> • Community Safety Precinct Committee • Inner West Youth Alliance • Concord Men's Shed • Drummoyne Oval Event Advisory Group <p>Council collaborated with external bodies including NSW Department of Planning, the NSW Office of Sport, the Greater Sydney Commission and other Local Government authorities on greenspace planning.</p> <p>Additional planning workshops were held with the NSW Office of Sport for the development of a Sports Facilities Plan, and the Greater Sydney Commission for funded projects along Parramatta Road.</p>	Ongoing 




AV1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
12	Support Senior Citizens Centres in the local community	Provide support for the Senior Citizen Centre Management Committee and advocate for the provision of services and programs to people in the community.	<p>The Senior Citizen Centre Advisory Committee was administered and supported, this included:</p> <ul style="list-style-type: none"> • A review and update of the Concord Senior Citizen Centre Management Plan • Support during the changeover of Committee Chair following the Council election and the appointment of Councillor Di Pasqua to the Committee • Ongoing preparation of meeting agendas and minutes • Coordination and promotion of activities for the Seniors Festival • Support for the relocation of the Computer Pals service from Concord Senior Citizen Centre to Concord Library. 	Ongoing 
13	Work with local schools to share facilities	Develop an open space and recreation schedule that considers the shared use of school facilities.	<p>An audit of recreation spaces at schools across the City of Canada Bay was conducted in collaboration with the NSW Department of Education.</p> <p>The audit identified current and potential school use of community facilities and school spaces for potential community use.</p>	Ongoing 
14	Positive Ageing Strategy	Collate information about positive ageing needs for development of next Community Strategic Plan.	<p>Information regarding the needs of ageing people was collected as part of the Community Engagement Action Plan for the development of the Community Strategic Plan.</p> <p>The needs of seniors expressed through the engagement process were included in the Community Strategic Plan.</p>	Completed 
15	Child and Family Needs Study	Collate information about child and family needs for development of next Community Strategic Plan.	<p>Information regarding the needs of children and families was collected as part of the Community Engagement Action Plan for the development of the Community Strategic Plan.</p> <p>The needs of children and their families as expressed through the engagement process were included in the Community Strategic Plan.</p>	Completed 


Active and Vibrant 2



Goal: There are places for me to participate in sport and other outdoor recreation.




Direction: We will support a range of local recreation facilities.



AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Deliver Municipal Landfill Subsidence Program projects	Implement municipal landfill subsidence and remediation projects.	Westconnex and Council conducted ongoing contamination remediation works at St Lukes Park. Cintra Park contamination remediation project was completed as part of the asphaltting for an adjacent BBQ shelter.	Completed 
2	Deliver Sports field Lighting Upgrade Program projects	Construct sports field lights in Rothwell Park, Jessie Stewart Reserve and Five Dock Park.	Sports field lights were installed at Rothwell Park, Jessie Stewart Reserve and Five Dock Park providing additional sports field opportunities.	Ongoing 
3	Implement park improvement capital works projects	Implement priority park improvement projects as per Capital Program and Asset Management Plan.	Sports field resurfacing and irrigation was completed at Lysaght Park.	Ongoing 
4	Manage marine structures maintenance program	Prepare specified marine maintenance actions as required.	The Thompson St jetty was rebuilt to meet current serviceability and safety standards in collaboration with Roads and Maritime Services. A design for the renewal of Battersea Park recreational boat launching ramp was completed.	Ongoing 
5	Manage marine structures renewal program	Design and construct environmental seawalls on the foreshores in accordance with the Asset Management Plan for seawalls.	Designs were completed for seawall renewal at Dunlop Reserve, Utz Reserve and Iron Cove.	Ongoing 
6	Manage parks maintenance program (active and passive areas)	Prepare maintenance programs for playgrounds and parks.	Maintenance programs for playgrounds and parks were performed in accordance with quarterly inspections.	Ongoing 
7	Manage parks renewal program (active and passive areas)	Renew ageing playgrounds in accordance with the Parks Asset Management Plan.	The Rhodes Foreshore Park Playground and the Corby Reserve Playground were completed.	Ongoing 
8	Deliver new or expanded facilities in parks as opportunities arise	Deliver new or expanded facilities in parks as required.	An upgrade to St Lukes Oval amenities building was completed in partnership with the Concord Giants AFL and Inner West Little Athletics. An amenities building at Campbell Park sports field was completed in partnership with Abbotsford Junior Soccer club. The Rothwell Park sports field amenities building was completed.	Ongoing 



AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
9	Let's Play Strategy	Renew playgrounds at Dunlop Reserve Drummoyne, Central Park Concord, Russell Park Drummoyne, Neild Park Rodd Point, and Five Dock Early Childhood Centre.	<p>Playground renewals were completed at Russell Park, Neild Park, Corby Reserve and Rhodes Foreshore Park.</p> <p>A large passive open space upgrade for Dunlop Reserve foreshore is scheduled for 2019.</p> <p>The playground beside the Five Dock Early Childhood Centre is due to be refurbished in the 2018-2019 financial year.</p>	Ongoing 
10	Manage marine structures maintenance program	Manage individual marine maintenance projects on a case-by-case basis.	Seawalls were maintained as required.	Ongoing 
11	Manage marine structures renewal program	Manage individual marine renewal projects on a case-by-case basis.	Seawalls were renewed as required.	Ongoing 
12	Manage parks maintenance program (active and passive areas)	Schedule parks maintenance programs on a cyclical basis, and take into account seasonal requirements for varying usage of the different sporting codes.	Parks maintenance programs carried out included Livvi's Place, Taplin Park, McIlwaine Park and painting of Five Dock Skate Park.	Ongoing 
13	Manage parks renewal program (active and passive areas)	Implement parks renewal programs, for both active and passive parks, as individual projects are commissioned.	Park renewal programs were completed at Russell Park and Neild Park playgrounds.	Ongoing 
14	Operate Five Dock Leisure Centre	Operate multi-purpose sport and recreation facility.	<p>Five Dock Leisure Centre continued to maintain its strong financial performance, with over 1,200 members in the health club and 1,200 participants in gymnastics.</p> <p>Upgrades were completed on the stadium viewing platform and the gymnastics foam pit.</p> <p>A new Centre Manager was appointed.</p> <p>New health club equipment was installed.</p> <p>New digital screens were installed in the foyer and health club entrance.</p> <p>New crèche and centre policies and crèche fees were adopted.</p>	Ongoing 



AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
15	Operate Cabarita Swim Centre	<p>Manage contractual relationship with operator ensuring WHS and financial risks are managed.</p> <p>Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify, prioritise and address issues.</p>	<p>Cabarita Swim Centre had an annual attendance of 34,375 people.</p> <p>Over 500 people attended the celebrations of Cabarita Swimming Centre's 80th birthday.</p> <p>The Wellness Program had 122 participants.</p> <p>A new Sunday Sessions program was launched.</p> <p>New lockers were installed (free of charge for customers).</p> <p>New duress alarm installed in the bathrooms</p> <p>Four management meetings were held.</p> <p>Six site audits were conducted.</p> <p>The Centre received the following assessments:</p> <ul style="list-style-type: none"> • Royal Life Saving Society Aquatic Facility Safety Assessment - Safety Score 88% • Royal Life Saving Society 5 Star Water Safety Partner Accreditation - Safety Score 90% • Customer Satisfaction (CERM) - 77% • Service Quality (CERM) - 79%. <p>Council's Learn to Swim Subsidy Program attracted 140 new participants (up 43% on the previous year). \$10,000 was committed to continue the program in 2018-19.</p>	<p>Ongoing</p> 




AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
16	Operate Drummoyne Swim Centre	<p>Manage contractual relationship with operator ensuring WHS and financial risks are managed.</p> <p>Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify, prioritise and address issues.</p>	<p>Drummoyne Swim Centre had an annual attendance of 52,128 people.</p> <p>The Wellness Program had 161 participants.</p> <p>Significant upgrades to changing rooms commenced.</p> <p>New group fitness classes were introduced.</p> <p>Six site audits conducted.</p> <p>Four management meetings held.</p> <p>Capital improvements were completed, including:</p> <ul style="list-style-type: none"> • new diving blocks • pool lining was patched and repainted • new glass balustrade was installed providing views to the harbour • installation of new lockers • installation of sun lounges • installation of pool lift hoist, and • the grassed area was re-turfed. <p>The Centre received the following assessments:</p> <ul style="list-style-type: none"> • Royal Life Saving Society Aquatic Facility Safety Assessment - Safety Score 89% • Royal Life Saving Society 5 Star Water Safety Partner Accreditation - Safety Score 96% • Customer Satisfaction (CERM) - 85% • Service Quality (CERM) - 81%. <p>Council's Learn to Swim Subsidy Program attracted 85 new participants (up 45% on last year). \$10,000 was committed to continue the program in 2018-19.</p>	Ongoing 
17	Operate Barnwell Park Golf Course	<p>Manage contractual relationship with operator ensuring WHS and financial risks are managed.</p> <p>Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify, prioritise and address issues.</p>	<p>Regular meetings were held between Council and the operator to discuss operations, course management and marketing opportunities.</p> <p>Over the financial year, 28,606 rounds of golf and 2,577 rounds of FootGolf were completed.</p>	Ongoing 

AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
18	Operate Massey Park Golf Course	<p>Manage contractual relationship with operator ensuring WHS and financial risks are managed.</p> <p>Develop and implement specific marketing and communication strategies with operator and undertake regular meetings with stakeholders to identify, prioritise and address issues.</p>	<p>Regular meetings were held between Council and the operator to discuss operations, course management and marketing opportunities.</p> <p>A Golf Month promotion was held in October.</p> <p>Over the financial year 40,642 rounds of golf were completed.</p>	Ongoing 
19	Administration of bookings for recreation facilities	Coordinate seasonal and on-off use of sporting fields, coordinate use of parks by personal trainers, administer all other bookings as appropriate.	<p>Winter and summer sports bookings and occasional bookings of sporting fields were coordinated.</p> <p>Sporting Association forums were also held prior to each sports season.</p>	Ongoing 
20	Develop Rhodes Community Precinct	Work in partnership with The Connection management team to deliver activations and content for the precinct.	<p>Activations and content at The Connection, Rhodes included:</p> <ul style="list-style-type: none"> • Two new installations at The Digital Gallery in partnership with Art Bank • Christmas Carol Concepts in the Amphitheatre with the Same Teu Korean Church • Story chair developed by the Men's Shed to support story time in the precinct • Support for Vivid Ideas • Digital Gallery curation program • Rhodes Summer Playlist • Mobile Garden. 	Ongoing 

AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
21	Rhodes Peninsula Open Space Plan of Management and Masterplan	Deliver four activation programs in parks across the Rhodes Peninsula.	<p>Council delivered activation projects in parks across Rhodes Peninsula including:</p> <ul style="list-style-type: none"> • On Your Bike event as part of NSW Bike Week attracted over 2,000 participants • Make Music Day attracted approximately 1,000 participants • Doggy Day Out attracted approximately 1,000 participants • Christmas Carols at The Connection attracted approximately 1,000 participants • Picnic and Play tabletop artworks • Mayoral reception for Kokoda veterans in conjunction with Rising Tide app launch • Walking Book around Rhodes Foreshore Park to engage children in active walking and reading around the park • Canada Bay Active/Fitness in the Park - Yoga and boot camp three time a week in Rhodes in partnership with the Leisure Centre • Council supported the Lunar New Year celebrations in Foreshore Park through sponsorship of Communities for Communities • Council supported the Rhodes Moon Festival celebrations in Foreshore Park through sponsorship of the Rhodes Multicultural Community Association. 	<p>Ongoing</p> 
22	Rhodes Peninsula Open Space Plan of Management and Masterplan	Implement dog off-leash signage as approved.	The implementation of dog off-leash signage in Rhodes has been deferred until the completion of a dog off-leash park strategy for the Local Government Area, to commence in 2018.	<p>Deferred</p> 

AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
23	Rhodes Peninsula Place Plan	Implement the Rhodes Peninsula Place Plan.	<p>Activities to support the implementation of the Rhodes Peninsula Place Plan included:</p> <ul style="list-style-type: none"> • Summer Revel in Rhodes event program developed, including workshops, events and activities for all ages across the Rhodes Peninsula • Rising Tide guided walking tour app with teachings about boat building on the Parramatta River during WWII and other extraordinary stories in conjunction with Mayoral reception for Kokoda veterans • Installation of the restored Tulloch memorial • Delivery of public art in the urban environment including the Walker Street bridge mural - History Train and Walking Book site fences around the peninsula • Completed the Homebush Bay Wayfinding Strategy for exhibition • Tree lighting installations in Lewis Berger Park to support night time activation • Improved footpath linkages from Oliveto Ristorante to Concord Road improving access to the hospital • A new partnership was formed with Arts Hub for digital art exhibitions and a community exhibition to celebrate our natural flora and fauna and our special places. 	Ongoing 
24	Barnwell Park Golf Course Master Plan	Align the Master Plan with studies undertaken for future planning of the Concord Community and Recreation Precinct.	The Master Plan is on hold whilst the plans for the Redevelopment of Concord Oval are being developed.	Deferred 
25	Massey Park Golf Course Master Plan	Align the Master Plan with studies undertaken for future planning of the Concord Community and Recreation Precinct.	The Master Plan is on hold whilst the plans for the redevelopment of Concord Oval are being developed.	Deferred 



AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
26	Recreation planning	Partner with Greater Sydney Commission and other key stakeholders to progress the development of Inner West Central in line with the Parramatta Road Corridor Urban Transformation Strategy.	<p>Council was successful in attracting funding from the Greater Sydney Commission for the Inner West Central, known as the Redevelopment of Concord Oval.</p> <p>A community engagement action plan and consultants brief was prepared for the undertaking of community engagement to assist the design process.</p> <p>\$500,000 was provided for stage one planning, with a further \$29.5 million to be provided over the next two years for construction. The redevelopment of Concord Oval will be undertaken in line with the vision adopted by Council for a multipurpose space capable of meeting the growing and changing needs of the community.</p>	Ongoing 
27	Accessibility Action Plan for Parks, Open Spaces and Facilities	Implement the short term actions identified in the Disability Inclusion Action Plan relating to parks, open spaces and facilities for 2017-18.	<p>The Disability Inclusion Action Plan was launched in July 2017 at a joint event with recipients of the Community Grants Program.</p> <p>Implementation of the Disability Inclusion Action Plan is ongoing and completed actions include:</p> <ul style="list-style-type: none"> • A staff survey of training needs to support frontline staff in the provision of services to people with a disability • A review of the parks and facilities Access Audits in order to prioritise capital expenditure • Advocacy to the Minister of Transport and Infrastructure for the improvement of public transport across the City • Provision of funds to Drummoyne Community Centre for the operation of the BayRider transport service • The construction of a ramp to improve access from Taplin Park to the adjacent Greg Davis Stand and amenities • Changing the name of the Access Committee to the Access and Inclusion Committee to better reflect the broad focus and priorities of the committee • Drafting of Access and Inclusion Principles for inclusion in all Council Committee Terms of Reference or Charter documents • Updating of the Community Engagement Strategy and Policy to ensure inclusivity and accessibility of engagement processes • Staff training on disability awareness to ensure website accessibility. 	Ongoing 


AV2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
28	Recreation Plan	Collate information about recreation needs for development of next Community Strategic Plan.	<p>Information regarding recreation needs was collected as part of the Community Engagement Action Plan for the development of the Community Strategic Plan. Targeted focus group discussions were held on the opportunities and challenges for the provision of sport and recreation services.</p> <p>The current and ongoing recreation needs expressed by the community during the engagement process were included in the Community Strategic Plan. These directions will guide Council in the delivery of recreation services.</p>	<p>Completed</p> 
29	Site specific plans of management	Implement the priority actions identified in the Drummoyne Oval Business Plan for 2017-18.	<p>The Drummoyne Oval Business Plan was implemented. The actions progressed include:</p> <ul style="list-style-type: none"> • An audit of the current facilities to develop a prioritised list of permanent infrastructure • Identification of maximum capacity for elite sport (number of events) • Letterboxing local residents with notification of major events. <p>Capital projects completed at Drummoyne Oval include construction of a perimeter fence, a disability access ramp to amenities, sight screens upgrade and a scoreboard upgrade.</p>	<p>Ongoing</p> 
30	Recreation Facilities Strategy	Implement priority actions as outlined in the Recreation Facilities Strategy and align future planning processes with the Community Strategic Plan.	The Recreation Facilities Strategy has guided recreation infrastructure planning. This strategy is being updated as part of the development of a Social Infrastructure Strategy inclusive of recreation and community services and facilities.	<p>Ongoing</p> 


Active and Vibrant 3

Goal: There are services that meet my needs.


Direction: We will provide and advocate for accessible and relevant services.





AV3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Develop Rhodes Community Precinct	Manage the defect liability period and issue the final certificate for The Connection contract.	The defect liability period was managed for The Connection, Rhodes and certification completed.	Completed 
2	Provide direct services for children and families	Operate the Wellbank Children's Centre.	<p>The Centre operated at 100% capacity.</p> <p>A community project was initiated focussing on social justice and how we help one another in the community. The Centre held five social justice initiatives, including:</p> <ul style="list-style-type: none"> • A Mission Australia mini sleep-out • Collection and donation of food and toiletries to the Asylum Seekers Centre • Collection for the Samaritans' Operation Christmas Child • Australia's Biggest Morning Tea fundraising • Share my Shoes appeal, where 667 pairs of shoes were donated. <p>32 children participated in the Community Strategic Plan consultation.</p> <p>The children went on 100 excursions in the local community to extend their learning.</p> <p>The Centre was awarded third place for Best Mobile Garden at the Rivendell Flower Show and nominated for the HESTA Early Childhood Awards for Advancing Pedagogy and Practice.</p> <p>A 10th birthday community celebration was held in collaboration with Concord Library.</p> <p>A staff Wellbeing Calendar was developed and individual wellbeing lesson plans were implemented with the children.</p> <p>Weekly Mandarin lessons commenced to continue to embed cultural inclusion in the service.</p> <p>All staff learnt Makaton (sign language).</p>	Ongoing 

AV3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
3	Provide direct services for children and families	Operate the Victoria Avenue Children's Centre.	<p>The Centre operated at 100% capacity.</p> <p>The final project of Victoria Avenue Community Precinct Plan was completed with the Victoria Avenue Community Precinct Family Fun and Moonlight Movie. The event was attended by 500 community members and included health and sport demonstrations, children's activities, farm animals, promotional tables, jumping castles, slides and a moonlight movie.</p> <p>IT systems were upgraded including phone system and link upgrade to increase network connection.</p> <p>The Centre continued its partnership with the Sydney Olympic Park Authority on Murama, a pilot program providing Aboriginal youth leaders the opportunity to plan and present a variety of experiences aimed to promote and enhance children's knowledge and appreciation of Aboriginal culture. Approximately 75% of the programs developed were piloted and reviewed.</p> <p>An enrichment program was delivered to share good practice with local services.</p> <p>A yard upgrade was completed as a result of Community Building Partnership funding aimed to increase elements of inclusive play in outdoor spaces.</p> <p>The new Victoria Avenue Community Precinct Plan was created in partnership with Health NSW and the Department of Education.</p> <p>Projects commenced including Ark in the Park, Street Libraries and cross-service professional development.</p> <p>A partnership with Meadowbank TAFE was developed with a strong schedule of opportunities for TAFE students, providing all students with the opportunity for Early Childhood Education and Care (ECEC) to experience quality in action.</p> <p>The Tiny Tails program continued as a means of increasing children's awareness and respect for living creatures. Currently the Centre is home to a rabbit, lizard, fish, birds and bugs.</p>	<p>Ongoing</p> 

AV3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
4	Develop Rhodes Community Precinct	Operate The Connection, Rhodes.	<p>The Connection, Rhodes exceeded forecasts, facilitating over 1,450 events including a combination of celebrations, meetings, corporate events, regular hirers and programs.</p> <p>There were 26 regular hirers who collectively provide over 25 sessions a week to the community.</p> <p>A Corporate Market Strategy was initiated in early 2018 to drive low-demand weekday periods, in tandem with a Community Group Association Strategy with the aim to attract and support more community groups</p> <p>Projector screens in Meeting Space were lowered in response to customer feedback. The Connection delivered a range of programs for the summer Revel in Rhodes program that included partnering with community groups such as Rhodes Multicultural Community Association.</p> <p>General maintenance was completed, including painting, new signage and projector screens.</p>	<p>Ongoing</p> 

AV3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
5	Accessibility Action Plan for Parks, Open Spaces and Facilities	Implement the short term actions identified in the Disability Inclusion Action Plan relating to service provision for 2017-18.	<p>The Disability Inclusion Action Plan was launched in July 2017 at a joint event with recipients of the Community Grants Program. Actions completed include:</p> <ul style="list-style-type: none"> • A staff survey of training needs to support frontline staff in the provision of services to people with a disability • A review of the parks and facilities Access Audits in order to prioritise capital expenditure • Advocacy to the Minister of Transport and Infrastructure for the improvement of public transport across the City • Provision of funds to Drummoyne Community Centre for the operation of the BayRider transport service • Disability awareness training for staff to ensure website accessibility • Changing the name of the Access Committee to the Access and Inclusion Committee to better reflect the broad focus and priorities of the committee. • Drafting of Access and Inclusion Principles for inclusion in all Council Committee Terms of Reference or Charter documents • Updating the Community Engagement Strategy and Policy to ensure inclusivity and accessibility of engagement processes • Construction of an access ramp to Drummoyne Oval amenities. 	Ongoing 
6	Positive Ageing Strategy	Collate information about positive ageing needs for development of next Community Strategic Plan.	<p>Information regarding the community needs of people aging was collected as part of the Community Engagement Action Plan for the development of the Community Strategic Plan.</p> <p>The needs of seniors expressed through the engagement process were included in the Community Strategic Plan.</p>	Completed 
7	Child and Family Needs Study	Collate information about child and family needs for development of next Community Strategic Plan.	<p>Information regarding the community needs of children and families was collected as part of the Community Engagement Action Plan for the development of the Community Strategic Plan.</p> <p>The needs of children and their families expressed through the engagement process were included in the Community Strategic Plan.</p>	Completed 







AV3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
8	Operate the Access Committee	Support and co-ordinate the Access Committee.	<p>The Access Committee met regularly until the Council elections in September. Following a report to Council, the Access Committee was re-established and Councillor Ferguson appointed as Council's delegate.</p> <p>An Expression of Interest process for community members to join the Access Committee was conducted. Council received 14 nominations including existing Access Committee members and new community members seeking membership.</p> <p>The new Access Committee commenced in March and one of their first tasks was to broaden the scope of the Committee. This included changing the name to the Access and Inclusion Committee.</p> <p>Ongoing support is provided to the Committee.</p>	Ongoing 
9	Advocate for other tiers of government to provide local services	<p>Advocate for local services and infrastructure from local, state and federal providers.</p> <p>Provide strategic advice to Council on industry and/ or legislative proposals or reforms which may influence local services and infrastructure.</p>	<p>A letter advocating for improved public transport from Drummoyne to Concord Hospital was sent to the Minister of Transport and Infrastructure.</p> <p>Participation took place in a workshop to develop the Sydney Local Health District's new Strategic Plan.</p>	Ongoing 
10	Provide funding for the Drummoyne Community Centre	Provide funding and service delivery support to Drummoyne Community Centre as per the Statement of Intent.	<p>The Drummoyne Community Centre Management Committee meetings were attended and supported. Following the September Council elections, Councillor Little was appointed as the Council delegate on Drummoyne Community Centre Management Committee. The focus was on the development of a Strategic Plan for the management and operation of the Centre.</p> <p>Financial support and promotion for the delivery of Drummoyne Community Centre's programs and services was provided.</p> <p>The Statement of Intent agreement was reviewed and updated to reflect changes in service delivery arrangements.</p>	Ongoing 

AV3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
11	Deliver grants programs to support local services	Deliver the Community Grants Programs and provide support for other grant programs	<p>An awards ceremony was held in July at The Connection, Rhodes with 38 groups being awarded a total of \$55,228 for community programs and projects.</p> <p>Administration support for the 2017-18 community grants and club grants programs was finalised and grant acquittals were submitted for government grants.</p> <p>In March, the 2018-19 Community Grants process was launched. Information sessions were conducted and progress made to the awarding of grants.</p> <p>The Club Grants process commenced with the first meeting of the Club Grants Committee to confirm priorities and grant administration processes.</p> <p>The Rusty Priest Kokoda Scholarship was undertaken and recommendations for funding made to enable senior high school students to walk the Kokoda Track.</p>	Ongoing 
12	Deliver grants programs to support local services	Deliver Schools Small Environmental Grants Program.	The Schools Small Environmental Grants program was delivered to seven schools in the area at a value of \$16,000. Grants covered high schools and primary schools, focusing on projects that demonstrate environmental sustainability principles, foster whole of school engagement and target behaviour change for sustainability.	Ongoing 
13	Provide direct services for children and families	Support Early Childhood Health Centres.	<p>Council partnered with NSW Health and other Victoria Avenue Community Precinct Leaders to update the precinct plan.</p> <p>Staff met with NSW Health and Victoria Avenue Precinct Leader (VAPL) to discuss precinct strategies, direction and outcomes.</p> <p>Staff attended training session facilitated by NSW Health.</p>	Ongoing 
14	Community Facilities Resourcing Strategy	Review and update the Audit of Community Facilities to assist development of the next Community Strategic Plan.	A review and audit of community facilities will be undertaken as part of the preparation of a Social Infrastructure Strategy.	Ongoing 

Active and Vibrant 4

Goal: I have a great lifestyle and feel part of an active and vibrant community.

Direction: We will create and foster a range of local opportunities which encourage community connection and celebration.

AV4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Implement Council's community and civic event program	Stage regular citizenship ceremonies.	178 people received their Australian Citizenship across four ceremonies held between July and December 2017. From this, 20% originated from the United Kingdom, 18% from India and 13% from China.	Ongoing 
2	Implement Council's major event program	Deliver major events program, including integrated promotional plans, for major events in 2016-17: Ferragosto and Concord Carnival.	In 2017, Ferragosto celebrated its 20 year anniversary with 115,000 people descending on Great North Road, Five Dock for a day of Italian festivities. The event was supplemented with a photography street activation and history display in Five Dock Library. Concord Carnival's theme for the year was Jump to the Beat, a music theme which led to a variety of musical and dance performances both on stage and across the two parks the event now uses. Over 30,000 people attended event.	Completed 
3	Implement Council's community and civic event program	Manage or support event production of: • Australia Day • Anzac Day • Mayoral Golf Day • Mayoral Bowls Day. Provide advice and/or support for other Council events.	Australia Day celebrations and ANZAC Day commemorations were delivered. The Mayor's Golf Day was reinstated with the re-elected Mayor. The event successfully raised \$30,000 in funds for CaraCare, a local charity running programs for children suffering from trauma.	Completed 
4	Deliver awards programs to recognise local achievers	Support Australia Day Citizens of the Year Awards ceremony, promote recipients of the Australia Day Awards, and encourage nominations.	The Citizen of the Year awards were promoted through Council's communication channels to encourage nominations.	Ongoing 
5	Sustainable Event Policy	Review and combine the Event Policy and Sustainable Event Policy.	The Sustainable Event Policy was implemented at both of Council's major events. The Event Policy is being reviewed.	Completed 
6	Rhodes Peninsula Place Plan	Develop and implement Revel in Rhodes 2017-18 program.	The summer Revel in Rhodes program was developed and launched. The program included entertainment, educational workshops and sporting events hosted at The Connection in Rhodes. The program was promoted online and in distribution of brochures.	Ongoing 

Active and Vibrant 5

Goal: I feel like I belong and my story is celebrated.

Direction: We will celebrate our established and emerging communities.

AV5	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Library Services Strategic Plan	Implement acoustic remediation at Five Dock Library, subject to funding.	Acoustic ceiling panels were installed at Five Dock Library. Further installation of acoustic glass doors to the Bay Room are planned for first quarter of 2018-19.	Ongoing 
2	Library Services Strategic Plan	<p>Improve communications and promotions through implementation of the communication and engagement strategy.</p> <p>Introduce a program of displays to highlight various collections within the libraries.</p>	<p>The Libraries' newsletter continues to be a strong marketing tool to promote programs and events. Targeted newsletters were also distributed for Kids, Youth and The Learning Space to reach these special interest groups.</p> <p>School holiday flyers continue to successfully cross promote activities for children and youth across all library sites.</p> <p>Social media posts on Instagram for library events continues to grow with posts shared and re-posted for cross promotion. Promotion of Renew Our Libraries funding campaign through social media channels has reached a significant number of community members evident through shares and likes on Facebook.</p> <p>New merchandise was purchased for staff to wear and distribute at pop up Libraries including branded caps, jackets, USBs and library bags.</p> <p>A 'Ferragosto 20 years' photographic exhibition was held in August, highlighting the extremely popular Five Dock Italian street festival and celebrating its rich history.</p> <p>The libraries continued to display new books and 'shelf-talkers' as well as QR codes for eresources.</p>	Ongoing 
3	Refresh Drummoyne	<p>Manage the installation and de-installation of Christmas trees in Drummoyne, Five Dock, Majors Bay Road Concord and Rhodes.</p> <p>Install Christmas themed banners on existing poles in 9 centres across the City.</p> <p>Install litter bin wraps in eight centres across the City.</p>	<p>Christmas trees were installed in Drummoyne, Five Dock, Majors Bay Road in Concord and Rhodes.</p> <p>Christmas themed banners were hung on existing poles in nine town centres, and Christmas decorations were put up at The Connection, childcare centres and the Civic Centre.</p> <p>A giving tree promotion was developed in Concord West to create linkages with businesses and the community to support the Mayor's Christmas campaign.</p>	Ongoing 

AV5	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
4	Five Dock Town Centre Strategy	<p>Implement high priority actions in adopted Plan (see capital program for expenditure).</p> <p>Support the Chamber of Commerce activation program for businesses.</p>	<p>Actions were implemented in the Five Dock Town Centre Strategy including:</p> <ul style="list-style-type: none"> • A 'Place Score', assessing the impact on recent streetscape improvements. Results show that there has been a significant improvement in visitations in several precincts • Support for church events • Implementation of a vacant shop improvement project to decorate windows for Ferragosto celebrations installing images on windows featuring Italian heritage • Installation of fairy lights in Fred Kelly Place. 	Ongoing 
5	Create opportunities to meet and form networks within communities	Develop and maintain partnerships with community and other stakeholder groups as required.	A number of meetings were held with community members and community groups as part of the engagement process for the development of the Community Strategic Plan.	Ongoing 
6	Establish and build relationships and partnerships with community leaders	Participate in interagencies, collaborative bodies, advisory committees and networks as appropriate.	<p>Council coordinated and/or participated in the following:</p> <ul style="list-style-type: none"> • Community Safety Precinct Committee meetings • Inner West Youth Alliance meetings • Concord Men's Shed meetings • Drummoyne Oval Event Advisory Group meetings • Summer Sports Forum • Winter Sports Forum. 	Ongoing 
7	Community Harmony Strategy	Collate information about the needs of people from culturally diverse backgrounds for development of next Community Strategic Plan	<p>Information regarding the needs of people from culturally diverse backgrounds was collected as part of the Community Engagement Action Plan for the development of the Community Strategic Plan. This included a Chinese translated survey.</p> <p>The needs of culturally diverse communities expressed through the engagement process were included in the Community Strategic Plan.</p>	Ongoing 
8	Riverside Cultural Scoping Study	Complete Brays Bay Reserve project to improve links and content for the Ship Building Memorial	<p>Accessible footpath works were completed from Concord Road to the Kokoda Memorial.</p> <p>The Rising Tide app was developed and launched, achieving a highly commended award at the Local Government Excellence Awards.</p>	Ongoing 

Active and Vibrant 6

Goal: I have awareness and respect for local Aboriginal heritage and culture.



Direction: We will support a range of programs to encourage awareness of local Aboriginal culture.



AV6	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Riverside Cultural Scoping Study	Deliver artworks for the Digital Gallery.	A Nature Photography Competition and presentation was delivered at The Connection, Rhodes. A new collaboration with Art Bank Australia was established for curated exhibitions. Dr Josh Harle was recruited to curate two new exhibitions for the space in collaboration with the local community.	Ongoing 
2	Public Art Strategy	Develop public artworks in Rhodes, Five Dock and Concord.	Artworks were completed on the signal boxes in Five Dock. Other artworks completed include History Train and Picnic and Play in Rhodes.	Ongoing 
3	Canada Bay Cultural Plan	Deliver augmented reality artworks about history and heritage around Rhodes East and Concord West.	The Rising Tide guided walking tour app was developed, with teachings about boat building on the Parramatta River during WWII and other extraordinary stories. Virtual Songlines Rhodes project commenced to create a gamified virtual reality experience of first nation's experience of Homebush Bay.	Ongoing 
4	Community services planning	Maintain a register of community planning documents and stakeholders.	A register of community planning documents was maintained. This register was regularly updated as new planning documents were developed.	Ongoing 
5	Aboriginal Cultural Heritage Study	Maintain collaborative relationships with the Metropolitan Local Aboriginal Land Council and other Aboriginal people and groups.	Funding was provided to support NAIDOC week activities.	Ongoing 


Active and Vibrant 7

Goal: I live in a creative City, inspired by diverse cultures and innovative ideas.





Direction: We will champion opportunities for involvement in arts, culture and lifelong learning.

AV7	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Manage Concord Library	<p>Manage all aspects of operation of Concord Library services provided onsite.</p> <p>Coordinate day-to-day maintenance of the library. Contribute recommendations to the Council maintenance schedule for major maintenance items.</p> <p>Renew furniture in library (see Capital Program for expenditure).</p>	<p>All aspects of operation and services of The Concord Library services were managed. Key figures include:</p> <ul style="list-style-type: none"> • Hardcopy loans (including AV): 270,278 • Visits: 170,240 • Members: 19,651 • Programs: 581 • Attendees: 12,715. <p>The former returns area was modified following the implementation of self-return service.</p> <p>A new arrangement was implemented for community information with a portable stand to promote brochures and flyers to the community.</p> <p>The Concord Library air conditioning system was remediated to provide better air quality and temperatures within the facility, and acoustic remediation began with new wall graphics and glass panels installed in meeting rooms.</p> <p>Improved shelving was installed for periodicals and junior community language books and additional chairs were purchased to replace worn chairs.</p> <p>Concept plans for remodelling the desk and foyer to deliver concierge model of customer service was completed.</p>	Ongoing 
2	Manage Five Dock Library	<p>Manage all aspects of operation of Five Dock Library services provided onsite.</p> <p>Coordinate day-to-day maintenance of the library. Contribute recommendations to the Council maintenance schedule for major maintenance items.</p> <p>Renew furniture in library (see Capital Program for expenditure).</p>	<p>All aspects of operation and services of the Five Dock Library were managed. Key figures include:</p> <ul style="list-style-type: none"> • Hardcopy loans (including AV): 203,466 • Visits: 165,035 • Members: 17,778 • Programs: 181 • Attendees: 5,238. <p>Concept plans were completed for remodelling the foyer area to deliver concierge model of customer service and provide more comfortable seating.</p> <p>Additional chairs were purchased to replace worn chairs.</p>	Ongoing 

AV7	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
3	Manage The Learning Space	<p>Manage all aspects of operation of The Learning Space services provided onsite.</p> <p>Coordinate day-to-day maintenance of the library.</p>	<p>All aspects of operation and services of the Learning Space were managed. Key figures include:</p> <ul style="list-style-type: none"> • Members: 1,760 • Programs: 195 • Attendees: 10,714. <p>Spaces and furniture were reviewed to better accommodate large numbers of students using the space to study during HSC and exam periods.</p> <p>Public PCs were relocated to open space for better community access.</p> <p>A review was conducted on storage needs and locations of furniture and equipment to provide easy access during programs.</p>	Ongoing 
4	Provide a range of services and programs within local libraries	<p>Monitor collection usage patterns.</p> <p>Adjust acquisitions to ensure that collection content and formats will satisfy current and future community expectations (see Capital Program for expenditure).</p>	<p>Collections were reviewed to meet State Library of NSW collection standards. The aim is to enhance collections currently below baseline age of more than 10 years old.</p>	Ongoing 

AV7	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
5	Provide a range of services and programs within local libraries	<p>Work with local Seniors' groups to promote and expand Home Library Service.</p> <p>Provide an ongoing program of author talks, workshops, information sessions, exhibitions, children's and young adult programs.</p> <p>Review events and programs to ensure they are targeted for our community.</p> <p>Explore partnerships with community groups and other organisations to deliver programs. Coordinate programs and events with Community and Corporate Strategy and Place Teams.</p>	<p>The Home Library Service was expanded to serve new aged care facilities opening in the City of Canada Bay area. The service was promoted through the Council rates insert resulting in new members.</p> <p>A Christmas event was held featuring a professional actor reading Charles Dickens' <i>A Christmas Carol</i>.</p> <p>Children's library events held include: Reading Hour, Grandparent's Day and Decorate The Christmas Tree.</p> <p>HSC programs continue to be well attended, with HSC Study More keeping the libraries open longer to allow students to study after library opening hours.</p> <p>Other programs delivered include Twilight Storytimes; Greek Friendship Group; Stop Motion Animation Workshop, Minigame coding in Python, Advanced Micro:bit - Sensors and the Real World, 3D Print Club, Tech Savvy Seniors (delivered in Chinese, Korean, Greek, Italian and English), Fantasy and Science Fiction Movie Night as well as more regular programs such as Baby Rhyme Time, Toddler Time, Pre-school Story Time, After School Bookgroup, book clubs, author talks, local history walking tours and Genealogy workshops.</p> <p>Programs were delivered in partnership with Place Management and Community and Corporate Strategy including a Spy Workshop at Cabarita Conservatory and two Youth Week Events.</p> <p>In total 538 programs and events were delivered with 14,551 attendees.</p>	<p>Ongoing</p> 

AV7	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
6	Use technology to deliver contemporary library services	<p>Monitor and improve the use of technology to ensure systems are used to their maximum benefit for library procedures and processes as well as to ensure ease of access to library collections and services for the community.</p> <p>Investigate using chat service implemented by Customer Services for library enquires.</p>	<p>A new print from your own device and print from the web app was launched through Monitor software.</p> <p>Library Management System, Libero LMS upgraded to the latest version.</p> <p>Staff attended Libero User Group Conference to enhance awareness of trends and new developments in library management system.</p> <p>A new supplier ACBS Library Services began supplying catalogue records for outsourced library materials.</p> <p>An agreement was made to enter into a Consortium with Burwood, Inner West and Strathfield Councils to tender for a new Library Management System. Requests for quotations commenced in March.</p>	Ongoing 
7	Library Services Strategic Plan	<p>Assess library collections against State Library standards.</p> <p>Develop and implement a program to improve collection standards when measured against State library standards.</p> <p>Improve remote access to collections, services and knowledge.</p> <p>Implement a staff training program to expand and maintain staff knowledge of services, collections and technology.</p>	<p>Collection maintenance continued to improve the quality of the libraries' collections with the age of the collection improving and moving closer to the State Library of NSW standards.</p> <p>The percentage of the library collection under five years old is now 52.63%, exceeding the baseline standard of 49.33%, although the percentage of the collection under 10 years old is 75.77% which has not yet reached the baseline of 79%.</p> <p>Staff training continued with training at library team meetings on using latest eresources, databases, ebooks and emagazines, family history resources, and new digital equipment. The Learning Space Team delivering Ozobot training to library staff to demonstrate programs delivered to the Rhodes community.</p> <p>Several library team members attended the NSW Public Library Association SWITCH Conference in November 2017, with engaging high profile speakers and industry leaders highlighting the value of public libraries.</p>	Ongoing 

AV7	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
8	Provide a range of services and programs within local libraries	<p>Monitor and review learning programs for The Learning Space.</p> <p>Monitor and adapt services and programs at The Learning Space to ensure community needs and wants are taken into consideration.</p>	<p>A high number of visits and key programs were delivered at The Learning Space.</p> <p>The Men's Tech Shed program was launched to provide a space for people to learn new technology and use craft to make various things, and established itself independently by becoming a part of Harry's Shed. The Learning Space provided continuing support in the form of allocated time and space for meetings and access to storage and equipment.</p> <p>The Learning Space sourced a curator for exhibitions of mixed media art in the Digital Gallery.</p> <p>A City of Canada Bay Nature Photography competition was hosted at The Learning Space and a launch was held.</p> <p>Programs at The Learning Space continued to be well attended and included a number of events delivered for Vivid Ideas, along with more regular programs that continue to engage the community.</p> <p>A total of 109 events and programs were delivered with 5,370 attendees.</p>	Ongoing 
9	Engage in regional partnerships to improve local cultural opportunities	<p>Develop a partnership program to deliver cultural development outcomes.</p> <p>Deliver a mobile museum program to the local area.</p>	<p>Partnership projects were developed with Parramatta Council and Sydney Olympic Park Authority to activate precincts adjacent to the Homebush Bay Circuit</p> <p>Items were displayed from the Nurse Museum as part of the Rising Tide launch at The Connection.</p> <p>Cultural Partnerships were developed for the delivery of Make Music Day, Design Week, Vivid Idea and gallery 57.</p>	Ongoing 
10	Provide opportunities to participate in cultural pursuits	<p>Offer cultural projects in Rhodes and through libraries.</p>	<p>Cultural projects supported include the book club, photographic workshops, carols events, the Poetry Slam program through the libraries team and the Rhodes Moon Festival craft program with the multicultural librarian.</p> <p>Vivid Transformations was supported with VR and 3D reprint workshops.</p>	Ongoing 
11	Rhodes Peninsula Art Plan	<p>Complete and promote Brays Bay Reserve project.</p>	<p>The Rising Tide guided walking tour app was developed documenting the history of the site with teachings about boat building on the Parramatta River during WWII and other extraordinary stories.</p> <p>Footpath works were completed.</p>	Ongoing 






2: Sustainable Spaces and Places

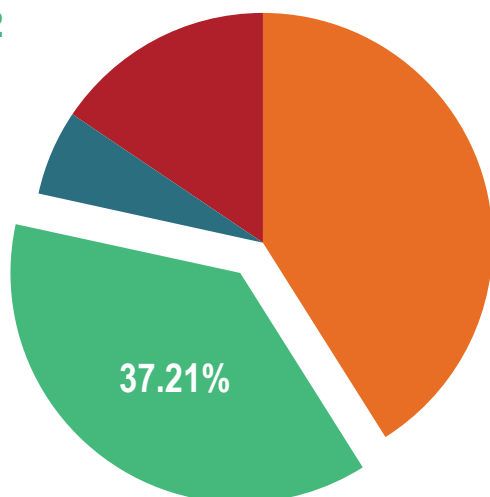
A City of sustainable spaces and places is one whose residents recognise and act on their collective responsibility to protect their environment and to preserve it for future generations. It is a city where natural assets are cherished and where the built environment is equally critical in creating a sense of identity, history and community. The buildings, streets, public open spaces and natural environment are all safe, protected and well cared for.

No.	Goals	Directions
SSP1	I am proud of and value my City's natural environmental assets.	We will facilitate and protect the environmental, cultural and social value of open spaces and foreshore areas.
SSP2	I have access to a biologically diverse natural environment near where I live.	We will protect and enhance biodiversity.
SSP3	I know what I can do to help the environment and make active day-to-day choices to support environmental sustainability.	We will inspire residents and business to be environmentally sustainable.
SSP4	I live in a clean, healthy local environment.	We will maintain and enhance streets and open spaces and operate an effective sustainable waste service.
SSP5	I feel safe and comfortable using community spaces.	We will support projects and programs that address crime and safety and contribute to a safe community.
SSP6	My City has attractive streets, village centres and public spaces.	We will enhance our local shopping centres, community spaces and residential streets and the infrastructure required to service them.
SSP7	My City has attractive landscapes with sustainable development and where heritage is conserved.	We will encourage sustainable design and conserve and celebrate local heritage.


Total Projects = 82

Status of Projects

-  Completed = 2
-  Ongoing = 80
-  Deferred = 0



Expenditure by Theme

-  Active and Vibrant
-  Sustainable Spaces and Places
-  Innovative and Engaged
-  Thriving and Connected

Highlights

Protecting the environmental, cultural and social value of open spaces

The City of Canada Bay undertook initiatives to ensure the environmental integrity of our open spaces was maintained. In our sports fields, Council progressively replaced older technology lights with **LED technology**. All new sports field lights were also installed with LED technology.

The **Water for Our Community** stormwater harvesting scheme saw 200 mega litres of recycled water produced for irrigation of Council sports fields.

Council commenced a program of installing **solar power** on facilities that have the highest energy consumption.

Enhancing Biodiversity

The **Mind Our Mangroves** program was implemented. The program is designed to reduce incidents of vandalism to mangroves in some foreshores areas, and increase understanding of the function of mangroves and adverse environmental impacts of vandalism.

25 environmental workshops and events were held reaching to over 300 community members. The workshops and events covered topics such as biodiversity, fauna, water wise gardening, solar and batteries, worm farming, native bees, plastic free living, mangrove preservation, a Doggy Day Out event and much more.

Council continued to implement biodiversity initiatives. 500 square metres was rehabilitated as **Sydney Turpentine IronBark Forest** and ongoing **Estuarine Vegetation** programs were implemented.

Seed Harvest Spoon presented information sessions to Council's child care centres about native bees and increasing biodiversity.

Environmental Sustainability

Council participated in the Southern Sydney Regional Organisation of Councils (SSROC) street lighting improvement program with the **deployment of LED lights** to reduce the operational cost of Council's street lighting system.

Council continued its **Our Energy Future** solar campaign with the 24 hour hotline receiving 43 calls. The campaign to 10,000 residents resulted in 257 quotes, 13 solar sales and 20 home energy assessments conducted.

The **Sustainable Food Strategy** was promoted at Ferragosto and Concord Carnival where residents were given free seeds to grow vegetables if they committed to one or more sustainable food actions.

Council engaged Youth Food Movement to run a trial food campaign, **The Cookluck Club** which aimed to empower young Australians to engage their peers about avoiding food waste. Ten Cookluck events were held.

Council implemented a free **Clothing Cleanup**, an online portal that allows residents to arrange for clothing and textile collection that will divert over 660kg of waste from landfill.

Council held a **business e-waste collection** in November.



Clean and Healthy Local Environment

The implementation of Council's **Litter Strategy** resulted in a number of litter programs and projects including:

\$38,100 in grants received, the adoption of litter branding, a project on coffee cup reduction, the implementation of projects to enhance community awareness of litter, and engaging partners including schools and not-for-profits to work collaboratively to reduce litter.

The installation of new **litter infrastructure** included 12 new bin cage bins, four new wheelie bins, 10 doggy bag dispensers, 27 bin wraps, the refurbishment of four hot coal bins, and five talking bin sensors.

Council's war on dog poo encouraging pet owners to clean up after their pooches commenced with the **Bag It, Bin It campaign** in Rhodes at a Doggy Day Out event in April.

A Safe Community

Council's **Swimming Pool Barrier Inspection Program** was undertaken in accordance with Council's Compliance and Enforcement Policy, with 361 inspections undertaken and 279 compliance certificates issued.

238 graffiti incidents covering 971 square metres were reported and attended to, representing a 20% reduction on the previous year.

Council participated in **Community Safety Precinct Committee** meetings with Burwood Council.

Attractive Public Spaces

Work proceeded with the implementation of the **Parramatta Road Urban Transformation Strategy**. Council worked cooperatively with Burwood and Strathfield Councils to implement the Strategy.

Council worked cooperatively with the Department of Planning and Environment on investigations for the planned precinct in **Rhodes East**, and welcomed confirmation that the area will be treated as a priority precinct.

The **Concord West Precinct Master Plan** was prepared to inform the rezoning of certain industrial land in Concord West.

Sustainable Design and Heritage

The **Local Heritage Assistance Fund** was implemented to encourage conservation work on heritage items and buildings in heritage conservation areas. Applications were supported with a total of \$35,559 works funded through this initiative.







Council's libraries conducted a number of initiatives promoting the **heritage of the City of Canada Bay**, including a popular presentation at Concord Museum to celebrate the unveiling of a restored 1890 map of Concord.

Sustainable Spaces and Places 1

Goal: I am proud of and value my City's natural environmental assets.

Direction: We will facilitate and protect the environmental, cultural and social value of open spaces and foreshore areas.






SSP1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Implement local responses to climate change	Construct foreshore infrastructure that is adaptive to sea level increases.	Designs were completed for Dunlop Reserve Seawall, Utz Reserve Seawall and Iron Cove Seawall which are adaptable for sea level rise.	Ongoing 
2	Implement local responses to climate change	Embed climate change actions into Council's Asset Management Plans and Strategies.	Council embedded climate change actions into all of Council's Asset Management Plans. Actions include: management of lighting systems, use of solar power, and the Foreshore Asset Management and Roads Asset Management plans through the use of recycled products.	Ongoing 
3	Water for Our Community	Continue to manage the harvesting system to ensure compliance with the Australian Guidelines for Water Recycling.	Council achieved 100% compliance with the Australian Guidelines for Water Recycling for the Cintra stormwater harvesting scheme. 200 mega litres of water was produced for irrigation of Council sports fields.	Ongoing 
4	Canada Bay Water Security Master Plan	Implement water saving programs at key Council operated sites.	Council undertook water meter monitoring to better manage water usage and leak detection at Council's principal water using facilities.	Ongoing 
5	Generic Plan of Management	Review the Generic Plan of Management for parks as required.	A review of the Generic Plan of Management was conducted in accordance with the introduction of the new Crown Land Management Act. The Plan of Management will be updated once the review is completed.	Ongoing 
6	Site specific plans of management	Implement Wangal Park Plan of Management actions. Review Concord Oval Plan of Management with regards to the proposed Inner West Central development.	The Wangal Park Plan of Management was finalised and adopted by Council. A review of the Concord Oval Plan of Management will be performed as part of the Concord Oval Redevelopment. A review of the Five Dock Park Plan of Management commenced.	Ongoing 
7	Noxious weed control	Respond to reported incidences of noxious weed growth within both private and public areas.	Notifications were issued to residents where noxious weeds were identified. Ongoing bushcare controls continued to further eradicate noxious growth.	Ongoing 

SSP1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
8	Parks Availability Program	Implement parks maintenance activities to ensure both active and passive parks meet user requirements.	Programmed maintenance was carried out to ensure the sports fields were in the best possible condition, and to ensure they endured the winter season sporting program.	Ongoing 
9	Provide wet weather usage communication service.	Provide the wet weather communication service relating to the usage of sports fields and open space.	Wet weather updates relating to sports field closures were communicated to stakeholders and updated on the Council website.	Ongoing 
10	Environmental protection program	Investigate environment-related complaints, provide education to the community and take action against risks.	305 environment-related complaints were investigated and appropriate enforcement action was taken where necessary in accordance with the Compliance and Enforcement Policy and relevant legislation.	Ongoing 
11	Contaminated Land Policy	Assess development proposals on contaminated land and manage contaminated land.	60 Development Applications were assessed for issues related to contaminated land. Council commenced a review of internal practices concerning contaminated land.	Ongoing 
12	Site specific plans of management	Implement Plan of Management works at Cabarita Park (see Capital Program for expenditure), including development of the Cabarita Park Conservatory Program.	Plan of Management actions achieved included: <ul style="list-style-type: none"> • Cancer Council's Biggest Morning Tea • Lego Jam program • Photography exhibition 	Ongoing 
13	Local Planning Strategy	Provide land-use planning advice across the organisation on matters relating to environment, foreshore and open space planning.	Land use planning advice was provided across the organisation in relation to the environment, foreshore and open space planning.	Ongoing 

Sustainable Spaces and Places 2

Goal: I have access to a biologically diverse natural environment near where I live.





Direction: We will protect and enhance biodiversity.



SSP2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Support the Parramatta River Estuary Coastal Zone Management Plan	Implement the priority works, subject to funding, of the Parramatta River Estuary Coastal Zone Management Plan and the Canada Bay Foreshore Asset Management Plan.	Designs were completed for Dunlop Reserve Seawall, Utz Reserve Seawall, Exile Bay and Iron Cove Seawall.	Ongoing 
2	Bushcare Program	Undertake annual maintenance programs.	Ongoing Bushcare programs were implemented.	Ongoing 
3	Estuarine Vegetation Management Plan	Undertake annual maintenance programs.	Ongoing Estuarine Vegetation programs were implemented.	Ongoing 
4	Queen Elizabeth Park Bushcare Plan	Undertake annual maintenance programs with the assistance of Bushcare volunteers.	500 square metres was rehabilitated as Sydney Turpentine Ironbark Forest.	Ongoing 
5	Yaralla Bushcare Plan	Undertake annual maintenance programs with the assistance of Bushcare volunteers.	Ongoing Bushcare work was conducted at Yaralla Estate.	Ongoing 





Sustainable Spaces and Places 3




Goal: I know what I can do to help the environment and make active day-to-day choices to support environmental sustainability.

Direction: We will inspire residents and business to be environmentally sustainable.

SSP3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Community Energy Efficiency Program	Develop and implement plans and programs for the Community Energy Efficiency Program (see Capital Program for expenditure).	Council conducted a tender for the installation of solar power systems to reduce energy costs at four of Council's highest energy use sites. Installation is scheduled for 2018-2019.	Ongoing 
2	Climate Change Adaptation Plan	Incorporate Climate Change Adaption Plan into designs of Council's renewal and capital works programs.	Designs were completed for Dunlop Reserve Seawall, Utz Reserve Seawall and Iron Cove Seawall which are adaptable for sea level rise.	Ongoing 
3	Climate Change Mitigation Plan	Incorporate Climate Change Mitigation Plan into designs of Council's renewal and capital works programs.	Council has progressively replaced older technology lights with LED technology. All new sports field lights were installed with LED technology. Council commenced a program of installing solar power on facilities that have the highest energy consumption, and included solar power for all new facilities.	Ongoing 
4	Community Garden Policy	Facilitate the development of community gardens. Implement the Rhodes Park Community Garden.	The Rhodes Park 5 Senses Garden was designed in consultation with stakeholders to include a Community Garden. Upgrades to the Rhodes Community Garden are scheduled for implementation in 2018-2019.	Ongoing 

SSP3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
5	Operate a sustainable Council fleet	Continue to assess plant and equipment selections for CO2 emissions, fuel consumption and operational suitability.	Council continued to operate a sustainable fleet through the procurement of fuel efficient vehicles that emit low levels of carbon emissions.	Ongoing 
6	Greenhouse gas reduction programs	Implement Council Greenhouse Action Plan, monitor greenhouse gas emissions and continue to research opportunities for increased renewables.	<p>Council continued to monitor greenhouse gas emissions through the Envizi platform.</p> <p>Council established an Energy Security team which focused on creating an energy security masterplan.</p> <p>A review of targets and reporting was commenced.</p> <p>A LED lighting upgrade was implemented at six small Council sites.</p> <p>Council participated in SSROC PEERS (Program for Energy and Environmental Risk Solutions) and have subsequently committed to sourcing 20% of Council's overall electricity consumption from a renewable source, commencing 1 July 2019. This, along with other projects, will see Council meeting it's 30% Renewable Energy target and bring it close to meeting our greenhouse gas reduction target of 35% by the end of 2019.</p> <p>Council has continued its Our Energy Future campaign with residents with a 24 hour hotline, receiving 43 calls and a campaign to 10,000 residents with 257 quotes, 13 solar sales and 20 home energy assessments conducted.</p>	Ongoing 

SSP3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
7	Undertake community and business education programs	Deliver the Schools Environmental Education Program and Sustainable Childcare Network.	<p>Schools network</p> <ul style="list-style-type: none"> • Council ran two Sustainable Schools Network meetings at Victoria Avenue Public School and Russell Lea Public School. Birdlife Australia and Kids Teaching Kids presented at each meeting. • Three primary schools and 1 high school participated in Take 3 – Reducing Single-use Plastics in Schools. • Seven schools awarded Small Environmental Grants, totalling \$16,000 for projects covering sustainable transport, food gardens, waste management and biodiversity. • 20 educators attended the meetings. <p>Childcare network</p> <ul style="list-style-type: none"> • Council ran two Sustainable Childcare Network meetings at Victoria Avenue Public School and St Andrew's Kindergarten. • The Refresh Project presented information about reducing plastic waste and Seed Harvest Spoon presented information about native bees and increasing biodiversity from your centre. • Preschools were offered environmental workshops. • 35 educators attended the meetings. 	Ongoing 
8	Undertake community and business education programs	Work with local residents to conduct a resident e-waste recycling day, support Clean Up Australia Day, conduct a household chemical cleanout day. Conduct Treading Lightly workshops and run other environmentally themed workshops.	25 environmental workshops and events were held reaching over 300 community members, with an average attendance rate of 84.3%. Workshops and events covered topics such as biodiversity, fauna, water wise gardening, solar and batteries, worm farming, Doggy Day Out, native bees, plastic free living, mangrove preservation and much more.	Ongoing 
9	Undertake community and business education programs	Work with local businesses to conduct a commercial e-waste recycling event and the Sustainable Business Program.	Council held a business e-waste collection in November with 13 businesses registered.	Ongoing 
10	Undertake community and business education programs	Develop communication and promotional materials including bulk household collection education materials, Sustainable Living E-zine, resource recovery and waste collection calendars and other education materials.	The sustainable newsletter was sent to the community each month. A sustainable living section was published in Bayside Brief each quarter.	Ongoing 






SSP3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
11	Undertake community and business education programs	Deliver community awareness programs on resource recovery and waste minimisation.	<p>530 households participated in the Household Chemical Clean Out, dropping off 20.6 tonnes of chemicals.</p> <p>2,937 community members participated in the Garage Sale Trail, with 100 garage sales and stalls held by residents. 11,735 items were listed for resale.</p> <p>Two workshops were delivered at the Rivendell Flower Show, one on worm farming and one on composting.</p> <p>37,500 brochures were delivered to the community, promoting the Community Recycling Centre for safe recycling of household problem waste.</p> <p>An e-waste collection day was held in February, collecting 17,992 kg of e-waste with a recycling rate of over 99%.</p>	Ongoing 
12	Facilitate the Sustainable City Committee	Facilitate regular meetings and seek to achieve outcomes.	<p>Council held two Sustainable City Committee meetings and farewelled the committee of five years in August.</p> <p>A new committee was named the Environmental Advisory Committee, which held three further meetings and established three sub-committee workshops looking at education, waste and litter and climate change.</p>	Ongoing 
13	Resource recovery trial projects	Offer half price residential compost bins, reverse contamination management, a trial of the use of recycling bags in unit developments, mattress recycling, 360L recycling and garden organics bins and 660L cardboard/paper only bins.	<p>Compost Revolution, a grant funded regional food waste minimisation program ended in November after three years. A total of 2,262 residents were engaged in the program, completing the online worm farming and composting tutorial. 528 households purchased half price worm farms, compost bins and worms which significantly reduced food waste to landfill. An additional 100 households purchased worm farms/compost bins from July to November.</p> <p>Nearly 2,000 mattresses were collected and recycled.</p> <p>A trial was initiated of InSinkErators in apartment buildings to reduce food waste to landfill.</p>	Ongoing 







SSP3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
14	Sustainable Food Strategy	Implement programs to support the Sustainable Food Strategy.	<p>The Sustainable Food Strategy was promoted at Ferragosto and Concord Carnival where residents were given free seeds to grow vegetables if they committed to one or more sustainable food actions.</p> <p>Council engaged Youth Food Movement to run a trial food campaign, The Cookluck Club, which aimed to empower young Australians to engage their peers about avoiding food waste. 10 Cookluck events were held.</p> <p>A Sustainable and Seasonal Cooking workshop was delivered.</p> <p>The Chiswick Community Garden went through a redesign and the Rhodes 5 Senses garden design was finalised.</p>	Ongoing 
15	Environmental Strategy	Implement the actions within the Environmental Strategy and report on the actions delivered throughout the year through a yearly summary report including tracking against targets.	<p>The State of Environment Report was produced with a detailed report on targets across the organisation.</p> <p>Emissions per resident (based upon emissions from gas and electricity) decreased from 0.045 to 0.039 tonnes of CO2e/resident, a reduction of 12%.</p> <p>Emissions Targets were met for 10% reduction in greenhouse gas emissions from transport fuel and 10% reduction in GHG emissions from office paper consumption.</p> <p>The Mind Our Mangroves program was implemented. The program was designed to reduce incidents of vandalism to mangroves in foreshores areas and increase understanding of the function of mangroves, and adverse environmental impacts of vandalism.</p> <p>77 people were engaged through four photography workshops and four guided walking tours, supported by mangrove education experts from Sydney Olympic Park.</p> <p>A nature art exhibition was held at The Connection, Rhodes. 13,450 people visited the exhibition and 40 students were engaged from Victoria Avenue Public School, who developed the public art installation. The project was promoted widely to the community.</p>	Ongoing 



Sustainable Spaces and Places 4


Goal: I live in a clean, healthy local environment.





Direction: We will maintain and enhance streets and open spaces and operate an effective sustainable waste service.




SSP4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Civil design services	Provide design services to deliver the capital works program.	Design services were provided to facilitate the delivery of Council's capital works program. Designs completed included the St Lukes Masterplan works, Yarralla Street renewal, Timbrell Drive/Bay Run and Preston Avenue seawall.	Ongoing 
2	Manage network of street lighting	Provide ongoing support for the SSROC street lighting improvement program. Provide ongoing administration of the level of service contract with Ausgrid. Manage the renewal of older style street lighting with LED technology. Administer carbon credit scheme in accordance with Federal Government requirements.	Council participated in the SSROC street lighting improvement program with the deployment of LED lights to reduce the operational cost of Council's street lighting system. Council continued claiming energy saving certificates associated with the LED deployment.	Ongoing 
3	Manage stormwater and drainage maintenance program	Develop stormwater and drainage annual maintenance programs.	Council regularly inspected its pit and pipe networks to remove blockages and repair damaged pits.	Ongoing 
4	Manage stormwater and drainage renewal program	Develop stormwater and drainage annual renewal programs.	Drainage renewal and relining works were commenced in line with the drainage renewal program. The design of Edwards Park trunk drainage system renewal was completed and is due for implementation in the second quarter of 2018-2019. Investigations commenced on the Polding Street to Bowman Street drainage upgrade.	Ongoing 
5	Maintain and cleanse local streets	Implement services to address street cleaning in parked-out areas.	Street cleaning was maintained on a rostered basis. A new approach was used to overcome parked-out areas through the use of mobile equipment.	Ongoing 

SSP4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
6	Manage stormwater and drainage maintenance program	Establish a schedule of works (including cleaning, maintenance and capital renewal) and dedicated resources for drainage infrastructure that poses significant risk.	The establishment of drainage maintenance activity enabled the allocation of dedicated resources to ensure appropriate levels of repair maintenance. Blockages were addressed through the use of specialised cleaning equipment.	Ongoing 
7	Manage stormwater and drainage renewal program	Undertake annual renewal programs (see Capital Program for expenditure).	Stormwater and drainage works were completed at the intersection of Altona and St Albans Streets, Cabarita Road and Bickleigh Street, Campbell Street drainage works and the Shoreline Drive grate replacement project.	Ongoing 
8	Street Tree Priority Program	Undertake works in accordance with priority listing for the removal of undesirable tree species (see Capital Program for expenditure).	Work was commenced on all the trees listed for removal and remediation work. Planning commenced for the 2018-2019 removal and replanting program.	Ongoing 
9	Waste management advice	Assess and provide comments for Waste Management Plans of relevant DA lodgements.	Assessment and commentary was provided to the Statutory Planning team relating to the Waste Management Plans for a range of development applications, including major new developments.	Ongoing 
10	Operate waste, recycling and garden organics collection/disposal program	Deliver recycling, garden organics, waste and bulk household collection services. Trial on-call bulk household collections for Multi Unit Developments (MUDs) in Rhodes.	37,500 properties per week were provided with waste services on a weekly basis and recycling/organics on a fortnightly basis. A community sharps collections at six pharmacies was provided. Council investigated the most effective bulk household service to provide value for money services to residents and achieve greatest sustainability outcomes.	Ongoing 
11	Operate waste, recycling and garden organics collection/disposal program	Deliver resource recovery services for recyclables, garden organics, mattresses, e-waste, metals and whitegoods, and dispose of residual wastes.	The following tonnes of waste were recycled or disposed of: <ul style="list-style-type: none"> • 7,650 tonnes recycling from yellow lidded bins • 4,378 tonnes of garden organics from green lidded bins • 18,695 tonnes of waste from red lidded bins • 2,452 tonnes from bulk household wastes and illegal dumping. • Over 600 households drove through the Community Recycling Centre and disposed of 1600 kgs of problem waste. • Nearly 2,000 mattresses were collected and recycled. 	Ongoing 

SSP4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
12	Operate waste, recycling and garden organics collection/disposal program	Manage collection and processing contracts at a local and regional level.	<p>Council continued to manage the waste and disposal contracts together with the regional recycling processing contract.</p> <p>Council liaised with SSROC Councils and a sub-committee to advise and guide Council on the implementation of the NSW Government's Container Deposit Scheme Legislation.</p> <p>A joint group of Inner West Councils was established for discussions and joint negotiations regarding the impact of the China Sword recycling material import ban and the NSW Government Container Deposit Scheme.</p>	Ongoing 
13	Operate waste, recycling and garden organics collection/disposal program	Monitor the performance of the Waste Hotline.	<p>Over 5,600 community enquiries were managed by the Waste Hotline.</p> <p>The Welcome On-hold message was updated to a more user-friendly and informative service for residents.</p> <p>Over 70,000 bulk household notifications and collection calendars were designed, printed and delivered to residents.</p>	Ongoing 

SSP4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
14	Operate waste, recycling and garden organics collection/disposal program	Undertake community education on waste management and recycling.	<p>The WasteLess in the Bay program was delivered:</p> <ul style="list-style-type: none"> • Residents were engaged through seven face-to-face events • Ferragosto and Concord Carnival saw an additional 800 residents commit to WasteLess in the Bay. Each resident received a free WasteLess in the Bay resource kit • 111 non-English speaking residents committed to WasteLess in the Bay at the Rhodes Moon Festival. <p>A composting workshop was held at Concord Community Garden.</p> <p>81 residents were engaged at four Food Matters workshops.</p> <p>The Bower Repair Cafe saw 58 residents enjoy repairing their broken items at six workshops.</p> <p>Five Reuse and Repair Cafes were held, educating over 80 total residents on repairing furniture and small electrical items for reuse.</p> <p>Clean Up Australia Day events held at 26 sites around the City of Canada Bay.</p> <p>Translated videos were maintained and continually available for access by residents, along with hardcopy bin bay signage.</p> <p>Council's website information was frequently updated.</p>	<p>Ongoing</p> 







SSP4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
15	Operate waste, recycling and garden organics collection/disposal program	Deliver waste and recycling services to all Council events and private events conducted on Council land.	The implementation of Council's event bin service resulted in the delivery, servicing and removal of 651 waste and 651 recycling bins at various events.	Ongoing 
16	Operate waste, recycling and garden organics collection/disposal program	Manage administrative and oversight requirements of waste contracts including: <ul style="list-style-type: none"> • application forms for additional services; • handling of complaints with regard to contractor services; • investigating and inspecting issues in the field; and, • reconciling all invoices for payment. 	All monthly tipping and collection service invoices were reconciled and paid in accordance with contractual obligations. Over 2,106 customer requests were completed by the Resource Recovery and Waste team relating to changes of waste services, complaints, operations and/or audits or investigations.	Ongoing 
17	Deliver Better Waste and Recycling Fund Program activities as funded by NSW Government program	Develop programs and submit Better Waste and Recycling Fund Action Plans to the Environmental Protection Agency and deliver projects funded.	Council implemented a number of Better Waste and Recycling Fund programs in line with grant funding, including litter bin infrastructure and free clothing and textile collections for all residents.	Ongoing 
18	Waste Management Strategy	Develop and implement a strategy that responds to the NSW Government's funding programs and waste diversion rate targets.	Council continued to develop waste management programs in line with Council's Environmental Strategy. Council continued research and planning with trials and projects implemented to achieve the NSW Government's funding requirements and waste targets.	Ongoing 





SSP4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
19	Integrated Littering Plan	Implement the Litter Strategy including targets and deliver the Implementation Plan.	<p>The implementation of the Litter Strategy resulted in a number of litter programs and projects including:</p> <ul style="list-style-type: none"> • 234 surveys conducted • \$38,1000 in grants received • Adoption of litter branding • A project on coffee cup reduction • Implementation of projects to enhance community awareness of litter • Engagement of partners including schools and not-for-profits to work collaboratively to reduce litter • 22 litter audits conducted at baseline locations. <p>The installation of new infrastructure included:</p> <ul style="list-style-type: none"> • 12 new bin cage bins • Four new wheelie bins • 10 doggy bag dispensers • 27 bin wraps • Refurbishment of four hot coal bins • Two trucks wrapped • Five talking bin sensors. 	Ongoing 
20	Rhodes Peninsula Place Plan	Consider waste collection services and minimisation strategies specific to the needs of the Rhodes community and deliver community education campaign focusing on dog ownership and being a good neighbour, including information translated into community languages.	<p>A dog ownership education program was rolled out as part of Council's litter strategy Let's Put Litter in its Place.</p> <p>The 'Bag it, Bin it' dog poo campaign was launched in Rhodes including:</p> <ul style="list-style-type: none"> • Eight dog poo audits conducted in four parks • Three additional poo audits conducted in Phoenix Park • 'Sad poo' flags • Dog owners educated about responsible pet ownership including dog poo and off-lead • Four targeted dog poo morning and evening patrols conducted • 60 glow in the dark pavement stickers installed • Six corflutes displayed showing audit results. <p>Education was conducted through Council's promotional channels including social media, @Rhodes enewsletters, the Bayside Brief and an Inner West Courier article.</p>	Ongoing 
21	Rhodes Peninsula Place Plan	Support sustainable business programs and the Young Professionals Network	No events were hosted.	Ongoing 

Sustainable Spaces and Places 5

Goal: I feel safe and comfortable using community spaces.

Direction: We will support projects and programs that address crime and safety and contribute to a safe community.






SSP5	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Operate a graffiti removal service	Operate the graffiti removal service, promote the graffiti hotline and provide graffiti prevention information to the community (including in Rhodes).	Council's graffiti removal service attended to both public and private locations to ensure that all incidents of graffiti were addressed promptly. 238 Graffiti incidents covering 971 square metres were reported and attended to.	Ongoing 
2	Emergency services management and liaison	Maintain updated databases on evacuation facilities and oversee other requirements as necessary. Provide space and support for SES at Council facilities.	Redrafting commenced of Council's Emergency Management Plan including the compilation of evacuation facilities.	Ongoing 
3	Regulate compliance to ensure community safety	Conduct local law and parking enforcement services.	The Law Enforcement and Parking Team continued to provide proactive and reactive daily monitoring. Action was taken when breaches were detected. Complaints were investigated and appropriate action taken within the related legislative provisions.	Ongoing 
4	Regulate compliance to ensure community safety	Provide animal management services which includes promotion of micro-chipping and the reduction of euthanasia rates.	Law Enforcement Officers continued to provide animal management services. Ongoing education and communication was conducted with the community and businesses, particularly veterinary hospitals to ensure that most, if not all animals were returned to their owners or rehomed. Approximately 1400 requests were actioned.	Ongoing 
5	Regulate compliance to ensure community safety	Offer a cost effective and efficient building inspection and compliance service.	The Building Services Team continued to provide an effective building inspection and compliance service in accordance with Council's Compliance and Enforcement Policy.	Ongoing 
6	Regulate compliance to ensure community safety	Undertake fire safety audits and inspections and issue certificates.	The Fire Safety Audit program was undertaken to ensure compliance with legislative provisions. An audit identifying all buildings with aluminium composite panels was completed.	Ongoing 



SSP5	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
7	Regulate compliance to ensure community safety	Investigate and resolve unauthorised works and use.	All complaints received regarding unauthorised works and use were investigated. Appropriate action was taken where required in accordance with legislative provisions.	Ongoing 
8	Regulate compliance to ensure community safety	Undertake inspections of swimming pool facilities (public, private and semi-public), take action against risks and issue certificates as required. Provide education to the community regarding swimming pool safety.	Councils Swimming Pool Barrier Inspection Program was undertaken in accordance with Council's Compliance and Enforcement Policy with 361 inspections undertaken and 279 compliance certificates issued.	Ongoing 
9	Community Safety and Crime Prevention Plan	Implement priority actions identified in the Community Safety and Crime Prevention Plan for 2017-18.	Council was not successful in achieving funding for the retail theft project. Council participated in Community Safety Precinct Committee meetings with Burwood Council.	Ongoing 
10	Facilitate the creation of community gardens	Support the development of future community garden sites across the City.	Construction of the Chiswick Community Garden commenced. The Drummoyne Community Garden site is no longer progressing. The Rhodes 5 Senses Garden design was finalised with construction commencing in 2018.	Ongoing 





Sustainable Spaces and Places 6


Goal: My City has attractive streets, village centres and public spaces.

Direction: We will enhance our local shopping centres, community spaces and residential streets and the infrastructure required to service them.

SSP6	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Provide street and footpath cleansing services	Maintain footpath and street areas and clean at frequencies commensurate with usage.	<p>Council maintained a two-weekly cycle of street cleansing services. An external provider was engaged to supplement the service during periods of heavy leaf drops.</p> <p>Footpaths were swept in shopping centres on an agreed service level based on pedestrian usage.</p>	Ongoing 
2	Facilitate and regulate development	Assess and process construction, building, occupation and complying development certificates and deliver an education program relating to environmental building options, alterations and additions, and complying development.	<p>Assessment and processing of all applications occurred in accordance with legislative provisions and time frames.</p> <p>Educational material was developed to highlight the service provided by Council including the assessments of complying development certificates.</p>	Ongoing 
3	Facilitate and regulate development	Assess and process planning applications	<p>The number of development applications and other planning applications received in the first six months of the financial year continued to increase, plateauing in the second six months.</p> <p>479 development applications were lodged with Council and an additional Statutory Planner was employed to improve processing times and clear the backlog of applications. The Statutory Planners continued to work overtime to reduce the number of outstanding applications.</p> <p>The number of Land and Environment Court Appeals lodged increased.</p>	Ongoing 
4	Facilitate and regulate development	Prepare Section 149 Planning Certificates.	2,487 Planning Certificates were issued.	Ongoing 
5	Prepare a Master Plan for Leeds Street and other land in Rhodes East	Implement the Station Precinct Master Plan and outcomes of the Priority Precinct for Rhodes East.	<p>Council worked cooperatively with the Department of Planning and Environment on investigations for the planned precinct in Rhodes East.</p> <p>Draft plans for Rhodes East were exhibited in October and November 2017.</p>	Ongoing 

SSP6	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
6	Station Precinct Rhodes Urban Renewal	Prepare a detailed public domain plan, including pedestrian, traffic and transport plans, for Walker Street and the other streets surrounding the Station Precinct in Rhodes.	<p>Concepts were prepared to inform a draft Public Domain Plan for the Station Precinct in Rhodes. Geotechnical investigations and electrical and landscape investigations were conducted to inform the detailed civil design.</p> <p>Upgrades to the public domain surrounding the Rhodes Station Precinct will progress following the completion of significant construction projects on private land within the precinct.</p>	Ongoing 
7	Administer developer contributions plans	Review and administer contribution plans and payments for S94, S94A and S93F agreements to enable the funding of infrastructure.	<p>Development contributions were monitored weekly.</p> <p>The Canada Bay Contributions Plan was updated to remove completed works and introduce new infrastructure items.</p>	Ongoing 
8	Assess and process Planning Proposals	Review strategic planning initiatives against the objectives and actions contained within the Canada Bay Local Planning Strategy.	<p>The Planning Proposal for 25 George Street, North Strathfield for the rezoning of land to facilitate apartments was endorsed by Council for submission to the Department of Planning and Environment.</p> <p>A Planning Proposal to rezone land at 7 Concord Avenue, Concord West was endorsed by the Eastern Sydney District Panel for submission to Gateway.</p> <p>A Planning Proposal at 160 Burwood Road, Concord was refused by Council due to concerns in relation to the size, density and scale of the development.</p> <p>Various Planning Proposals were finalised by Council and gazetted, including:</p> <ul style="list-style-type: none"> • A Planning Proposal to increase the maximum height and floor space ratio on Waterview Street, between Second Avenue and Barnstaple Road • A Planning Proposal to rezone land to facilitate shop top housing at 3 King Street, Concord West • A Planning Proposal to permit car parking on 8 Bevin Avenue, Five Dock in association with the Canada Bay Club • A Planning Proposal for housekeeping amendments to the Canada Bay Local Environmental Plan 2013. 	Ongoing 




SSP6	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
9	Preparation of Planning Studies	Prepare Planning Studies on a case by case basis to provide an evidence base for decision making.	<p>Background studies were prepared to inform the assessment of planning proposals on the FreshFood site (Bushells).</p> <p>An Affordable Housing Program was prepared to complement Council's application to be included in State Environmental Planning Policy No. 70 - Affordable Housing and the Rhodes East Planned Precinct.</p>	Ongoing 
10	Undertake a Housing Study	Prepare a local response to the District Plan released by the Department of Planning and Environment.	<p>A revised Eastern City District Plan was released by the Greater Sydney Commission and Council provided a submission on the draft plan.</p> <p>Council obtained grant funding from the Department of Planning and Environment to support the preparation of background studies to inform the preparation of a new Local Environmental Plan for the City of Canada Bay.</p>	Completed 
11	Undertake the Five Dock Urban Design Study	Complete implementation actions arising from the Five Dock Town Centre Urban Design Study.	A planning proposal to amend the controls that apply to certain land on Waterview Street was publicly exhibited for community feedback.	Completed 
12	Oversee Parramatta Road Urban Renewal	Complete background studies to inform draft planning controls for the Parramatta Road corridor (with Burwood and Strathfield councils).	<p>Council is proceeding with the implementation of the Parramatta Road Urban Transformation Strategy and is working cooperatively with Burwood and Strathfield Councils to implement the Strategy.</p> <p>Urban Design and Traffic/Transport consultants were engaged to undertake background studies that will be used to inform the recommended planning controls for the corridor.</p> <p>Work continued on the preparation of technical reports to inform the implementation of the Parramatta Road Strategy. This includes traffic and transport studies, an urban design study and an affordable housing analysis.</p>	Ongoing 

SSP6	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
13	Oversee Concord West Industrial Lands Urban Renewal	Implement the principles and outcomes of Concord West Master Plan.	<p>The Concord West Precinct Master Plan was prepared to inform the rezoning of certain industrial land in Concord West. It continues to be implemented through the processing of the following Planning Proposals:</p> <ul style="list-style-type: none"> • The Planning Proposal for 25 George Street, North Strathfield for the rezoning of land to facilitate apartments was endorsed by Council for submission to the Department of Planning and Environment • The Planning Proposal to rezone land to facilitate shop top housing at 3 King Street, Concord West was endorsed by Council for public exhibition • A Planning Proposal to rezone land at 7 Concord Avenue, Concord West was endorsed by the Eastern Sydney District Panel for submission to Gateway • A Planning Proposal for 176-184 George Street, Concord West. 	Ongoing 
14	Development Control Plans	Update the Canada Bay Development Control Plan to respond to planning needs.	<p>The Canada Bay Development Control Plan is reviewed regularly and amended to complement the Local Environmental Plan</p> <p>Council resolved to update the child care section of the Canada Bay Development Control Plan in response to recent legislative changes.</p>	Ongoing 
15	Oversee the delivery of the Rhodes Recreation Centre	Work with the developer and stakeholders to progress the development of the Rhodes Recreation Centre in line with the Voluntary Planning Agreement.	<p>Consultations occurred with the Rhodes community on their needs for the future Rhodes Recreation Centre which will inform the agreement with the developers.</p> <p>A risk assessment for the delivery phase of the project was endorsed by the project control group and a construction budget developed based on the cost plan by the Quantity Surveyor.</p> <p>An Operational Business Case based on the development application design was developed to inform decisions during detailed design.</p>	Ongoing 

Sustainable Spaces and Places 7

Goal: My City has attractive landscapes with sustainable development and where heritage is conserved.

Direction: We will encourage sustainable design and conserve and celebrate local heritage.

SSP7	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Manage local studies collection	<p>Catalogue Local Studies collection.</p> <p>Expand oral history and digitisation programs focusing on Rhodes. Continue to foster the partnership with the City of Canada Bay Museum.</p> <p>Maintain the volunteer program for assisting with digitising and cataloguing local studies material.</p>	<p>The Library trainee continued to digitise sporting group photographs.</p> <p>The Local Studies Librarian gave a popular presentation at Concord Museum to celebrate the unveiling of a restored 1890 map of Concord.</p> <p>Options for metadata harvest of Cumulus photograph database were evaluated, and a decision made to migrate metadata and digital objects to library management system.</p> <p>The Oral History collection was audited and the digitisation needs for the collection have been prioritised.</p> <p>Regular liaison was conducted with the City of Canada Bay Museum and a program for local scouts was delivered at the Museum.</p>	Ongoing 
2	Heritage advisory service	Provide free heritage advice to the public and review development applications and projects that include a heritage component.	<p>The Heritage Advisory service is a successful program run to support the conservation of local heritage.</p> <p>The Heritage Advisor provided the following services:</p> <ul style="list-style-type: none"> • DAs reviewed: 144 • Site inspections: 192 • Maintenance and minor works: 41. 	Ongoing 
3	Local heritage assistance program	Promote and administer Heritage Assistance Program, provide funding for eligible projects, administer progress of projects and report outcomes to Council and NSW Heritage Branch.	<p>The City of Canada Bay operates a Local Heritage Assistance Fund to encourage conservation work.</p> <p>Applications were invited for works to heritage items and contributory buildings in Heritage Conservation Areas. Applications were supported with a total of \$35,559 works being funded through the fund.</p>	Ongoing 





*Photo: The Learning Space,
The Connection, Rhodes*


3: Innovative and Engaged

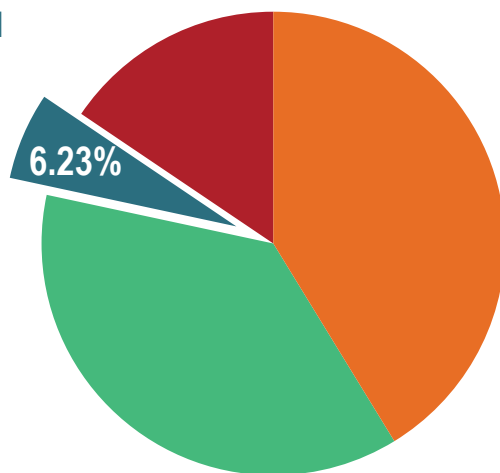
An innovative and engaged city is one served by an effective local council that works with its community to balance the needs of its many and diverse stakeholders. It is a city where collaboration and two-way flow of information between council and residents is transparent, where community infrastructure is prioritised and where community celebration is valued.

No.	Goals	Directions
IE1	I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council.	We will openly communicate and collaborate clearly to respond to local issues.
IE2	I know where to find the services I need and feel comfortable in accessing them.	We will promote local services in a variety of ways.
IE3	I know about events in the community and feel welcomed and encouraged to participate.	We will promote local events in a variety of ways.
IE4	My City is well managed and my needs are met through high quality services and well maintained facilities and infrastructure.	We will be innovative and apply good governance to meet community expectations and legislative obligations.

Total Projects = 91

Status of Projects

-  Completed = 29
-  Ongoing = 61
-  Deferred = 1



Expenditure by Theme

-  Active and Vibrant
-  Sustainable Spaces and Places
-  Innovative and Engaged
-  Thriving and Connected

Highlights

Communication and Collaboration

Council provided **customer service** to the community through multiple channels of communication, with approximately 222,788 interactions. Council participated in the National Local Government Customer Service Benchmarking Program and was ranked first in a number of contact areas with the community.

Council's new **Community Strategic Plan, YOUR future 2030** was developed. The community engagement stage was supported by a **Community Engagement Action Plan** and over 1,500 people made their voice heard by participating in the development of the Plan. The Plan identifies the aspirations and priorities for our community for the next decade and beyond.

Council retained its commitment to ensuring the community is engaged with opportunities to participate in and **contribute to local decision making** through consultation and other forms of engagement. Council's website was used to provide information and seek feedback from local residents to gain the community's thoughts and views on a range of projects and issues.

Promotion of Services

Council continued to commit to **informing the community** of its services through the media, websites, newsletters such as the Bayside Brief and Good Living, @Rhodes, e-newsletters, development of apps, and social media.

Council's website had over 1.2 million page views. The most visited pages were the Home Page, Contact Us, Library, Ferragosto and e-services.

Council's **social media** presence continued to grow. The corporate Facebook page grew from 4,500 to over 7,000 followers.

Promotion of Local Events

Council's **WhatsOn events** site was very successful with over 60,000 page views. On average, visitors to the site are viewing three different pages per session, highlighting that the site is successfully promoting multiple events to each visitor.

Council's Facebook page continued to **promote local events** including Ferragosto, Concord Carnival, and other community led events such as Cinema in the Park in Chiswick, Lunar New Year and the Rhodes Moon Festival, King of Concrete skateboard contest, the Breakfast Point Spring Fair and other Council sponsored community events.

Innovation, Good Governance, Continuous Improvement

The 2017-18 rate levy was issued on 16 July 2017 and amounted to \$51.8 million, comprising new financial year charges of \$50.7 million. Collections to the end of June 2018 were in line with expectations and equate to over 98 percent of the levy, which amounted to \$50.8 million.

Following the **Local Government elections** in September 2017, a three stage project plan for the development of the **Community Strategic Plan** was prepared that included research, community engagement and document development stages.

Development of the Community Strategic Plan known as YOUR future 2030 was finalised and adopted by Council resulting in an updated long term plan for Council and the community.

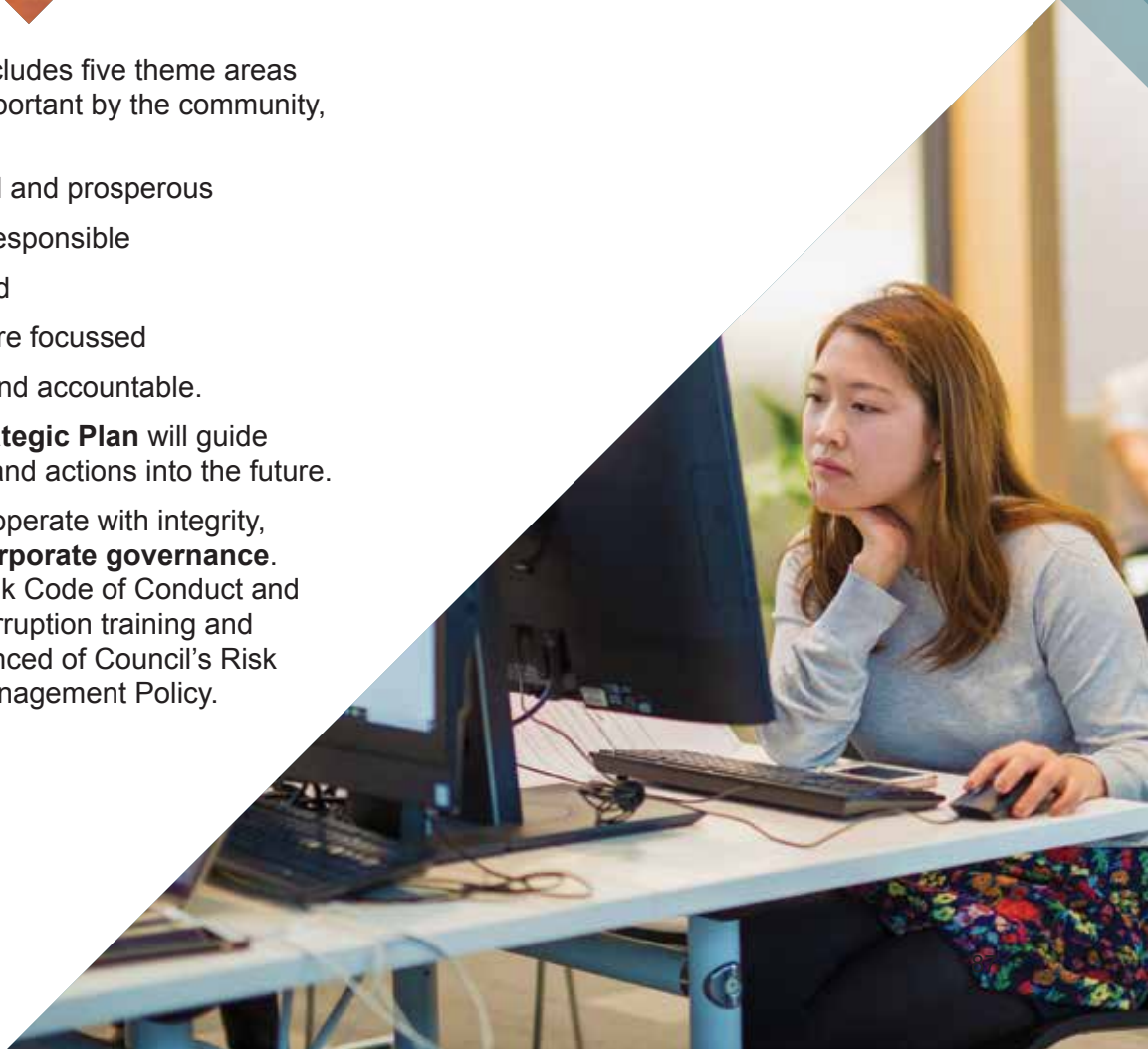


YOUR future 2030 includes five theme areas identified as being important by the community, this includes:

- Inclusive, involved and prosperous
- Environmentally responsible
- Easy to get around
- Engaged and future focussed
- Visionary, smart and accountable.

The **Community Strategic Plan** will guide Council's operations and actions into the future.




Council continued to operate with integrity, reviewing areas of **corporate governance**. Council staff undertook Code of Conduct and anti-fraud and anti-corruption training and a review was commenced of Council's Risk Register and Risk Management Policy.








Innovative and Engaged 1







Goal: I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council.



Direction: We will openly communicate and collaborate clearly to respond to local issues.

IE1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Office of the Mayor	Undertake administrative and other support as required.	Administrative and governance support was provided for the Mayoral Office, including Councillors.	Ongoing 
2	Support and liaise with community representative groups	Coordinate Community Associations working group.	Regular meetings were held with Drummoyne Oval Advisory Group, Community Associations Committee and the Cabarita Park and Wharf Group.	Ongoing 
3	Website maintenance and management	<p>Annually review and manage website content and update corporate website.</p> <p>Maintain social media and online communication platforms to meet community and Council needs.</p>	<p>The Media and Communications team initiated a website project to develop a new corporate website. Planning for the website project was finalised in 2017 with a launch planned for December 2018.</p> <p>The existing website had over 1.2 million page views. The most visited pages were the Home Page, Contact Us, Library, Ferragosto and e-services.</p> <p>Council's WhatsOn events site was very successful with over 60,000 page views. On average, visitors to the site are viewing three different pages per session, highlighting that the site is successfully promoting multiple events to each visitor.</p> <p>Council's social media presence continued to grow. The corporate Facebook page grew from 4,500 to over 7,000 followers and continues to grow.</p> <p>The Media and Communications team was also involved in the development of new websites for Five Dock Leisure Centre and the childcare centres and worked with IT to develop a new intranet for Council staff.</p>	Ongoing 

IE1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
4	Council brand development and management	Review corporate identity and sub-brand requirements.	This project was deferred.	Deferred
5	Develop and implement a online communication strategy	Review community and Council needs for newsletters in conjunction with other online communication to deliver to best practice standards.	The Council enewsletter template was redesigned to remove technical issues. The new template has been rolled out across Council. Additional newsletters previously produced as hard copy or emails are being moved to this platform.	Completed 
6	Communication Strategy	Audit and update Council's three-year Communication Strategy. Develop and implement 12-month communication plan/schedules to build community awareness of the services and projects delivered by Council.	An external review of Council's Media and Communications strategy commenced, and is due for completion by end of 2018.	Ongoing 
7	Rhodes Peninsula Place Plan	Deliver quality communications and review/develop channels tailored for the community in Rhodes.	<p>Council delivered quarterly printed newsletters to the residents of Rhodes and Liberty Grove as well as the monthly enewsletter.</p> <p>Council conducted consultations in Rhodes for Homebush Bay Circuit, Rhodes Recreation Centre and sought nominations for the Rhodes Community Committee.</p> <p>Council delivered and promoted the summer Revel in Rhodes event program including workshops, events and activities for all ages across the Rhodes Peninsula.</p>	Ongoing 
8	Complaint handling and resolution	Monitor organisational complaints to ensure complaints are responded to in a timely manner.	Council received 240 complaints. 55% of these were resolved within the required timeframe.	Ongoing 

IE1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
9	Provide customer service facilities	Provide high level customer services to the community and the organisation. Participate in benchmarking and mystery shopper programs to ensure independent evaluation of Council's Customer Services.	<p>Through multiple channels of communication, Council provided customer service to the community and had approximately 222,788 interactions including:</p> <ul style="list-style-type: none"> • Contact Centre - phone 141,562 • Contact Centre - webchat 2,772 • Contact Centre - email 7,049 • Counter - Civic Centre - 14,029 • Counter - remote site - 448 • Online appointments - 2,687 • Online requests - 23,069 • After hours - 3,666 <p>The City Canada Bay Customer Service team was recognised at the National Local Government Customer Service Awards winning the following awards:</p> <ul style="list-style-type: none"> • National Customer Service Excellence Award • Customer Experience Award • Highly Commended Customer Service Strategy • Finalist Innovations in Service Delivery. <p>Council achieved excellent results in the Annual Local Government Customer Service Benchmarking Report . The Report highlighted that Council Customer Service staff achieved above the service level target:</p> <ul style="list-style-type: none"> • Ranked first - Technology and Process • Ranked first - Productivity, at 98.1% compared to National average 62.9% • Ranked first - number of diverse customer service channels provided to the community, with eight options compared to average of five. • Ranked first - 20 technology processes surveyed, Customer Service team utilise 19, compared National average of 12. <p>Customer Experience</p> <ul style="list-style-type: none"> • Ranked first - contact resolution, 97% compared to National average 71.6% • Ranked first - customer service phone abandonment rate of 1.6%, compared to National average of 6.7% • Ranked first - low percent of customer service requests raised via phone, 8.4% compared to National average 30.4% • Ranked first - average number of customers served each day per FTE, 94.32% compared to National average of 51.34%. 	Ongoing 




IE1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
10	Manage Council meetings and provide support to Councillors in fulfilling their role	Ensure Council meetings are conducted in accordance with legislative and other requirements and support services are provided to Councillors as per Council policies.	Meetings were conducted in accordance with legislative and other requirements. Support services were provided to Councillors as per Council policies. A draft Payment of Expenses and the Provision of Facilities to Councillors Policy was adopted for public comment.	Ongoing 
11	Manage Council meetings and provide support to Councillors in fulfilling their role	Coordinate catering for Council functions and meetings.	Catering was provided for each formal Council event throughout the year.	Completed 
12	Rhodes Peninsula Place Plan	Maintain tourism apps and digital artworks, and manage public art and sections of the Rhodes website.	The Rhodes Walking App was promoted and the Rising Tide guided walking tour app was developed. The Rhodes website is no longer supported. Support was continued for the public art micro site.	Ongoing 
13	Rhodes Peninsula Place Plan	Work on Station Precinct opportunities for improved public transport infrastructure. Provide input into Rhodes East public transport program as opportunities arise.	A public art program was established with the developers. In Rhodes East community consultations were supported regarding ferry stops and regeneration of Rhodes East.	Ongoing 
14	Engage residents, ratepayers and other stakeholders in decision making about Council resources and other issues	Coordinate and support community engagement activities that identify community needs.	A Community Engagement Policy and Strategy were developed and adopted by Council. These documents provide the framework for how Council engages with the community. A Community Engagement Action Plan for the development of the Community Strategic Plan was developed and adopted by Council. Community engagement advice was provided to other sections of Council.	Ongoing 
15	Review and apply recommendations of 2012 Citizens' Panel	Finalise any outstanding Citizen's Panel work.	Citizen's Panel work was finalised.	Completed 

IE1	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
16	Customer Services	Develop a Customer Service Strategy for 2017-2020 that includes identifying the most appropriate channels of communication for the community.	<p>The Customer Service Strategy 2015-2017 was finalised with the following highlights achieved:</p> <ul style="list-style-type: none"> • Customer Connections - implementation of multi channel communication platform for the community to engage with the Council • Process implemented on integrated technology to improve and streamline customer interactions with Council • Optimal use of technology including online facilities of eservices, online bookings for duty officer and Justice of Peace appointments • Service performance, including extensive ongoing staff training facility with monitoring of call records and coaching on all calls received by Council. • The Customer Service Strategy 2018-2020 was developed. 	Completed 
17	Customer Services	Promote Council's Customer Services channels of communication and incorporate this strategy into Council's overall Communication Strategy.	Customer Service worked with the Media and Communications team to promote customer services to the community across all media channels.	Ongoing 

Innovative and Engaged 2

Goal: I know where to find the services I need and feel comfortable in accessing them.







Direction: We will promote local services in a variety of ways.

IE2	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Communication and Public Relations	Keep communication plans up to date to ensure public relations and communications relevantly promote Council services.	<p>The Media and Communication team managed all advertising for the Council (excluding recruitment), and designed, proofed and booked over 65 advertisements.</p> <p>The team also provided internal graphic design services to Council staff delivering 260 graphic design jobs over the period.</p> <p>Council issued 125 media releases and responded to over 100 queries from journalists which gained coverage with over 400 media stories. Media releases were used to keep Council's website and social media accounts up to date.</p>	Ongoing 
2	Develop a marketing strategy for Council's facilities and services	Develop specific marketing strategies for Council's facilities and key projects.	An internal feasibility study was conducted and it was determined that a Council-wide marketing strategy was not the appropriate approach to promoting facilities.	Completed 
3	Support community groups that provide local services	Review and maintain the LINCS Community Information database.	<p>The LINCS software was renewed with regular attendance at LINCS User Group meeting to stay abreast of trends in community information delivery.</p> <p>Regular updating of the LINCS community information database was ongoing, as was attendance at user group meetings.</p>	Ongoing 

Innovative and Engaged 3

Goal: I know about events in the community and feel welcomed and encouraged to participate.








Direction: We will promote local events in a variety of ways.










IE3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Support local community-led events	Oversee and deliver Council's Community Sponsorship Program.	Council supported 11 events run by local organisations through the Community Sponsorship Program.	Completed 
2	Communication Strategy	Manage potential issues when they arise and provide transparent, factual communication to the community.	The Media and Communications team responded to and provided advice and support to senior managers in relation to issues arising.	Ongoing 
3	Work with and support local sporting associations	Facilitate summer and winter sporting forums, training and other communications.	Both winter and summer sporting forums were held.	Ongoing 
4	Support local community-led events	Support street parties in the local community.	Council continued to provide support for Christmas street parties inclusive of risk management for each application.	Ongoing 
5	Rhodes Peninsula Place Plan	Work in partnership to utilise private and commercial spaces for public activation and promote a shared village atmosphere.	Partnerships were developed as part of the Rhodes Peninsula Place Plan. A partnership was implemented with IKEA for pop up activations in Union Square and Make Music Day activities. Support continued with the shopping centre. The BBBRun was held in March.	Ongoing 
6	Support local community-led events	Promote Council's services and implementation of capital works to the community at local events and fairs. Gain input and feedback from the community about Council projects at Council events.	Customer Service staff were present at Ferragosto, Concord Carnival, On Your Bike, Rhodes Moon Festival and the Lunar New Year providing information on Council's key projects.	Ongoing 









Innovative and Engaged 4







Goal: My City is well managed and my needs are met through high quality services and well maintained facilities and infrastructure.






Direction: We will be innovative and apply good governance to meet community expectations and legislative obligations.






IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
1	Integrate service delivery with operational planning and reporting	Oversee the operation of Council's Executive Services division.	The Executive met weekly to ensure operations were coordinated and integrated across the organisation.	Ongoing 
2	Integrate service delivery with operational planning and reporting	Oversee Council's merger during transition process should the merger proceed.	The merger did not proceed.	Completed 
3	Manage Council's finances in accordance with Long Term Financial Plan	Regularly review savings, efficiencies and revenue opportunities.	The organisation's financial position was reviewed and reported to Council quarterly.	Ongoing 
4	Participation in Local Government NSW and Southern Sydney Regional Organisation of Councils	Be involved in projects and programs as appropriate.	Council attended Southern Sydney Regional Organisation of Councils meetings as required.	Ongoing 
5	Integrate service delivery with operational planning and reporting	Oversee the operation of Council's Corporate Services division.	Operation of the Corporate Services Division including Finance, Information Systems, Customer Service and Governance and Risk continued satisfactorily.	Ongoing 
6	Integrate service delivery with operational planning and reporting	Oversee Corporate Services priority actions relating to Council's merger, should the merger proceed.	Merger did not proceed.	Completed 
7	Procurement management	Oversee best practice procurement across the organisation.	Council commenced a Strategic Procurement Review with Local Government Procurement and ARC Blue.	Ongoing 



IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
8	Integrate service delivery with operational planning and reporting	Oversee the operation of Council's Community Development division	Key outcomes of the division included: <ul style="list-style-type: none"> • The delivery of the Community Strategic Plan, YOUR future 2030, involving extensive community engagement • The completion of Council's Delivery and Operational Plans • A Five Dock Leisure Centre equipment tender was run, and new equipment installed • A crèche review completed with recommendations implemented • Swim centres off-season works were completed • The Concord Library acoustics project progressed • Architects began to develop concept plans to deliver concierge model customer service in the libraries. 	Completed 
9	Integrate service delivery with operational planning and reporting	Oversee Community Development's priority actions relating to Council's merger, should the merger proceed.	Merger did not proceed.	Completed 
10	Integrate service delivery with operational planning and reporting	Integrate service delivery as required.	All areas of operations of the Planning and Environment division were completed satisfactorily.	Ongoing 
11	Integrate service delivery with operational planning and reporting	Oversee Planning and Environment's priority actions relating to Council's merger, should the merger proceed.	Council mergers were abandoned in July 2017.	Completed 
12	Integrate service delivery with operational planning and reporting	Manage operation of Council's Technical Services and Operations division.	The 2017-2018 capital works program was delivered. All operational services of the Technical Services and Operations division were completed.	Ongoing 
13	Integrate service delivery with operational planning and reporting	Oversee Technical Services and Operations Division's priority actions relating to Council's merger, should the merger proceed.	The merger did not proceed. Discussions continued with Councils on collaboration opportunities for shared services and improved efficiencies.	Ongoing 
14	Manage Council's workforce in accordance with Workforce Management Strategy	Review the Resourcing Strategy - Our Workforce following the development of the new Community Strategic Plan.	A new Resourcing Strategy, Our Workforce 2018-2021 was completed.	Completed 
15	Manage Council's workforce in accordance with Workforce Management Strategy	Convert hard copy employment files to electronic versions.	The conversion of hard copy employment files to electronic versions was completed.	Completed 
16	Manage Council's workforce in accordance with Workforce Management Strategy	Develop a collaborative and cooperative culture through engagement of staff in supporting and living the corporate values.	A staff survey was completed, leading to the establishment of working groups on Communications and Trust, WHS, and Workplace Bullying.	Ongoing 



IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
17	Manage Council's workforce in accordance with Workforce Management Strategy	Implement a schedule for reporting expiry of mandatory certifications to managers.	Reporting on expiry of mandatory certifications was issued to management when performance reviews were undertaken. Licence expiry dates were collected and recorded. Performance Review templates were updated to include tracking and sighting of relevant qualifications.	Ongoing 
18	Manage Council's workforce in accordance with Workforce Management Strategy	Undertake business improvement initiatives using the BEIT program methodology.	Two business reviews were completed, including: • A review of the efficiency of the Development Assessment Process • A review of administration support services in TS&O.	Completed 
19	Manage Council's workforce in accordance with Workforce Management Strategy	Undertake Human Synergistics Group Styles Inventories Workshops for teams upon request.	A Group Style Inventory Workshop was conducted for the Media and Communications team.	Ongoing 
20	Manage Council's workforce in accordance with Workforce Management Strategy	Participate in the Local Government Performance Excellence Program.	Council participated in the Local Government Performance Excellence Program.	Ongoing 
21	Manage Council's workforce in accordance with Workforce Management Strategy	Actively manage claims and rehabilitation to ensure timely return to duty and minimisation of cost.	Efforts to ensure timely return to work were pursued, including investigations into an online management tool to further support efficient internal claims management processes. StateCover provided a premium rebate in recognition of Council's above average performance.	Ongoing 
22	Manage Council's workforce in accordance with Workforce Management Strategy	Promote the availability of the Employee Assistance Program to staff and investigate opportunities to enhance Council's capacity to manage staff wellbeing.	A process to change the Employee Assistance Provider was commenced. A monthly newsletter on various health and wellbeing topics was distributed to staff.	Ongoing 
23	Workforce Management Strategy	Implement actions contained within the Resource Strategy – Our Workforce.	Where possible, actions contained within the Resourcing Strategy were implemented. Some projects were suspended due to the prior amalgamation process. All actions were reviewed during the development of the new Workforce Strategy - Our Workforce 2018-2021.	Ongoing 
24	Document management and records	Develop systems to ensure information access legislation is complied with and maintain Records Management and Disposal Policy.	Information access legislation was complied with and formal applications processed within legislative timeframes. 413 Government Information Public Access (GIPA) applications were processed with 80% relating to property/development enquiries. Records were disposed of in accordance with Council's Records Management Disposal Policy.	Ongoing 








IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
25	Risk and insurance management	Manage ongoing processing of claims. Coordinate use of Echelon to manage public liability claims on behalf of Council.	103 public liability claims and 23 golf ball claims were processed by Echelon Australia, Council's claims consultant.	Ongoing 
26	General governance requirements	Manage Council's legislative compliance register, process and reporting program.	Council's Legislative Compliance Register was updated and complete as at 30 June 2018.	Ongoing 
27	Business Continuity Plan	Conduct annual review of Business Continuity Plan and relevant sub plans.	Business Continuity Planning and relevant sub plans were reviewed. Live testing to be undertaken in October 2018.	Ongoing 
28	Fraud Risk Assessment Strategy	Review Fraud and Corruption Policy, maintain Council's Fraud and Corruption Control Plan and administer Council's Audit and Risk Management Committee.	329 Council staff undertook Code of Conduct and anti-fraud and anti-corruption training. Code of Conduct training was provided at induction for new staff. The Annual Audit plan was approved by the ARI Committee.	Ongoing 
29	Integrated Risk Management Plan	Maintain and review Integrated Risk Management Plan and develop controls to minimise risks identified in the Plan.	A review was commenced of Council's Risk Register and Risk Management Policy. Approximately 48 Risk Assessments were undertaken. Council's Risk Officer attended six team meetings to promote and assist in risk compliance. A review of Council's Risk Management Framework was conducted by InConsult. Insurance Risk Framework review meetings held with relevant stakeholders to ensure adequate insurance coverage for Council. Ongoing training in risk assessment was provided to staff.	Ongoing 
30	Records Strategic Plan	Continue actions identified in Records Strategic Plan.	Actions in the Records Strategic Plan were undertaken including the scanning and registering of over 1654 files. A review was conducted of the Legal Documents Register resulting in the disposal of redundant files. Ongoing staff training was conducted resulting in additional skill sets for staff in Government Information Public Access (GIPA) application processing and staff supervision.	Ongoing 







IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
31	Manage Council's workforce in accordance with Workforce Management Strategy	Continue to upgrade WHS procedures in line with Legislative requirements.	<p>Workplace, Health and Safety policies and procedures were reviewed as scheduled including a review of Safe Work Method Statements.</p> <p>Heat stress procedures were monitored for compliance twice during December 2017.</p> <p>Five incident reports were completed and finalised with recommendations for supervisors.</p> <p>WHS Committee elections were completed.</p> <p>Portable defibrillator purchased for external Council events.</p> <p>Onsite inspections commenced for staff and contractors.</p> <p>Hepatitis AB and tetanus program was undertaken for all at risk staff.</p>	Ongoing 
32	Manage Council's workforce in accordance with Workforce Management Strategy	Maintain current healthy lifestyle programs including Staff Health Fair.	<p>Healthy lifestyle programs including yoga, soccer, touch football and boot camp were scheduled for staff to participate in outside of work hours.</p> <p>Staff were provided with access to wellness days and wellbeing services provided by external agencies.</p>	Ongoing 
33	Manage Council's finances in accordance with Long Term Financial Plan	Maintain discretionary and non-discretionary reserves.	<p>Actual income to date of \$98 million exceeded the projected annual Operating Income of \$88.9 million.</p> <p>Actual expenditure of \$86.6M was slightly more than projected expenditure of \$86.4 million.</p>	Completed 
34	Manage Council's finances in accordance with Long Term Financial Plan	Manage Council's rating system.	<p>The 2017-18 Rate Levy was issued on 16 July 2017 and amounted to \$51.8 million, comprising new financial year charges of \$50.7 million.</p> <p>Collections for the 12 months ending June 2018 were in line with expectations and equate to over 98% of the levy, which amounted to \$50.8 million.</p>	Completed 
35	Manage Council's finances in accordance with Long Term Financial Plan	Administer accounts payable and accounts receivable.	<p>The Accounts Payable and Accounts Receivable operational team has been operating to Service Standards.</p> <p>The Accounts Receivable area continues to support the Business Units with invoicing and collections.</p> <p>Aged Debtors are managed according to the Debt Recovery Policy.</p>	Completed 

IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
36	Manage Council's finances in accordance with Long Term Financial Plan	Manage investment of funds.	<p>Monthly reports have been submitted to Council detailing investments held.</p> <p>As at 30 June 2018, the portfolio amounted to \$93 million. By comparison, at 30 June 2017, the portfolio amounted to \$89 million.</p>	<p>Completed</p> 
37	Long Term Financial Plan	Annually update Long Term Financial Plan.	<p>Long term financial forecasts were updated for the period 2018-2029.</p> <p>Results for the year ending 30 June 2018 reflect a more favourable position than forecast.</p> <p>Council has adopted a Sustainable Assets and Sustainable Services Strategy that delivers asset renewal and asset maintenance funding at the required levels as modelled in the Asset Management Plans.</p>	<p>Completed</p> 
38	Manage Council's Finances in accordance with Resourcing Strategy	Provide financial support across the organisation including preparation of management reports and external statutory reporting.	<p>The annual financial statements were presented to Council for the 2016-2017 financial year by 30 November 2017 as required by the Local Government Act.</p> <p>Financial management reports were produced on a monthly basis for review by Executive with quarterly budget reviews presented to Council for the periods ending September 2017, December 2017 and March 2018.</p>	<p>Completed</p> 
39	Manage Council's Finances in accordance with Resourcing Strategy	Review overarching Resourcing Strategy - Our Finances as part of the next Integrated Planning and Reporting process.	The Long Term Financial Plan, Asset Management Plans and Work Force Plans were updated and presented to Council for adoption in June 2018.	<p>Completed</p> 
40	Rhodes Peninsula Place Plan	Support the work of the Rhodes Residents Committee and Place Committee.	A new Rhodes Community Committee has been appointed having received 22 applications, and is productively supporting local events.	<p>Ongoing</p> 

IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
41	Complete the replacement of Council's information systems	<p>Undertake a review and redesign the Strategic Asset Management System to enable assets management and in-field data collection.</p> <p>Review the mapping systems to enable web-based mapping and to stream-line internal mapping use.</p> <p>Rollout Employee Self Service for online leave and payroll enquiries.</p> <p>Upgrade the document management systems to ECM 4.03.</p> <p>Implement some components of the mobile workforce platform.</p>	<p>The Strategic Asset Management System was reviewed to support infield data collection. A business and project plan was drafted with scoping and implementation expected in early 2019.</p> <p>Technology One's Intramaps mapping suite was successfully implemented and is now live for all staff.</p> <p>The rollout of employee self-service for online leave and payroll was completed.</p> <p>Work continued on document management system upgrade. ECM 4.03 is expected to be operational in October 2018.</p> <p>Work to progress Mobile workforce platform proceeded with the preparation of a business case and draft project plan.</p>	Ongoing 
42	Information technology services	Continue the ongoing enhancement of existing Information Systems to support staff and business systems.	Information system upgrades were implemented including a refresh of the laptop fleet, Library PC's, Library print and internet booking systems, Technology One, Library Catalogue and Borrowing applications, parking and enforcement systems (including in-ground sensors and migration to the Cloud), Dial Before You Dig migration to the Cloud, server recovery and Disaster Recover infrastructure.	Ongoing 
43	Review demographic data as it becomes available	Revise demographic data in line with 2016 Census and update information on Council's website.	<p>Council's online community profile was updated following the release of the 2016 census data.</p> <p>An information kit including demographic information and known challenges and opportunities was prepared to support engagement activities for the development of the Community Strategic Plan.</p> <p>Regional Population Forecasts were prepared to assist in long term planning.</p>	Completed 

IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
44	Integrate service delivery with operational planning and reporting	<p>Co-ordinate the review and update of Council's Integrated Planning and Reporting documentation including: Delivery Plan, Operating Plan, 6 Monthly Progress Reports and Annual Report.</p> <p>Provide corporate planning support to Management Team.</p> <p>Co-ordinate participation in the Local Government Performance Excellence Program.</p>	<p>The 2016-17 Annual Report was developed and adopted by Council.</p> <p>A review of the layout and structure of the Community Strategic Plan, Delivery Program and Operational Plan was undertaken and a project plan outlining the process for updating each of these documents was developed.</p> <p>Coordination of data input for the Local Government Performance Excellence Program was undertaken.</p> <p>Development of the Community Strategic Plan - YOUR future 2030 was finalised and adopted by Council resulting in an updated long term plan for Council and the community.</p> <p>Development of the 2018-21 Delivery Program and 2018-19 Operational Plan was finalised and adopted by Council.</p> <p>Ongoing support was provided to the Leadership Team.</p>	Completed 
45	Develop and manage FuturesPlan20 Alliance Program	Develop a new Community Strategic Plan in partnership with key stakeholders.	<p>A three stage project plan for the development of the Community Strategic Plan was prepared that included research, community engagement and document development stages.</p> <p>The community engagement stage was supported by a Community Engagement Action Plan and over 1,600 people participated in a range of engagement activities.</p> <p>Development of the Community Strategic Plan known as YOUR future 2030 was finalised and adopted by Council resulting in an updated long term plan for Council and the community. YOUR Future 2030 includes five theme areas identified as being important by the community, this includes:</p> <ul style="list-style-type: none"> • Inclusive, involved and prosperous • Environmentally responsible • Easy to get around • Engaged and future focussed • Visionary, smart and accountable. 	Completed 

IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
46	Manage buildings renewal program	Upgrade Drummoyne Pool changing rooms.	Upgrade plans were completed and work commenced on the upgrade to the Drummoyne Pool changing rooms at the end of the 2017-18 swimming season. This work is scheduled for completion in August 2018.	Ongoing 
47	Manage buildings renewal program	Upgrade the foam pit, refurbish the sports hall's viewing area and install screens in foyer of Five Dock Leisure Centre.	The upgrade to the foam pit, viewing area and screens were all completed on schedule.	Completed 
48	Manage buildings renewal program	Upgrade the audio sound system and irrigation and watering system at Wellbank Children's Centre and heating and cooling for the outdoor playspace at Victoria Avenue Children's Centre.	All upgrades were completed.	Completed 
49	Sustainable Procurement Strategy	"Work on tenders and run a pilot project. Develop Green Office Policy."	The Green Office Policy was developed. Implementation is on hold to ensure integration with other Council policies.	Ongoing 
50	Geographic information systems	Maintain and develop spatial and property data systems to support Council planning and decision making.	New web based mapping software was implemented for use by staff. The new mapping software was supported by a new database management system. Mapping services were regularly provided to staff to assist with planning and decision making. Council's property management system was regularly updated to include new land street address information.	Ongoing 
51	Manage buildings maintenance program	Develop and implement annual building maintenance programs.	The building maintenance program was developed and implemented. The building maintenance team worked on the program in line with the allocated budget.	Completed 
52	Manage buildings renewal program	Develop and implement annual building renewal programs.	Works undertaken as part of the Building Renewal Program included the refurbishing of the change room and toilets at Drummoyne Pool, and the replacement of the roof including skylights and energy saving lighting at the Drummoyne Community Centre.	Completed 

IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
53	Property Strategy	Undertake priority tasks contained within the Property Strategy in regular consultation with Councillors.	<p>A development application was lodged for construction of two dual occupancy dwellings at 283 Concord Road, Concord West, listed within the Property Strategy for redevelopment.</p> <p>An Expression of Interest was released and a shortlist nominated for the redevelopment of Waterview Street and Kings Road car parks for redevelopment to mixed use while maintaining public parking.</p> <p>The project was put on hold awaiting an announcement from the State Government of the metro stations within the City of Canada Bay.</p>	Ongoing 
54	Property Strategy	Continue to negotiate the transfer of land as needed to allow development and construction of required services to the community.	<p>No new land was transferred to Council.</p> <p>A preliminary agreement was reached with WestConnex/Sydney Motorway Corporation for the transfer of land following completion of the M4 East works.</p>	Ongoing 
55	Management of Council venues for hire	Manage properties and leasing of Council investment properties, community facilities, footpath dining, advertising spaces and operational buildings.	<p>An Expression of Interest was released for large format advertising.</p> <p>Council's property portfolio was managed professionally as required.</p>	Ongoing 
56	Manage buildings renewal program	Construct new amenities building for Campbell Park.	Construction of a new amenities building at Campbell Park was completed in time for the beginning of the soccer season. The new community room was promoted.	Completed 
57	Manage buildings renewal program	Liaise with RMS/ WestConnex for the purchase of any surplus land following the completion of WestConnex.	<p>Council attended monthly meetings with WestConnex representatives to discuss project progress and issues.</p> <p>Discussions continued on land being considered for transfer to Council or for potential acquisition.</p>	Ongoing 
58	Manage Council's assets in accordance with Asset Management Strategy	Undertake review of Resourcing Strategy - Our Assets in line with development of the new Community Strategic Plan, and implement.	<p>A review of the Resourcing Strategy - Our Assets was prepared in line with the Community Strategic Plan.</p> <p>A three year capital works program, and an indicative ten year capital renewal programme were prepared.</p>	Ongoing 








IE4	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
59	Manage Council's assets in accordance with Asset Management Strategy	Implement asset management improvement strategies to address gaps in knowledge and operation.	An Asset Management Working Group was established to share knowledge and develop an action plan to improve Council's asset management performance. An Asset Management Improvement Plan was prepared.	Ongoing 
60	Asset Management Strategy	Implement sub-plans and programs in accordance with Asset Management Plans.	Council's Asset Management program for 2017/18 was developed and asset renewal works completed. A continuous effort was made to collect asset data and update the asset management register regularly.	Ongoing 
61	Development of income generating civil works projects	Refine driveway construction process to align with DA approval process, and non-DA related applications.	The driveway construction process refinements were implemented to align with the Development Application approval process, and non-DA related applications.	Ongoing 
62	Manage fleet and plant replacement program	Implement a five year rolling program for fleet replacement, and continue to incorporate the principles of greenhouse gas emissions and to optimise resale value.	Fleet and plant items were purchased as per replacement program.	Ongoing 
63	Manage buildings maintenance program	Implement scheduled work to provide more cost-effective outcomes.	Building maintenance programs were implemented at The Connection, Rhodes and Wellbank Children's Centre.	Ongoing 
64	Fleet management	Manage Council's Fleet to ensure that the fleet is maintained at a cost-effective level, and in accordance with manufacturer's specifications.	Council's Fleet was maintained in accordance with manufacturer's requirements and specifications.	Ongoing 
65	Manage buildings renewal program	Implement buildings renewal program as defined by Manager Building and Property.	Building renewal program works were carried out including: <ul style="list-style-type: none"> • Depot storage shed demolition and creation of additional car parking • Campbell Park amenities building • Quarantine Park Cow Shed refurbishment • Concord Oval toilet upgrade • Civic Centre toilet upgrade. 	Ongoing 



Photo: The Digital Gallery,
The Connection, Rhodes



4: Thriving and Connected

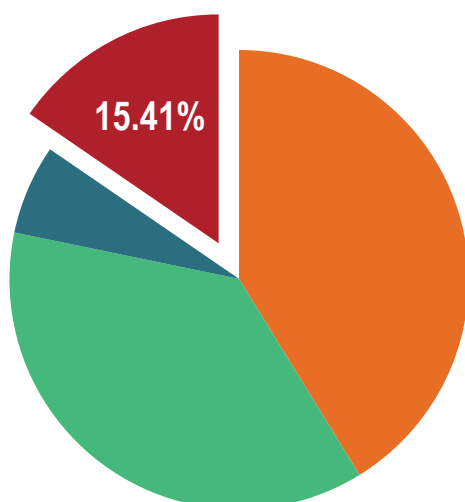
A thriving and connected city has successful local economic development and is served by well-functioning transport and roads. People in a thriving and connected city can get around easily in a variety of ways and have access to prosperous village centres and exciting destinations. A thriving and connected city enjoys a range of employment, educational and residential options for residents.

No.	Goals	Directions
TC1	My City has a range of housing options.	We will encourage and support the provision of a diverse range of housing stock which responds to changing needs.
TC2	I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City.	We will develop, enhance and promote walking and cycling facilities in the area.
TC3	I can get where I need to go safely without too much delay.	We will maintain local roads and footpaths to ensure they are safe and accessible and lobby for better road networks.
TC4	I have good day-to-day public transport options which take me to the places I need to go.	We will use and lobby for public transport and sustainable transport options.
TC5	I have access to an attractive village centre near where I live where I can socialise and shop for the day-to-day things I need.	We will use local shopping centres.
TC6	I am able to expand my skills and strengths while still working close to home.	We will nurture opportunities for local employment, education and skills development.
TC7	I live in a city with attractive tourist destinations.	We will create and maintain sustainable tourism destinations.
TC8	I have access to local businesses of a high quality, global standard.	We will develop and support business parks and large enterprises based in our area.

Total Projects = 63

Status of Projects

-  Completed = 4
-  Ongoing = 58
-  Deferred = 1



Expenditure by Theme

-  Active and Vibrant
-  Sustainable Spaces and Places
-  Innovative and Engaged
-  Thriving and Connected

Highlights

Housing Options

The **affordable housing portfolio** was maintained at 26 dwellings and was managed in accordance with the Affordable Housing Policy and Property Strategy Principles.

Council commenced the preparation of background analysis to inform an affordable housing program for the **Parramatta Road Corridor**.

Council worked with the Department of Planning and Environment on draft plans for the **priority precinct in Rhodes East**.

The **Concord West Master Plan** was prepared to inform the rezoning of certain industrial land in Concord West.

Walking and Cycling

Implementation of the annual **Footpath Maintenance and Renewal Program** also included **water bottle refill stations**. Footpath defects were identified and prioritised for renewal, and water bottle filling stations were installed in Cintra Park and St Lukes North.

The **2017 NSW Bike Week** event, On Your Bike, was held in Rhodes. BayBUG and other bicycle groups attended, promoting safe cycling. The event provided information to the community regarding cycling and promoted local cycling infrastructure and services.

New **shared paths** were constructed in Mutton Reserve, and another to link Zoeller Street to Exile Bay. **Cycleway renewal** programs were undertaken at Arthur Street, Henley Marine Drive, and the Zoeller Street shared path.

Planning commenced for **new/upgraded cycle routes** identified in the **Parramatta Road Corridor** planning documents.

A number of measures were implemented to ensure local roads and footpaths were safe and accessible, including:

- Introducing 40km/hr **speed traffic calming** measures in Rhodes
- The annual **kerb and gutter renewal** program saw 1,100 metres of kerb and gutter renewed, a **98 percent increase** on the previous year

- A **school traffic facility** upgrade was conducted at Brays Road
- An **upgrade of traffic facilities** including speed humps was conducted at Blackwall Point Road, Broughton Street, Wellbank Street and Flavelle Street.

Council implemented the '**Look out before your step out**' campaign across the Local Government area in collaboration with the Centre for Road Safety. The campaign focused on highly pedestrianised areas, aiming to improve pedestrian safety on higher risk urban roads.

Council ran two **child restraint fitting** days and a Graduate Learner Supervisor Workshop.

Better Public Transport

The **Chiswick Wharf interchange** was upgraded and publicised through local e-newsletter and the Council website. The upgrade was part of the Transport Access Program – an initiative to deliver modern, safe and accessible transport infrastructure.

The **Active Adults** and the **Bay Connection** bus trips continued to operate at 100 percent capacity.

Draft plans for **Rhodes East** were prepared to minimise future traffic generation, encourage walking and the use of public transport.

Council worked collaboratively with key stakeholders to **advocate for the public transport needs** of the community. Liaison continued with Roads and Maritime Services regarding proposals to improve the efficiency of the M41 bus route and the Cabarita Park and Abbotsford Ferry Wharf upgrade. Advocacy was also undertaken for additional bus services within the City of Canada Bay.

Council attended workshops providing feedback regarding potential Metro West station locations.



Village and Shopping Centres

The Great North Road Streetscape upgrade from Lyons Road to Henry Street was completed. This work continued the revitalisation of the **Five Dock shopping village** seeing it transformed as a better place to live and work, with improved opportunities for investment and an enhanced built environment.

A **Facade Improvement Program** was implemented in Victoria Avenue and Queen Street, Concord West. Businesses took up the opportunity to upgrade their shop frontages, increasing the appeal of the shopping district.

Support was provided for **local business** chambers including Majors Bay Road Christmas program and Santa campaign, May Madness, and Make Music Day.

The implementation of the **Chiswick Place Plan** and **Concord West Action Plan** progressed with numerous initiatives contributing to the overall attractiveness of the shopping districts with artworks, signage, new vegetation and Christmas campaigns.



Local Employment, Education and Skills

Council worked closely with businesses throughout the City to ensure **shopping and business hubs** could be as active as possible.

Council facilitated upskilling the local community through collaborative initiatives. This included supporting and assisting the Chiswick Community Activities Group in developing the Movies Under the Stars community event, forming a new **partnership with Arts Hub** for digital art exhibitions, and a community exhibition to celebrate our natural flora and fauna and our special places.

Sustainable Tourism





The **Colours of Canada Bay** visitor program was delivered including video promotion, and a Glove Box Tour of Great North Road.




Support was provided to Birkenhead Point in promoting the **ferry service to Drummoyne**.

Thriving and Connected 1

Goal: My City has a range of housing options.

Direction: We will encourage and support the provision of a diverse range of housing stock which responds to changing needs.









TC1	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
1	Property Strategy	Manage Council's affordable housing property portfolio in accordance with the Property Strategy.	<p>The affordable housing portfolio was maintained at 26 dwellings.</p> <p>The affordable housing portfolio was managed in accordance with the Affordable Housing Policy and Property Strategy Principles.</p>	Ongoing 
2	Administer Council's Affordable Housing Program	Oversee implementation of Council's Affordable Housing Policy and business plan by appointed Community Housing Manager.	Council's Affordable Housing Policy and business plan were implemented in partnership with Bridge Housing.	Ongoing 
3	Support initiatives which assist housing and accommodation diversity	Complete affordable housing programs for areas undergoing renewal.	<p>An Affordable Housing Evidence Report and associated Program was prepared to complement Council's application to be included in State Environmental Planning Policy No. 70 - Affordable Housing and the Rhodes East Planned Precinct. The Evidence Report and Program were exhibited for community feedback.</p> <p>Council commenced the preparation of background analysis to inform an affordable housing program for the Parramatta Road corridor.</p>	Ongoing 
4	Support initiatives which assist housing and accommodation diversity	Undertake an Affordable Housing Study, via a Planning Proposal, with a view to applying SEPP 70 to the whole of the City of Canada Bay, outside of the areas of Rhodes East and the Parramatta Road Transformation Study.	<p>Council submitted a request to the Department of Planning and Environment to justify the inclusion of the City of Canada Bay within State Environmental Planning Policy No. 70 - Affordable Housing.</p> <p>The City of Canada Bay was included within SEPP 70 - Affordable Housing, which provides the ability for Council to require affordable housing to be provided as part of future development.</p>	Ongoing 





TC1	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
5	Support initiatives which assist housing and accommodation diversity	Prepare a local response to the District Plan released by the Department of Planning and Environment.	A revised Eastern City District Plan was released by the Greater Sydney Commission and Council provided a submission on the draft plan.	Completed 
6	Support higher density development close to services, centres and amenities	Implement the objectives and actions of the Local Planning Strategy.	All Planning Proposals are assessed against the objectives and actions contained within the Canada Bay Local Planning Strategy.	Ongoing 
7	Coordinate major planning developments in emerging precincts	Prepare Planning Controls for Concord West, the Station Precinct, Rhodes East and the Parramatta Road corridor.	<p>The Concord West Master Plan was prepared to inform the rezoning of certain industrial land in Concord West. A planning proposal for the rezoning of land in the precinct are being progressed by Council where consistency is achieved with the adopted Master Plan.</p> <p>The Station Precinct Master Plan facilitated development adjacent to the railway station in Rhodes. The Master Plan was implemented through the rezoning of land in 2015. Council continues to review Planning Proposals in accordance with the requirements of the Master Plan.</p> <p>Council has worked cooperatively with the Department of Planning and Environment on draft plans for Rhodes East.</p> <p>The Parramatta Road Urban Transformation Strategy was released in late 2016. Council is working with Burwood and Strathfield Councils to implement the recommendations of the Strategy. Background reports are currently being prepared to inform planning controls for the corridor.</p>	Ongoing 

Thriving and Connected 2

Goal: I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City.

Direction: We will develop, enhance and promote walking and cycling facilities in the area.




TC2	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
1	Undertake necessary capital works to complete Bay Run	Seek grant funding for way-finding and safety signage for the Bay Run.	Grant funding application for wayfinding and safety signage for the Bay Run was unsuccessful.	Ongoing 
2	Manage cycleway renewal program	Audit parks to develop program of water bottle refilling sites.	Parks were audited to develop program for water bottle refilling sites. Water bottle filling stations were installed at Cintra Park and St Lukes North.	Ongoing 
3	Manage footpath maintenance program	Develop footpath annual maintenance programs.	The annual Footpath Maintenance and Renewal Program was completed. The program targets the repair of footpath defects.	Ongoing 
4	Manage footpath renewal program	Develop annual renewal programs ensuring the inclusion of water bottle refill stations as appropriate and possible (see Capital Program for expenditure).	The annual footpath renewal program was developed to include water bottle refill stations. Water bottle filling stations were installed in Cintra Park and St Lukes North.	Ongoing 
5	Review and update Council's Pedestrian Access and Mobility Plan	Provide accessible public transport infrastructure.	30 bus stops were upgraded in line with the Pedestrian Access and Mobility Plan.	Ongoing 
6	Pedestrian Access and Mobility Plan	Develop and implement maintenance program.	Footpath defects were identified and prioritised for repair or renewal. Ramp upgrades were performed as part of the Pedestrian Access Mobility Plan.	Ongoing 
7	Manage footpath maintenance program	Undertake annual maintenance programs and respond to community requests.	Council implemented footpath maintenance based upon customer requests and implemented the trip grinding program.	Ongoing 
8	Manage footpath renewal program	Undertake annual renewal programs as identified through Council's Capital Renewal Program.	Council commenced the three year footpath renewal program.	Ongoing 









TC2	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
9	Manage cycleway maintenance program	Undertake annual maintenance programs and respond to community requests.	Asset inspections were conducted and cycleway maintenance work was implemented as required including cycle symbols at Wrights Road.	Ongoing 
10	Manage cycleway renewal program	Undertake annual renewal programs and respond to community requests.	Cycleway renewal programs were undertaken at Arthur Street/Henley Marine Drive, and Zoeller Street shared path.	Ongoing 
11	Collaborate with neighbouring areas on connected cycleways	Undertake a communications campaign in partnership with Bay Bug to inform the community about improvements to cycleway connections and public transport links to surrounding areas.	The 2017 NSW Bike Week event, On Your Bike, was held in Rhodes. BayBUG and other bicycle groups attended, promoting safe cycling. The event provided information to the community regarding cycling and promoted local cycling infrastructure and services. Council liaised with BayBUG regarding involvement in the 2018 NSW Bike Week event. BayBUG circulated a 'Thanks Canada Bay' video following construction of a new cyclists on-ramp to the Bay Run at Arthur Street.	Ongoing 
12	Canada Bay Bike Plan	Implement the actions in the Bike Plan review.	A refuge island on Wellbank Street was constructed. An improved access arrangement was designed for the Bay Run at the intersection of Henley Marine Drive and Timbrell Drive. New shared paths were constructed to link Zoeller Street to Exile Bay, and in Mutton Reserve. A detailed design was prepared to improve cyclist safety at the Ingham Avenue/ Barnstaple Road roundabout.	Ongoing 




Thriving and Connected 3



Goal: I can get where I need to go safely without too much delay.

Direction: We will maintain local roads and footpaths to ensure they are safe and accessible and lobby for better road networks.

TC3	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
1	Rhodes capital works program	Complete Rhodes Peninsula traffic and road safety projects (see Capital Program for expenditure).	Council implemented 40km/hr speed traffic calming measures in Rhodes.	Completed 
2	Rhodes capital works program	Construct the Foreshore Park upgrade.	The Rhodes Foreshore Park upgrade and new playground were completed.	Completed 
3	Manage kerb and gutter maintenance program	Develop annual maintenance programs.	Kerb and gutter maintenance was performed to ensure that they were maintained in a functional condition.	Ongoing 
4	Manage kerb and gutter renewal program	Develop annual renewal programs.	The kerb and gutter renewal program was completed.	Ongoing 
5	Manage road maintenance program	Develop annual maintenance programs.	Council undertook road maintenance to address minor failures and ensured that the road pavements were maintained in a functional condition.	Ongoing 
6	Manage road renewal program	Develop annual renewal programs.	The annual road renewal program was developed and works completed.	Ongoing 
7	Manage traffic facilities and roadside assets maintenance program	Develop annual maintenance programs.	Maintenance was performed to ensure that traffic facilities and roadside assets were maintained in a functional condition.	Ongoing 
8	Manage traffic facilities and roadside assets renewal program	Develop annual renewal programs.	An annual renewal program of traffic facilities and roadside assets was developed.	Ongoing 
9	Manage road maintenance program	Undertake annual maintenance programs and respond to community requests.	Council undertook road maintenance to address customer complaints.	Ongoing 
10	Manage road renewal program	Undertake annual renewal programs and respond to community requests.	Road renewal program was implemented as required in response to community requests.	Ongoing 
11	Manage traffic facilities and roadside assets maintenance program	Undertake annual maintenance programs and respond to community requests.	Maintenance was performed to ensure that traffic facilities and roadside assets were maintained in a functional condition.	Ongoing 

TC3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
12	Manage traffic facilities and roadside assets renewal program	Undertake annual renewal programs and respond to community requests.	A school traffic facility upgrade was conducted at Brays Road. An upgrade of traffic facilities including speed humps was conducted at Blackwall Point Road, Broughton Street, Wellbank Street and Flavelle Street.	Ongoing 
13	Manage kerb and gutter maintenance program	Undertake annual maintenance programs and respond to community requests.	Kerb and gutter maintenance was conducted at Mackenzie and Hiller Streets, Ingham St and Minnesota St.	Ongoing 
14	Manage kerb and gutter renewal program	Undertake annual renewal programs and respond to community requests.	The annual kerb and gutter renewal program was implemented with 1,100 metres of kerb and gutter renewed.	Ongoing 
15	Oversee street tree management program	Undertake annual maintenance programs and respond to community requests.	Requests for pruning and tree removal were compiled and assessed. Works were issued to external providers for completion.	Ongoing 
16	Customer Services	Administer the Resident Parking Scheme and work with Council's traffic team to develop technology for the lodgement and renewal of permits via on line services.	4,885 permits were processed. Council continued to work on developing technology to improve the lodgement of renewal permits.	Ongoing 
17	Strategic traffic investigation, management, advocacy and response	Support the Canada Bay Traffic Committee and implement works as required (see Capital Program for expenditure).	Monthly Traffic Committee meetings were held, and all recommendations were actioned.	Ongoing 
18	Strategic traffic investigation, management, advocacy and response	Carry out strategic traffic management and advocate for improvements.	The NSW Transport Strategy 2056, the Parramatta Road Urban Amenity Program proposal and the Station Precinct Rhodes Traffic proposal were reviewed and feedback was provided. Council sought approval from Roads and Maritime Services for a number of new traffic signals in Rhodes, and worked with Department of Planning and Environment regarding the Burwood Strathfield Homebush Priority Precinct.	Ongoing 
19	Manage resident parking schemes	Implement Resident Parking Policy.	Applications for parking permits were processed in line with the Resident Parking Policy. Council undertook two rounds of community consultation and prepared proposal for changes to parking restrictions in Boronia Street and landra Street in Area 4 (Concord West).	Ongoing 




TC3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
20	Local Government Road Safety Program	Implement all grant funded activities.	<p>A new Child Restraint Voucher process was introduced.</p> <p>Council implemented the 'Look out before your step out' campaign across the Local Government area in collaboration with the Centre for Road Safety. The campaign focused on highly pedestrianised areas, aiming to improve pedestrian safety on higher risk urban roads.</p> <p>Council continued to work on the Speed Radar Display program.</p> <p>Council ran two child restraint fitting days and a Graduate Learner Supervisor Workshop.</p> <p>Road safety message banners were installed.</p>	Ongoing 
21	Develop a city-wide Parking Management Strategy	Implement actions from Parking Strategy as approved.	<p>Council commenced a trial of parking sensor technology in Rhodes.</p> <p>Reviews were conducted of current parking management technologies used by other Councils in Australia, parking permit fees, and other revenue opportunities associated with parking management.</p>	Ongoing 
22	Rhodes Peninsula Place Plan	<p>Review parking arrangements in Rhodes West.</p> <p>Investigate strategies for Parking Management in Rhodes East.</p>	<p>Parking access patterns were reviewed utilising data from the parking sensor trails on Shoreline Drive.</p> <p>A development proposal and associated parking and traffic infrastructure were reviewed in Rhodes East, and for the Station Precinct.</p> <p>Requests for new car share spaces were reviewed as a mechanism to reduce parking demand by private vehicles.</p>	Ongoing 





TC3	Council's Actions Delivery Plan	2017-2018 Operating Plan	Achievements	Status
23	Rhodes Peninsula Place Plan	Monitor user behaviour on the shared paths in Rhodes.	<p>User behaviour was monitored on the use of the foreshore path and the Rider Boulevard cycleway, which was upgraded to relieve pressure from foreshore path.</p> <p>A review was undertaken of Rider Boulevard right turn bay cyclist facility, which found it was operating satisfactorily and being actively utilised as an alternative to the use of shared paths.</p> <p>The appropriate use of shared paths was identified as a focus in planning future educational activities.</p>	Ongoing 
24	Strategic traffic investigation, management, advocacy and response	Coordinate alterations to urban environment as it relates to traffic and transport as a result of the impacts of the WestConnex construction, Parramatta Road corridor and Rhodes East.	<p>Council reviewed documents and provided feedback regarding the Parramatta Road Corridor and Rhodes East proposals.</p> <p>Panning commenced for new/upgraded cycle routes identified in the Parramatta Road Corridor planning documents.</p> <p>Council continued to liaise with WestConnex regarding parking and traffic issues.</p>	Ongoing 

Thriving and Connected 4

Goal: I have good day-to-day public transport options which take me to the places I need to go.

Direction: We will use and lobby for public transport and sustainable transport options.







TC4	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
1	Operate Council's community bus service (subject to outcomes of review being undertaken)	Operate Council's community bus service.	<p>Active Adults and the Bay Connection bus trips continued to operate at 100% capacity.</p> <p>Active Adults operated 12 trips attended by 222 people. The Bay Connection operated 92 trips attended by 1,012 people.</p> <p>All manuals, policies, job task analysis, application forms and handbooks were updated.</p> <p>The Seniors Bus Trips marketing and sponsorship package was reviewed.</p>	Ongoing 
2	Develop mobile device apps which promote public transport	Promote the Ferry Wharf and ensure public transport information is included in event and tourism promotions.	<p>Chiswick Wharf opened and was publicised through local enewsletter and Council website.</p> <p>The Rhodes app, containing public transport information was promoted.</p>	Ongoing 
3	Rhodes Public Transport Strategy	Consider public transport in Rhodes in relevant Planning Controls.	Draft plans for Rhodes East were prepared to minimise future traffic generation, encourage walking and the use of public transport.	Ongoing 


TC4	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
4	Promote the use of bicycles for transport	Support Bike Week events in the local community.	<p>The 2017 Bike Week event, On Your Bike, was held in Rhodes. The event provided information to the community regarding cycling and promoted local cycling infrastructure and services.</p> <p>Planning commenced for a NSW Bike Week event to be held in September 2018.</p>	Ongoing 
5	Advocate for and promote public transport in and around the area	Advocate for and promote public transport in and around the area.	<p>Liaison continued with Roads and Maritime Services regarding proposals to improve the efficiency of the M41 bus route and the Cabarita Park and Abbotsford Ferry Wharf upgrade.</p> <p>Council advocated for additional bus services within the City of Canada Bay and attended workshops providing feedback regarding potential Metro West station locations.</p> <p>Council worked with WestConnex regarding bus stop relocations.</p>	Ongoing 
6	Advocate for and promote car share schemes in and around the area	Advocate for and promote car share schemes in and around the area.	<p>Council reviewed requests for the installation of additional car share spaces and assessed the performance of existing car share trial spaces.</p> <p>Consultation documents were prepared for proposed new spaces.</p>	Ongoing 
7	Develop transport access guides for all Council facilities	Review Transport Access Guides (TAGs) for all Council facilities.	Council reviewed Transport Access Guides (TAGs) by other organisations and updated TAGs for Council facilities.	Ongoing 

Thriving and Connected 5

Goal: I have access to an attractive village centre near where I live where I can socialise and shop for the day-to-day things I need.

Direction: We will use local shopping centres.



TC5	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
1	Property Services	Provide property based advice and support to other sections of Council.	Property advice and support was provided to all sections of Council on buildings and property related matters as needed.	Ongoing 
2	Streetscape and shopping centre improvement works	Manage the defects liability period for the Great North Road Streetscape upgrade.	The Great North Road Streetscape Upgrade from Lyons Road to Henry Street was completed. Stage 2 Works from Henry Street to Queens Road have been designed.	Ongoing 
3	Streetscape and shopping centre improvement works	Undertake bus stop Disability Discrimination Act compliance prioritised works as funded in Capital Works Program. Implement works in accordance with Disability Inclusion Action Plan (see Capital Program for expenditure).	Assessments were conducted of bus stops to review accessibility for public transport. Bus stop accessibility upgrades were completed for all bus stops in Great North Road between Queens and Lyons Roads.	Ongoing 
4	Promote local purchasing to support local businesses	Develop place plan promotions to promote local business.	Support was provided for Invest in Canada Bay app.	Ongoing 
5	Support business-led programs in village centres and work in partnership with property owners to develop village centres	Engage local businesses in the delivery of local place-based activities.	A façade Improvement Program was implemented in Victoria Avenue and Queen Street, Concord West. Five businesses took up the opportunity including a business who had not upgraded his façade for over 10 years. Support was provided for local business chambers including Majors Bay Road Christmas program and Santa campaign, May Madness, and Make Music Day.	Ongoing 
6	Place management programs for emerging and established precincts	Implement banner, bubbler and bike rack programs and the Christmas decorations program.	New banners were designed and installed across the City including the 20 year Ferragosto celebration banners, summer sailing banners on the Bay Run, Garden Show banners in Majors Bay Road and Cabarita, as well as Rhodes Moon Festival and Breakfast Point Spring Fair banners. Place planners designed and delivered Christmas, Henry Lawson, and Anzac Day banners.	Ongoing 

TC5	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
7	Prepare place making studies for local neighbourhoods	Implement Chiswick Place Plan and Concord West Action Plan.	<p>Outcomes of the Chiswick Place Plan included:</p> <ul style="list-style-type: none"> • Two public artworks completed in Allison Park, one carried out in collaboration with Sydney Water • Work with local residents on street signage, vegetation in parks and suggestions for upgrades to Lysaght Park • Promotion to community on light installation and irrigation at Lysaght Park • Continued collaboration with the Chiswick Community Activities Group and their Movies Under the Stars community event • Initiating the process for an art ping pong table at Allison Park • Community garden in progress • Providing on-going support for Chiswick Community Activities Group. <p>Outcomes of the Concord West Action Plan included:</p> <ul style="list-style-type: none"> • Launching the Refresh Concord West initiative to businesses, resulting in a Facade Improvement Scheme being rolled out • Further research conducted with partner, Place Score, providing further analysis of the area • Conducting a presentation and workshop with the business community on ways forward, and an action plan created and promoted to the business community and property owners • A Place Audit was carried out and business were surveyed to assess their current economic situation • A Christmas campaign run in conjunction with the Mayor's Giving Tree • Appointing an artist for public art component to create visuals for a street uplift, celebrating our heritage and Yaralla Estate. 	Ongoing 

Thriving and Connected 6

Goal: I am able to expand my skills and strengths while still working close to home.

Direction: We will nurture opportunities for local employment, education and skills development.

TC6	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
1	Develop and implement the Doing Business in Canada Bay program	Deliver the economic elements of Chiswick, Concord West, Five Dock and Rhodes Place Programs.	See TC5/7 and AV2/23.	Ongoing 
2	Develop local programs with registered training organisations	Support marketing programs for The Connection, Rhodes, and attract tourism events to the precinct.	Marketing was focused on Revel in Rhodes activities. 8,000 brochures were delivered and an online publication shared with databases and through social media. The Colours of Canada Bay visitor program was delivered.	Ongoing 

Thriving and Connected 7

Goal: I live in a city with attractive tourist destinations.

Direction: We will create and maintain sustainable tourism destinations.

TC7	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
1	Promote natural areas within the city to attract visitors	Implement the Colours of Canada Bay visitor program. Continue augmented reality project to highlight heritage and to stimulate interest. Develop public art tourism promotions.	The Colours of Canada Bay visitor program was delivered including video promotion, a Glove box tour of Great North Road. Support was provided to Birkenhead Point program and promotion of ferry services.	Ongoing 
2	Support Kokoda centenary celebrations taking place at the Kokoda Track Memorial	Support preparations for 2018 Centenary of Anzac programs.	A major Anzac Day commemoration was hosted which attracted over 2000 people and the Governor General. Anzac commemoration also included the delivery of a Mayoral Reception for the Kokoda veterans and the delivery of the Rising Tide app.	Completed 

Thriving and Connected 8

Goal: I access to local businesses of a high quality, global standard.

Direction: We will develop and support business parks and large enterprises based in our area.

TC8	Council's Actions Delivery Plan	2017-2018 OPERATING PLAN	Achievements	Status
1	Support new and established corporate enterprises providing local employment	Review and upgrade Invest in Canada Bay Program.	Project put on hold.	Deferred 
2	Analyse the impact of the WestConnex proposal on business opportunities on Parramatta Road and surrounding areas	Monitor developments and announcements about the WestConnex program and advise local businesses and support their preparation.	Ongoing monitoring of developments about the WestConnex program occurred.	Ongoing 

*Photo: The
Civic Centre,
Drummoyle*



Other Legal Reporting Requirements

The Council is required to report on a number of items as set out in the Local Government (General) Regulation 2005 including:

- Legal Proceedings
- Register of Legal Proceedings
- Private Works and Financial Assistance
- Contracts Awarded
- Details of External Bodies, Companies and Partnerships
- Contributions and Grants
- Details of Mayoral and Councillor Fees, Expenses and Facilities
- Senior Staff Salaries
- Stormwater Levies
- Written-off Rates and Charges
- Companion Animals
- Government Information (Public Access) Act
- Equal Employment Opportunity Management Plan
- Public Interest Disclosures.

Legal Proceedings

Accounts relating to legal proceedings, expenses and amounts recovered are listed in the table following.

	Costs	Recovered	Net
Professional Services	\$227,167.94	\$200.00	\$226,967.94
Rating	\$32,455.40	\$30,305.80	\$2,149.60
Statutory Planning	\$442,558.61	\$29,500.00	\$413,058.61
Total	\$702,181.95	\$60,005.80	\$642,176.15

Register of Legal Proceedings

Proceedings	Proceedings Type	Status	Costs
2017/211635	Class 1 Appeal in the Land and Environment Court against the refusal of a Development Application on 380 Great North Road, Abbotsford.	Section 34 Conciliation Conference process failed and matter proceeded to a full hearing. Appeal dismissed and Development Application refused	\$73,574.30
2017/158896	Class 1 Appeal in the Land and Environment Court against the refusal of a Development Application on 154 Wellbank Street, Concord.	Section 34 Conciliation Conference process completed and proposal amended and approved by Consent Orders	\$26,708.21
2017/139965	Class 1 Appeal in the Land and Environment Court against the deemed refusal of a Development Application on 19–23 Lyons Road, Drummoyne.	Section 34 Conciliation Conference process completed and proposal amended and approved by Consent Orders	\$18,209.98
2017/292337	Class 1 Appeal in the Land and Environment Court against the deemed refusal of a Development Application on 19 Bibby Street, Chiswick.	Section 34 Conciliation Conference process completed and proposal amended and approved by Consent Orders.	\$14,784.49 to date (final invoice yet to be processed)
2017/131433	Class 1 Appeal in the Land and Environment Court against the deemed refusal of a Development Application on 38–42 Leicester Avenue, Strathfield.	Section 34 Conciliation Conference process completed and proposal amended and approved by Consent Orders.	\$153,646.87
2018/20434	Class 1 Appeal in the Land and Environment Court against the refusal of a Development Application on 22 Walton Crescent, Abbotsford.	Section 34 Conciliation Conference process commenced and yet to be completed.	\$19,152.16 to date
2018/111278	Class 1 Appeal in the Land and Environment Court against the deemed refusal of a Modification to a Development Consent on 13 Lyons Road, Drummoyne.	Section 34 Conciliation Conference is yet to commence	\$3,764.61 to date

Private Works and Financial Assistance

Summary of details of work	Cost of work (\$)	Total amount subsidised by Council (\$)
Graffiti removal	\$36,260.27	\$36,260.27
Kokoda Track	\$46,262.76	\$0.00
Kendall's Inlet Community Association - works	\$47,289.09	\$0.00
Total	\$129,812.12	\$36,260.27

Contracts Awarded

Council Meeting Date	Name of Contractor(s)	Summary	Estimated Amount Payable \$
4/7/17	Mansfield Corporation Pty Ltd.	Tender 2017/TS01 - Campbell Park amenities building tender.	\$1,602,149
18/7/17	Sydney Cricket and Sports Ground Trust	Drummoyne Oval – Sydney Cricket and Sports Ground Trust.	\$150,000
5/12/17	Floodlighting Australia Pty Ltd. (for the construction of sportsfield lighting at Rothwell Park, Jessie Stewart Reserve and pathway lighting connecting both open spaces)	Acceptance of Tender 2017/TS07 the City of Canada Bay Fy17-18 sportsfield lighting project.	\$344,300
	REES Electrical Pty Ltd. for the construction of sportsfield lighting at Five Dock Park		\$140,270
General Manager Approval Date	Name of Contractor(s)	Summary	Estimated Amount Payable \$
5/4/18	JandCG Constructions Pty Ltd	Tender 2018/TS01 – Drummoyne Swimming Centre – changeroom refurbishment.	\$408,188

Details of External Bodies, Companies and Partnerships

(a6) a statement of all external bodies that during that year exercised functions delegated by the Council.

Council does not have any external bodies such as county Councils exercising functions delegated by Council. Community management committees minutes are reported to Council meetings.

(a7) a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the Council (whether alone or in conjunction with other Councils) held a controlling interest during that year.

There are no controlled entities in the financial statements for 2017-18. Council has significant influence over the following entity but does not consolidate due to their immaterial value and nature: Drummoyne Community Centre. Council has developed a partnership agreement with Drummoyne Community Centre to ensure flexibility in the ongoing provision of community services. Council provides financial and in-kind support to the Centre that enables the delivery of priority projects.

(a8) a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the Council participated during that year.

The City of Canada Bay is a member of Southern Sydney Regional Organisation of Councils (SSROC) in association with 10 other Sydney Councils. The role of SSROC is to undertake projects that cross council boundaries achieving results that will contribute to the sustainability of member Councils and their communities. The focus includes the environment, transport, procurement, waste, library services and planning.

Contributions and Grants

Donations and Contributions	Amount
Schools Program	\$33,500.00
Community Grants	\$57,542.00
Community events	\$84,286.47
Drummoyne Community Centre	\$109,852.00
Community fundraising events	\$21,750.09
Individual grants	\$5,338.89
Heritage Assistance	\$28,759.00
Learn to Swim Program	\$9,090.90
Total	\$350,119.35

Details of Mayoral and Councillor Fees, Expenses and Facilities

Councillor Fees and Expenses	2017-18
To Mayor	\$40,761.89
To Councillors	\$165,229.67
Total Fee Payments	\$205,991.56

Expenses and Facilities	
Computers, phones and associated Equipment	\$9,960.00
Telephone calls	\$9,116.61
Conferences and seminars	\$11,931.34
Transport and travel costs	\$14,703.04
Training	\$2,977.26
Meeting meals	\$40,928.16
Childcare	\$0.00
Total expenses and facilities	\$89,616.41

Delegations and Visits	
Interstate Visits	\$7,461.01
Overseas Visits	\$0.00
Delegation Costs	\$3,249.27
Accompanying Spouse Expenses	\$0.00
Total delegations and visits	\$10,710.28

Senior Staff Salaries

The total remuneration packages, as at 30 June 2018, for the General Manager was \$340,000, and for the four Directors was a total of \$1,025,745.08.

Stormwater Levies

Funds	Amount
SWMC Reserve Balance 30 June 2017	\$315,354.23
Stormwater Management Charge	\$725,492.01
Total funds available	\$1,040,846.24

Stormwater projects	Amount
Stormwater projects	\$125,629.43
Water for Our Community Internal Loan Repayment	\$212,000.00
Massey Park Drainage Loan Repayment	\$193,738.00
Stormwater Relining	\$59,792.75
Replace Tonkin - Wellbank Street lan Parade	\$105,825.14
Lower Exile Bay Flood Study	\$4,650.00
Harris Road and Queens Road drainage upgrade	\$83,100.00
Kendall and Bishop St Drainage	\$57,961.53
Total spent	\$842,696.85

SWMC Reserve Balance 30 June 2017	\$198,149.39
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Written-off Rates and Charges

Written off rates and charges	2017-18
Rates - pensioner concessions	\$938,947.02
Rates - postponements written off	\$3,355.56
Interest waived - postponements	\$3,186.39
Interest waived - write offs	\$587.06
Total	\$946,076.03

Companion Animals

All pound data returns were lodged with the Department in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act.

All stray animals are taken to the Blacktown City Council Animal Holding Facility. The pound attempts to re-home all animals prior to considering euthanasia.

The cost of companion animal management and activities for the year was \$8,732.00 including \$8,008.00 for Blacktown Pound fees, and \$724.00 for Drummoyne Vet fees.

Money used for managing and controlling companion animals in its area amounted to \$1,548 (excluding GST), spent on 90 signs in playgrounds throughout the Local Government Area.

11 dog attacks were reported and lodged with the Office of Local Government.

Community Education Programs and de-sexing strategies

Council undertook a number of educational activities to promote responsible companion animal ownership.

As part of the dog poo litter reduction campaign Council organised a Doggy Day Out in Rhodes which was visited by 250-300 people. Council talked to around 80 percent of visitors directly about responsible pet ownership including dog poo, off leash and registration.

Council undertook other visits, audits and patrols to Rhodes to educate the community about the dog poo campaign, and spoke directly to 41 dog owners about responsible pet ownership.

10 new doggy bag dispensers were installed along the Rhodes peninsula.

A number of educational articles were included Rhodes local newsletters and Council's social media about responsible pet ownership

Dog poo litter awareness posters were handed out to building managers in Rhodes for display in their lifts.

All dogs and cats that are released from the pound are de-sexed prior to finding a new home.

Off Leash Areas

Council provides 18 off-leash areas for dogs at the following locations:

Designated (Unrestricted) Off-Leash Areas

- Battersea Park (Concord end of the park) Battersea Street, Abbotsford
- Charles Heath Reserve - Queens Road, Five Dock
- Cintra Park - Lyons Road West, Canada Bay
- Drummoyne Park (above Drummoyne Oval) - Bayswater Street, Drummoyne
- Five Dock Park (near Five Dock Skatepark) - Ingham Avenue, Five Dock
- Lysaght Park (on Five Dock Bay) - Byrne Avenue, Chiswick
- Majors Bay Reserve - Nullawarra Avenue, Concord
- Powells Creek Reserve - Conway Avenue, North Strathfield
- St Georges Crescent Reserve (opposite Sailing Club) - St Georges Crescent, Drummoyne
- Powells Creek Reserve - Conway Avenue, North Strathfield
- Timbrell Park (western end, beyond the children's play area) - Henley Marine Drive, Five Dock
- Storey Park (beside RSL Bowling Club) - McKinnon Avenue (off Lyons Road), Five Dock.

Designated (Restricted) Off-Leash Areas (Before 9am and after 5pm only)

- Brett Park (the flat area) - Sisters Crescent, Drummoyne
- Halliday Park (on Hen and Chicken Bay) - Udall Avenue, Five Dock
- Queen Victoria Reserve - Queen Victoria Street, Drummoyne. NB: weekends only before 9am (not after 5pm)
- Taplin Park (western end near Thompson Street) - end of Thompson Street, Drummoyne
- McIlwaine Park (northern end of park) - Concord Rd, Rhodes
- Mill Park (north of the outdoor fitness station) - Shoreline Drive, Rhodes.

Government Information (Public Access) Act

Requirements of the Act	Council's Actions	
<p>Clause 7A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.</p>	<p>A review was carried out. Council's decision was upheld.</p> <p>City of Canada Bay Proactive Release Program 2017-18</p> <p>Council is committed to making as much information of public interest as possible publicly available free of charge or at minimal cost, for example, frequently requested information or information of public interest. Council's Access to Information page on Council's website outlines and gives electronic access to all information available within Council's Proactive Release Program - www.canadabay.nsw.gov.au/council_information/corporate_information/gipa_act.html.</p> <p>In addition Council, over the financial year, processed in excess of 600 informal Access to Information Applications with one formal application, reinforcing Council's commitment to the proactive release of information.</p>	
<p>Clause 7(a) of the GIPA Regulation requires agencies to report on: How they reviewed their proactive release program to identify the types of information that could be released.</p> <p>What information was released as a result.</p>	<p>Steps that Council has taken during the year to identify information that can be released proactively.</p> <p>Council proactively releases current development applications on its online DA tracking tool at: http://datracking.canadabay.nsw.gov.au/Pages/XC.Home/Home.aspx</p> <p>How Council reviews its program to ensure that it remains suitable to capture the types of information that may be released proactively.</p> <p>The Manager Governance and Risk, the Team Leader Records and the Document Management Officer - GIPA, review applications (both formal and informal) on a monthly basis to ensure that all information that can be released on a proactive basis can be done so.</p> <p>Information that has been released following the review.</p> <p>Council continues to release proactively all information available on its Access to Information page at: www.canadabay.nsw.gov.au/access-to-information-and-policies.html.</p>	<p>Adopted in the 2017-18 financial year:</p> <ul style="list-style-type: none"> • Payment of Expenses and the Provision of Facilities to Councillors Policy • Audit, Risk and Improvement Committee Charter • Code of Conduct • Community Engagement Policy • Complaint Management Operational Management Standard • Compliance and Enforcement Policy • Privacy Management Plan <p>Revised during the 17-18 financial year:</p> <ul style="list-style-type: none"> • Affordable Housing Policy • Business use of Footpaths • Seniors Bus Trips Policy and Procedures
<p>Clause 7(b): The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)</p>	<p>2</p>	
<p>Clause 7(c): The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)</p>	<p>1</p>	

Schedule 2 Statistical information about access applications

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	
Media	0	0	0	0	
Members of Parliament	0	0	0	0	
Private Sector business	0	0	0	0	
Not for profit organisations or community groups	0	0	0	0	
Members of the public (by legal representative)	0	1	0	0	
Members of the public (other)	0	0	0	0	
Total	0	1	0	0	
% of Total	0	100%	0	0	

Note: 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).

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	
Personal information applications*	0	0	0	
Access applications (other than personal information applications)	0	0	0	
Access applications that are partly personal information applications and partly other	0	1	0	
Total	0	1	0	
% of Total	0%	100%	0%	

Note: 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)

	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
	0	0	0	0	0	0%
	0	0	0	0	0	0%
	0	0	0	0	0	0%
	0	0	0	0	0	0%
	0	0	0	0	1	100%
	0	0	0	0	0	0%
	0	0	0	0	0	0%
	0	0	0	0	0	0%

	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether info is held	Application withdrawn	Total	% of total
	0	0	0	0	0	0	0%
	0	0	0	0	0	0	0%
	0	0	0	0	0	0	100%
	0	0	0	0	0	0	
	0%	0%	0%	0%	0%	0	100%

Table C: Invalid applications

Reason for invalidity	Number of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%
Total	0	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	1	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	1	100%

Note: 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). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure.
Matters listed in table to section 14 of Act

	Number of times consideration used*	% of total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	50%
Business interests of agencies and other persons	1	50%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	2	100%

Note: 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). This also applies in relation to Table E.

Table F: Timeliness

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	1	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	1	100%

Note: 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). This also applies in relation to Table E.

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	1	1	100%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	1	1	100%

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for reviewed	% of total
Applications by access applicants	1	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	1	100%

Table I: Applications transferred to other agencies

	Number of applications transferred	% of total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	0%

Equal Employment Opportunity Management Plan

During the period 2017-2018 the Resourcing Strategy, Our Workforce has been developed and endorsed and is inclusive of EEO actions. These relate to the following areas (not limited to):

3. Retaining and attracting a diverse workforce	3.1 Undertake an equity and diversity review to see if all groups of employees have the same opportunities? Are there any identified equity and diversity issues across Council?
	3.4 Consult with and include employees at all levels in the development and implementation of diversity initiatives

Council continues to provide to the Executive workforce statistics and analysis through the contribution to the Price Waterhouse Coopers Organisational Effectiveness Survey.

Public Interest Disclosures

The following report is made under Section 31 of the Public Interest Disclosures Act 1994 and is reported as required under clause 4(2) of the Public Interest Disclosures Regulation 2011.

Requirements of the Act	Council's Actions
(a) The number of public officials who have made a public interest disclosure to the public authority	0
(b) The number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following: (i) corrupt conduct (ii) maladministration (iii) serious and substantial waste of public money or local government money (as appropriate) (iv) government information contraventions (v) local government pecuniary interest contraventions	0
(c) The number of public interest disclosures finalised by the public authority	0
(d) Whether the public authority has a public interest disclosures policy in place	Yes
(e) What actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E(1)(b) of the Act have been met	Policy is on website, and outlined in induction and Code of Conduct training.



Photo: Fred Kelly Place, Five Dock

Financial Statements

The Local Government Act requires that a set of audited financial statements be provided each year to the council and community following the close of the financial year on 30 June.

These statements set out the financial performance, financial position and cash flows of the council.

The statements comply with both the accounting and reporting requirements of Australia Accounting Standards and requirements as set down by the Office of Local Government. These include the:

- Income Statement
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Notes to Financial Statements.

City of Canada Bay

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2018

“To create a City that is innovative, dynamic
and sustainable through active partnership
with the community and the environment”



City of Canada Bay

General Purpose Financial Statements for the year ended 30 June 2018

Contents

1. Understanding Council's Financial Statements

2. Statement by Councillors and Management

3. Primary Financial Statements:

- Income Statement
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows

4. Notes to the Financial Statements

5. Independent Auditor's Reports:

- On the Financial Statements (Sect 417 [2])
- On the Conduct of the Audit (Sect 417 [3])

Overview

City of Canada Bay is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

1A Marlborough Street
Drummoyne NSW 2047

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.canadabay.nsw.gov.au.

General Purpose Financial Statements for the year ended 30 June 2018

Understanding Council's financial statements

Introduction

Each year, individual local governments across New South Wales are required to present a set of audited financial statements to their council and community.

What you will find in the statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2018.

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

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the primary financial statements

The financial statements incorporate five 'primary' financial statements:

1. The Income Statement

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

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

2. The Statement of Comprehensive Income

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

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's annual financial statements are required to be audited by the Audit Office of NSW. In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the financial statements?

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

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

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

More information

A review of Council's financial performance and position for the 17/18 financial year can be found at Note 25 of the financial statements.

City of Canada Bay

General Purpose Financial Statements for the year ended 30 June 2018

Statement by Councillors and Management

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

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

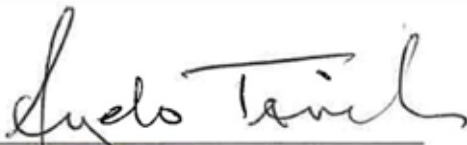
- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these financial statements:

- present fairly the Council's operating result and financial position for the year,
- 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 09 October 2018.



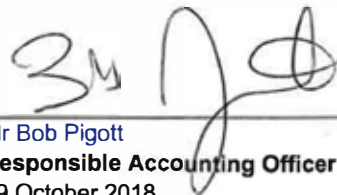
Cr. Angelo Tsirekas
Mayor
09 October 2018



Cr. Charles Jago
Councillor
09 October 2018



Mr. Peter Gainsford
General Manager
09 October 2018



Mr Bob Pigott
Responsible Accounting Officer
09 October 2018

City of Canada Bay

Income Statement

for the year ended 30 June 2018

Original unaudited budget 2018	\$ '000	Notes	Actual 2018	Actual 2017
Income from continuing operations				
Revenue:				
51,216	Rates and annual charges	3a	51,003	50,281
14,464	User charges and fees	3b	18,138	16,199
2,401	Interest and investment revenue	3c	2,702	2,669
8,251	Other revenues	3d	9,432	9,924
4,495	Grants and contributions provided for operating purposes	3e,f	5,348	7,078
4,254	Grants and contributions provided for capital purposes	3e,f	11,377	12,497
Other income:				
–	Fair value increment on investment property	11	–	10,974
85,081	Total income from continuing operations		98,000	109,622
Expenses from continuing operations				
35,299	Employee benefits and on-costs	4a	34,954	32,691
197	Borrowing costs	4b	197	222
22,974	Materials and contracts	4c	22,658	20,544
10,981	Depreciation and amortisation	4d	13,426	12,662
14,859	Other expenses	4e	15,069	14,013
–	Net losses from the disposal of assets	5	297	367
84,310	Total expenses from continuing operations		86,601	80,499
771	Operating result from continuing operations		11,399	29,123
771	Net operating result for the year		11,399	29,123
771	Net operating result attributable to Council		11,399	29,123
(3,483)	Net operating result for the year before grants and contributions provided for capital purposes		22	16,626

This statement should be read in conjunction with the accompanying notes.

City of Canada Bay

Statement of Comprehensive Income for the year ended 30 June 2018

\$ '000	Notes	2018	2017
Net operating result for the year (as per Income Statement)		11,399	29,123
Other comprehensive income:			
Amounts that will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of IPP&E	10	147,214	307,098
Total items which will not be reclassified subsequently to the operating result		147,214	307,098
Total other comprehensive income for the year		147,214	307,098
Total comprehensive income for the year		158,613	336,221
Total comprehensive income attributable to Council		158,613	336,221

This statement should be read in conjunction with the accompanying notes.

City of Canada Bay

Statement of Financial Position

as at 30 June 2018

\$ '000	Notes	2018	Restated 2017	Restated 1 July 2016
ASSETS				
Current assets				
Cash and cash equivalents	6a	8,376	5,516	1,924
Investments	6b	77,545	81,150	81,061
Receivables	7	6,171	6,128	6,869
Inventories	8	58	56	25
Other	8	195	201	303
Non-current assets classified as 'held for sale'	9	2,100	2,100	–
Total current assets		94,445	95,151	90,182
Non-current assets				
Investments	6b	14,000	4,000	5,000
Infrastructure, property, plant and equipment	10	1,656,952	1,507,070	1,182,454
Investment property	11	32,920	32,920	24,046
Intangible assets	12	846	1,587	2,142
Total non-current assets		1,704,718	1,545,577	1,213,642
TOTAL ASSETS		1,799,163	1,640,728	1,303,824
LIABILITIES				
Current liabilities				
Payables	13	16,937	15,414	15,554
Income received in advance	13	933	2,385	1,270
Borrowings	13	490	463	438
Provisions	14	9,224	8,621	8,841
Total current liabilities		27,584	26,883	26,103
Non-current liabilities				
Borrowings	13	2,676	3,166	3,629
Provisions	14	368	757	391
Total non-current liabilities		3,044	3,923	4,020
TOTAL LIABILITIES		30,628	30,806	30,123
Net assets		1,768,535	1,609,922	1,273,701
EQUITY				
Accumulated surplus	15	1,165,220	1,153,821	1,124,698
Revaluation reserves	15	603,315	456,101	149,003
Total equity		1,768,535	1,609,922	1,273,701

This statement should be read in conjunction with the accompanying notes.

City of Canada Bay

Statement of Changes in Equity for the year ended 30 June 2018

\$ '000	Notes	2018			2017			Restated Total equity
		Accumulated surplus	IPP&E revaluation reserve	Total equity	Accumulated surplus	IPP&E revaluation reserve	Total equity	
Opening balance		1,153,821	456,101	1,609,922	1,112,512	149,003	1,261,515	
Correction of prior period errors	15 (b)	-	-	-	12,186	-	12,186	
Restated opening balance		1,153,821	456,101	1,609,922	1,124,698	149,003	1,273,701	
Net operating result for the year		11,399	-	11,399	29,123	-	29,123	
Other comprehensive income								
- Gain (loss) on revaluation of IPP&E	10	-	147,214	147,214	-	307,098	307,098	
Other comprehensive income		-	147,214	147,214	-	307,098	307,098	
Total comprehensive income (c&d)		11,399	147,214	158,613	29,123	307,098	336,221	
Equity – balance at end of the reporting period		1,165,220	603,315	1,768,535	1,153,821	456,101	1,609,922	

This statement should be read in conjunction with the accompanying notes.

City of Canada Bay

Statement of Cash Flows

for the year ended 30 June 2018

Original unaudited budget 2018	\$ '000	Notes	Actual 2018	Actual 2017
Cash flows from operating activities				
Receipts:				
51,203	Rates and annual charges		50,544	50,257
14,460	User charges and fees		16,663	17,308
2,397	Investment and interest revenue received		2,692	2,360
9,011	Grants and contributions		16,297	19,527
–	Bonds, deposits and retention amounts received		8,738	8,038
8,313	Other		13,984	13,908
Payments:				
(33,926)	Employee benefits and on-costs		(34,400)	(32,488)
(22,921)	Materials and contracts		(23,042)	(20,189)
(197)	Borrowing costs		(197)	(222)
–	Bonds, deposits and retention amounts refunded		(7,616)	(7,572)
(14,859)	Other		(18,295)	(19,698)
13,481	Net cash provided (or used in) operating activities	16b	25,368	31,229
Cash flows from investing activities				
Receipts:				
462	Sale of investment securities		138,876	119,649
3,165	Sale of infrastructure, property, plant and equipment		1,021	1,169
Payments:				
–	Purchase of investment securities		(145,271)	(118,738)
(16,645)	Purchase of infrastructure, property, plant and equipment		(16,671)	(29,279)
(13,018)	Net cash provided (or used in) investing activities		(22,045)	(27,199)
Cash flows from financing activities				
Receipts:				
Nil				
Payments:				
(463)	Repayment of borrowings and advances		(463)	(438)
(463)	Net cash flow provided (used in) financing activities		(463)	(438)
–	Net increase/(decrease) in cash and cash equivalents		2,860	3,592
5,516	Plus: cash and cash equivalents – beginning of year	16a	5,516	1,924
5,516	Cash and cash equivalents – end of the year	16a	8,376	5,516
Additional Information:				
	plus: Investments on hand – end of year	6b	91,545	85,150
	Total cash, cash equivalents and investments		99,921	90,666

This statement should be read in conjunction with the accompanying notes.

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2018

Contents of the notes accompanying the financial statements

Note	Details
1	Basis of preparation
2(a)	Council functions/activities – financial information
2(b)	Council functions/activities – component descriptions
3	Income from continuing operations
4	Expenses from continuing operations
5	Gains or losses from the disposal of assets
6(a)	Cash and cash equivalent assets
6(b)	Investments
6(c)	Restricted cash, cash equivalents and investments – details
7	Receivables
8	Inventories and other assets
9	Non-current assets classified as held for sale (and disposal groups)
10	Infrastructure, property, plant and equipment
11	Investment property
12	Intangible assets
13	Payables and borrowings
14	Provisions
15	Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors
16	Statement of cash flows – additional information
17	Commitments for expenditure
18	Contingencies and other liabilities/assets not recognised
19	Financial risk management
20	Material budget variations
21	Fair value measurement
22	Related party transactions
23	Statement of developer contributions
24(a)	Statement of performance measures – consolidated results
Additional council disclosures (unaudited)	
24(b)	Statement of performance measures – consolidated results (graphs)
25	Financial review and commentary
26	Council information and contact details

Notes to the Financial Statements for the year ended 30 June 2018

Note 1. Basis of preparation

These financial statements were authorised for issue by Council on 09/10/2018.

Council has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not-for-profit entity for the purpose of preparing these financial statements.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts.

Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note 20 – Material budget variations

and are clearly marked.

In preparing these financial statements, management has made an assessment of a Council's ability to continue as a going concern. Financial statements have been prepared on a going-concern basis.

(a) New and amended standards adopted by Council

There have been no new (or amended) accounting standards adopted by Council in this year's financial statements which have had any material impact on reported financial position, performance or cash flows.

(b) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment and investment property.

(c) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 1. Basis of preparation (continued)

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties –refer Note 11,
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note 10,
- (iii) employee benefit provisions – refer Note 14.

Significant judgements in applying the Council's accounting policies

- (iv) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables in Note 7.

Monies and other assets received by Council

(a) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993 (NSW)*, all money and other assets received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

(b) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and other assets received by the Council in trust which must be applied only for the purposes of, or in accordance with the trusts relating to those monies. Trust monies and other assets subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which that are recoverable from, or payable to the taxation authority are presented as operating cash flows.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 1. Basis of preparation (continued)

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the current reporting period and which have not been applied.

As at the date of authorisation of these financial statements, Council considers that the standards and interpretations listed below will have an impact upon future published financial statements ranging from additional and / or revised disclosures to actual changes as to how certain transactions and balances are accounted for.

Effective for annual reporting periods beginning on or after 1 July 2018

- *AASB 9 Financial Instruments*

This replaces AASB 139 Financial Instruments: Recognition and Measurement, and addresses the classification, measurement and disclosure of financial assets and liabilities.

The standard introduces a new impairment model that requires impairment provisions to be based on expected credit losses, rather than incurred credit losses.

Based on assessments to date, Council expects a small increase to impairment losses however the standard is not expected to have a material impact overall.

Effective for annual reporting periods beginning on or after 1 July 2019

- *AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of Not-for-Profit Entities and AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities*

AASB 15 will replace AASB 118 Revenue, AASB 111 Construction Contracts and a number of Interpretations. AASB 2016-8 provides Australian requirements and guidance for not-for-profit entities in applying AASB 9 and AASB 15, and AASB 1058 will replace AASB 1004 Contributions.

Together they contain a comprehensive and robust framework for the recognition, measurement and disclosure of income including revenue from contracts with customers.

While Council is still reviewing the way that income is measured and recognised to identify whether there will be any material impact arising from these standards, these standards may affect the timing of the recognition of some grants and donations.

- *AASB 16 Leases*

Council is currently a party to leases that are not recognised in the Statement of Financial Position.

It is likely that some of these leases will need to be included in the Statement of Financial Position when this standard comes into effect.

A lease liability will initially be measured at the present value of the lease payments to be made over the lease term.

A corresponding right-of-use asset will also be recognised over the lease term.

Council has not elected to apply any pronouncements before their operative date in these financial statements.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 1. Basis of preparation (continued)

Defined contribution plans

The following disclosure is made in respect to Council's reporting obligations under AASB119, paragraph 148 as a sponsoring employer of the Local Government Superannuation Scheme.

Council participates in a Defined Benefit Plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit plan is not available and therefore, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, ie as an expense when it becomes payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

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.

For this reason, no asset for the surplus has been recognised in these financial statements.

I. Defined Benefit Superannuation Contribution Plans

(a) Funding agreements and method used to determine the entity's rate of contributions and any minimum funding requirements

Council participates in the pooled employer sponsored defined benefits of the Local Government Superannuation Scheme.

Pooled Employers are required to pay standard employer contributions and additional lump sum contributions to the Fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times employee contributions
Division C	2.5% salaries
Division D	1.64 times employee contributions

The additional lump sum contribution for each Pooled Employer is a share of the total additional contributions of \$40 million from 1 July 2017 for 4 years to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2017. These additional lump sum contributions are used to fund the deficit of assets to accrued liabilities as at 30 June 2017.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

(b) Extent to which the entity can be liable to the plan for other entities' obligations under the terms and conditions of the multi-employer plan.

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active

Notes to the Financial Statements
for the year ended 30 June 2018

Note 1. Basis of preparation (continued)

members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(c) Description of any agreed allocation of a deficit or surplus on:

(i) Wind-up of the plan

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

(ii) The entity's withdrawal from the plan

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

(d) Further information relating to reasons for accounting for the pooled employer fund as a defined contribution plan:

(i) The fact that the plan is a defined benefit plan.

(ii) Sufficient information is not available to enable the entity to account for the plan as a defined benefit plan.

1. Assets are not segregated within the sub- group according to the employees of each sponsoring employer;
2. The contribution rates have been the same for all sponsoring employers and have not varied for each employer according to the experience relating to the employees of that employer;
3. Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer; and
4. The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors set out above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses (to the extent that they are not borne by the members).

As such there is insufficient reliable information to allow each sponsoring employer to account for its proportionate share of the defined benefit obligation, sub-group assets and costs associated with the sub-group in the same way as it would be for a single employer sponsored defined benefit plan

(iii) The expected contributions to the plan for the next annual reporting period is \$316,520.

(iv) Information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity

The estimated employer reserves financial position for the Pooled Employers at 30 June 2018 is:

Employer reserves only*	\$ millions	Asset Coverage
Assets	1,817.8	
Past Service Liabilities	1,787.5	101.7%
Vested Benefits	1,778.0	102.2%

*excluding member accounts and reserves in both assets and liabilities.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 1. Basis of preparation (continued)

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation*	3.5% per annum
Increase in CPI	2.5% per annum

*plus promotional increases

The contribution requirement may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

The share of the surplus that can be broadly attributed to Council is estimated to be around 0.44% which is estimated to be in the order of \$133,320.

Additional contributions estimated to remain in place until 30 June 2021; amount to \$534,000. However the Trustee will be reviewing the financial position of the fund on an annual basis and will provide updates.

(v) Indication of the level of participation of the entity in the plan compared with other participating entities

Council's participation in the scheme compared with other entities is about 0.44% based on Council's current level of additional contributions of \$534,000 against total contributions of \$40m.

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2018 was \$309,912. The last valuation of the Fund was performed by Mr Richard Boyfield (Fellow of the Institute of Actuaries of Australia) on 12 December 2017, relating to the period ending 30 June 2017.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 2(a). Council functions/activities – financial information

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(b).									
	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Total assets held (current and non-current)	
	2018	2017	2018	2017	2018	2017	2018	2017		
Active & Vibrant	13,001	11,689	35,632	29,308	(22,631)	(17,619)	1,500	982	304,102	263,899
Sustainable Spaces & Places	28,959	24,044	32,227	29,638	(3,268)	(5,594)	5,974	789	176,094	143,535
Innovative & Engaged	50,231	67,432	5,396	10,081	44,835	57,351	2,976	4,595	220,179	151,068
Thriving & Connected	5,809	6,457	13,346	11,472	(7,537)	(5,015)	629	1,193	1,098,788	1,082,226
Total functions and activities	98,000	109,622	86,601	80,499	11,399	29,123	11,079	7,559	1,799,163	1,640,728

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

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:

Active & Vibrant

Childrens services, Recreation, Health & Wellbeing, Community services, Connection and Celebrations, Libraries

Sustainable Spaces & Places

Protecting the Environment, Biodiversity, Environmental Sustainability, Safe Community, Attractive Public Spaces, Sustainable Design and Heritage

Innovative & Engaged

Communication & Collaboration, Promotion of Local Events & Services, Innovation, Governance & Corporate Support Services, Continuous Improvement Programs, Human Resources and Financial Management

Thriving & Connected

Transport Infrastructure Construction and Maintenance, Transport Planning, Village & Shopping Centre Upgrades

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 3. Income from continuing operations

\$ '000	2018	2017
(a) Rates and annual charges		
Ordinary rates		
Residential	32,253	31,421
Business	5,174	5,228
Less: pensioner rebates (mandatory)	(678)	(715)
Total ordinary rates	36,749	35,934
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	13,790	13,903
Stormwater management services	725	721
Less: pensioner rebates (mandatory)	(261)	(277)
Total annual charges	14,254	14,347
TOTAL RATES AND ANNUAL CHARGES	51,003	50,281

Council has used 2016 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy for rates and annual charges

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.

(b) User charges and fees

Specific user charges (per s.502 – specific 'actual use' charges)

Waste management services (non-domestic)	668	569
Total specific user charges	668	569

Other user charges and fees

(i) Fees and charges – statutory and regulatory functions (per s.608)

Building certification	228	344
Planning and building regulation	1,321	779
Private works – section 67	343	634
Registration fees	56	17
Section 149 certificates (EPA Act)	226	245
Section 603 certificates	119	119
Section 611 charges	74	72
Occupancy of public land	398	394
Hoardings	590	513
Shop inspections	181	173
Total fees and charges – statutory/regulatory	3,536	3,290

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	2018	2017
(b) User charges and fees (continued)		
(ii) Fees and charges – other (incl. general user charges (per s.608))		
Admission and service fees	1,034	942
Aged care	26	24
Child care	2,816	2,728
Golf course fees	1,517	1,430
Halls and meeting rooms	948	522
Leaseback fees – Council vehicles	356	318
Leisure centre	2,980	3,123
Library	41	29
Park rents	452	345
Parking fees	753	705
Restoration charges	3,000	2,165
Other	11	9
Total fees and charges – other	13,934	12,340
TOTAL USER CHARGES AND FEES	18,138	16,199

Accounting policy for user charges and fees

User charges and fees are recognised as revenue when the service has been provided.

(c) Interest and investment revenue (including losses)

Interest

– Overdue rates and annual charges (incl. special purpose rates)	85	79
– Cash and investments	2,601	2,567
– Other	16	2
Dividend income	–	21
TOTAL INTEREST AND INVESTMENT REVENUE	2,702	2,669

Interest revenue is attributable to:

Unrestricted investments/financial assets:

Overdue rates and annual charges (general fund)	85	79
General Council cash and investments	2,022	1,970

Restricted investments/funds – external:

Development contributions		
– Section 7.11	363	355
– Voluntary planning agreements	232	265
Total interest and investment revenue recognised	2,702	2,669

Accounting policy for interest and investment revenue

Interest income is recognised using the effective interest rate at the date that interest is earned.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	Notes	2018	2017
(d) Other revenues			
Rental income – investment property	11	245	234
Rental income – other council properties		2,049	1,875
Fines – building compliance		114	121
Fines – parking		4,261	4,287
Fines – other		25	27
Legal fees recovery – rates and charges (extra charges)		30	59
Legal fees recovery – other		30	43
Commissions and agency fees		6	5
Bus shelter advertising		895	811
Diesel rebate		101	18
Energy certificates		1	–
Insurance claim recoveries		3	–
North Strathfield rail underpass project		–	4
Recycling income		327	347
Rental income – affordable housing		308	331
Rental income – footpath dining		466	442
Sale of abandoned vehicles		38	49
Sales – general		12	28
Sponsorships		72	59
Waste management performance bonus		120	210
Carbon tax reimbursement		–	395
Fire and emergency services levy (FESL) implementation		4	129
Other		325	450
<u>TOTAL OTHER REVENUE</u>		<u>9,432</u>	<u>9,924</u>

Accounting policy for other revenue

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Parking fees and fines are recognised as revenue when the service has been provided, or when the penalty has been applied, whichever occurs first.

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

Miscellaneous sales are recognised when physical possession has transferred to the customer which is deemed to be the point of transfer of risks and rewards.

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	2018 Operating	2017 Operating	2018 Capital	2017 Capital
(e) Grants				
General purpose (untied)				
Current year allocation				
Financial assistance – general component	921	1,778	–	–
Financial assistance – local roads component	307	594	–	–
Payment in advance – future year allocation				
Financial assistance – general component	955	918	–	–
Financial assistance – local roads component	317	305	–	–
Other				
Pensioners' rates subsidies – general component	371	391	–	–
Total general purpose	2,871	3,986	–	–
Specific purpose				
Pensioners' rates subsidies:				
– Domestic waste management	142	151	–	–
Community care	386	435	–	–
Economic development	5	5	–	–
Employment and training programs	19	25	–	–
Environmental projects	68	110	17	–
Environmental protection	325	38	–	–
Heritage and cultural	13	16	–	–
Library	246	244	–	–
LIRS subsidy	71	81	–	–
Planning	–	55	–	–
Recreation and culture	4	–	6,180	115
Sport and recreation	–	14	99	932
Street lighting	164	160	–	–
Traffic route subsidy	30	30	–	–
Transport (roads to recovery)	285	1,095	–	–
Transport (other roads and bridges funding)	90	–	–	–
Transport (road safety funding)	64	67	–	–
Total specific purpose	1,912	2,526	6,296	1,047
Total grants	4,783	6,512	6,296	1,047
Grant revenue is attributable to:				
– Commonwealth funding	2,900	4,469	1,099	901
– State funding	1,580	1,999	5,179	31
– Other funding	303	44	18	115
	4,783	6,512	6,296	1,047

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	Notes	2018 Operating	2017 Operating	2018 Capital	2017 Capital
(f) Contributions					
Developer contributions:					
(s7.4 & s7.11 – EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.4 – contributions using planning agreements		–	–	–	2,603
S 7.11 – contributions towards amenities/services		–	–	2,680	5,785
S 7.12 – fixed development consent levies		–	–	1,501	1,736
Total developer contributions – cash		–	–	4,181	10,124
Total developer contributions	23	–	–	4,181	10,124
Other contributions:					
Cash contributions					
Environmental contributions		21	21	–	–
Insurance incentive scheme contribution		107	126	–	–
Recreation and culture		–	–	602	169
RMS contributions (regional roads, block grant)		359	360	298	1,157
Other		78	59	–	–
Total other contributions – cash		565	566	900	1,326
Total contributions		565	566	5,081	11,450
TOTAL GRANTS AND CONTRIBUTIONS		5,348	7,078	11,377	12,497

Accounting policy for contributions

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed above.

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

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	2018	2017
(g) Unspent grants and contributions		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:		
Operating grants		
Unexpended at the close of the previous reporting period	630	525
Add: operating grants recognised in the current period but not yet spent	551	482
Less: operating grants recognised in a previous reporting period now spent	(443)	(377)
Unexpended and held as restricted assets (operating grants)	<u>738</u>	<u>630</u>
Capital grants		
Unexpended at the close of the previous reporting period	221	208
Add: capital grants recognised in the current period but not yet spent	5,429	13
Less: capital grants recognised in a previous reporting period now spent	(21)	–
Unexpended and held as restricted assets (capital grants)	<u>5,629</u>	<u>221</u>
Contributions		
Unexpended at the close of the previous reporting period	31,499	38,985
Add: contributions recognised in the current period but not yet spent	4,776	8,862
Less: contributions recognised in a previous reporting period now spent	(4,969)	(16,348)
Unexpended and held as restricted assets (contributions)	<u>31,306</u>	<u>31,499</u>

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 4. Expenses from continuing operations

\$ '000	2018	2017
(a) Employee benefits and on-costs		
Salaries and wages	27,536	25,793
Travel expenses	29	31
Employee leave entitlements (ELE)	3,071	2,705
ELE on-costs	178	–
Superannuation – defined benefit plans	310	355
Superannuation – guarantee levy	2,560	2,473
Workers' compensation insurance	570	496
Fringe benefit tax (FBT)	182	216
Training costs (other than salaries and wages)	241	354
Protective clothing	87	72
Maternity leave	64	91
Other	126	105
<u>TOTAL EMPLOYEE COSTS EXPENSED</u>	<u>34,954</u>	<u>32,691</u>

Accounting policy for employee benefits and on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

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.

Superannuation 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.

Council participates in a Defined Benefit Plan under the Local Government Superannuation Scheme, however, when sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note 1 for more information.

\$ '000	2018	2017
(b) Borrowing costs		
Interest bearing liability costs		
Interest on loans	197	222
Total interest bearing liability costs expensed	197	222
<u>TOTAL BORROWING COSTS EXPENSED</u>	<u>197</u>	<u>222</u>

Accounting policy for borrowing costs

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 4. Expenses from continuing operations (continued)

\$ '000	2018	2017
(c) Materials and contracts		
Raw materials and consumables	2,296	2,422
Contractor and consultancy costs		
– Cleaning	605	555
– Contractor and consultancy costs	16	38
– Golf course management	194	215
– Information technology	284	130
– Rate payment agencies	70	91
– Swimming pool management	310	298
– Waste management	7,645	7,072
– Contractor maintenance and repairs	5,632	5,120
– other contractor and consultancy costs	3,760	3,030
Auditors remuneration ⁽²⁾	89	63
Infringement notice contract costs (SEINS)	658	533
Legal expenses:		
– Legal expenses: planning and development	443	224
– Legal expenses: debt recovery	32	57
– Legal expenses: other	227	369
Operating leases:		
– Operating lease rentals: minimum lease payments ⁽¹⁾	364	281
Other	33	46
<u>TOTAL MATERIALS AND CONTRACTS</u>	<u>22,658</u>	<u>20,544</u>
Operating leases		
Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.		
1. Operating lease payments are attributable to:		
Computers	364	281
	<u>364</u>	<u>281</u>
2. Auditor remuneration		
During the year the following fees were paid or payable for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council – NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	85	63
Total Auditor-General remuneration	<u>85</u>	<u>63</u>
Non NSW Auditor-General audit firms:		
(i) Audit and other assurance services		
Other audit and assurance services	4	–
Total remuneration of non NSW Auditor-General audit firms	<u>4</u>	<u>–</u>
Total Auditor remuneration	<u>89</u>	<u>63</u>

Notes to the Financial Statements
for the year ended 30 June 2018

Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	2018	2017
(d) Depreciation, amortisation and impairment			
Depreciation and amortisation			
Plant and equipment		966	783
Office equipment		12	28
Furniture and fittings		102	71
Land improvements (depreciable)		569	532
Infrastructure:			
– Buildings – non-specialised		2,055	1,968
– Buildings – specialised		100	100
– Other structures		1,814	1,486
– Roads		4,025	3,981
– Bridges		61	61
– Footpaths		860	888
– Stormwater drainage		1,506	1,507
– Swimming pools		91	87
Other assets:			
– Heritage collections		7	7
– Library books		390	360
– Other		127	101
Intangible assets	12	741	702
Total depreciation and amortisation costs		<u>13,426</u>	<u>12,662</u>
<u>TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT /</u>			
<u>REVALUATION DECREMENT COSTS EXPENSED</u>		<u>13,426</u>	<u>12,662</u>

Accounting policy for depreciation, amortisation and impairment expenses

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 10 for IPPE assets and Note 12 for intangible assets.

Impairment of non-financial assets

Intangible assets that have an indefinite useful life or are not yet available for use are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 4. Expenses from continuing operations (continued)

(d) Depreciation, amortisation and impairment (continued)

Accounting policy for depreciation, amortisation and impairment expenses (continued)

Impairment of financial assets

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

\$ '000	2018	2017
(e) Other expenses		
Advertising	315	281
Agency personnel	1,343	991
Bad and doubtful debts	138	134
Bank charges	104	104
Computer software charges	1,133	1,035
Contributions/levies to other levels of government		
– Department of planning levy	168	164
– Emergency services levy	133	149
– NSW fire brigade levy	1,452	1,387
– Waste levy	2,875	3,065
Councillor expenses – mayoral fee	41	42
Councillor expenses – councillors' fees	165	152
Councillors' expenses (incl. mayor) – other (excluding fees above)	26	2
Donations, contributions and assistance to other organisations (Section 356)		
– Donations, contributions and assistance	374	480
Election expenses	435	–
Electricity and heating	961	863
Fuel and oil	409	371
Insurance – excess	113	54
Insurance – premiums	1,051	1,129
Motor vehicle registrations	118	104
Postage	155	153
Printing and stationery	165	153
Strata levies	52	58
Street lighting	1,050	1,151
Subscriptions and publications	423	350
Telephone and communications	487	494
Valuation fees	118	113
Water	437	423
Other	828	611
TOTAL OTHER EXPENSES	15,069	14,013

Accounting policy for other expenses

Other expenses are recorded on an accruals basis as the Council receives the goods or services.

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2018

Note 5. Gains or losses from the disposal of assets

\$ '000	Notes	2018	2017
Property (excl. investment property)	10		
Proceeds from disposal – property		90	279
Less: carrying amount of property assets sold/written off		(169)	(441)
Net gain/(loss) on disposal		(79)	(162)
Plant and equipment	10		
Proceeds from disposal – plant and equipment		910	890
Less: carrying amount of plant and equipment assets sold/written off		(869)	(833)
Net gain/(loss) on disposal		41	57
Infrastructure	10		
Less: carrying amount of infrastructure assets sold/written off		(280)	(160)
Net gain/(loss) on disposal		(280)	(160)
Financial assets	6		
Proceeds from disposal/redemptions/maturities – financial assets		138,876	119,649
Less: carrying amount of financial assets sold/redeemed/matured		(138,876)	(119,649)
Net gain/(loss) on disposal		–	–
Other			
Proceeds from disposal – Other		21	–
Less: carrying amount of Other assets sold/written off		–	(102)
Net gain/(loss) on disposal		21	(102)
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(297)	(367)

Accounting policy for disposal of assets

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

Note 6(a). Cash and cash equivalent assets

Cash and cash equivalents		
Cash on hand and at bank	6,802	1,147
Cash-equivalent assets		
– Deposits at call	1,574	4,369
Total cash and cash equivalents	8,376	5,516

Accounting policy for cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 6(b). Investments

\$ '000	2018 Current	2018 Non-current	2017 Current	2017 Non-current
Investments				
a. 'Held to maturity'	77,545	14,000	81,150	4,000
Total investments	77,545	14,000	81,150	4,000
<u>TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS</u>				
	85,921	14,000	86,666	4,000
Held to maturity investments				
Long term deposits	77,545	–	81,150	–
NCD's, FRN's (with maturities > 3 months)	–	14,000	–	4,000
Total	77,545	14,000	81,150	4,000

Accounting policy for investments

Classification

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss; loans and receivables; held-to-maturity investments; and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(a) Held to maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Council's management has the positive intention and ability to hold to maturity. Assets in this category are measured at amortised cost.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 6(c). Restricted cash, cash equivalents and investments – details

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	85,921	14,000	86,666	4,000
attributable to:				
External restrictions (refer below)	44,237	14,000	46,073	4,000
Internal restrictions (refer below)	31,298	–	31,411	–
Unrestricted	10,386	–	9,182	–
	85,921	14,000	86,666	4,000

\$ '000	2018	2017
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Details of restrictions

External restrictions – included in liabilities

Specific purpose unexpended loans – general	3,236	3,253
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External restrictions – included in liabilities

	3,236	3,253
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External restrictions – other

Developer contributions – general	31,306	31,499
Specific purpose unexpended grants	6,367	851
Domestic waste management	17,129	14,155
Stormwater management	199	315

External restrictions – other

	55,001	46,820
--	--------	--------

Total external restrictions

	58,237	50,073
--	--------	--------

Internal restrictions

Plant and vehicle replacement	736	861
Infrastructure replacement – parking	767	430
Employees leave entitlement	1,706	1,706
Carry over works	2,411	2,685
Deposits, retentions and bonds	12,695	11,671
Affordable housing	1,715	1,171
Building reserve	971	970
Concord library and childcare centre	849	885
Concord oval	86	86
Drummoyne oval lights reserve	55	219
Election of councillors	–	350
Energy efficiency reserve	196	200
Financial assistance grant advance	1,272	1,224
Financial sustainability	4,293	3,797
Five dock leisure centre	585	996
Investment fund	2,135	2,227
Massey park golf course	10	–
North Strathfield rail underpass	–	875
Risk management reserve	235	224
Victoria avenue childcare	16	127
Water for the community	418	280
Workers compensation	147	427

Total internal restrictions

	31,298	31,411
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TOTAL RESTRICTIONS

	89,535	81,484
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City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 7. Receivables

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Purpose				
Rates and annual charges	1,059	127	600	106
Interest and extra charges	68	38	53	28
User charges and fees	133	–	110	–
Private works	4	–	4	–
Accrued revenues				
– Interest on investments	991	–	996	–
Government grants and subsidies	804	–	376	–
Loans to non-profit organisations	–	–	14	–
Net GST receivable	501	–	400	–
Employee advances	31	–	37	–
General debtors	1,141	–	2,089	–
Infringements	1,038	–	844	–
Property leases	197	–	371	–
Road restorations	368	–	338	–
Total	6,335	165	6,232	134
Less: provision for impairment				
Rates and annual charges	–	(127)	–	(106)
Interest and extra charges	–	(38)	–	(28)
Other debtors	(164)	–	(104)	–
Total provision for impairment – receivables	(164)	(165)	(104)	(134)
<u>TOTAL NET RECEIVABLES</u>	<u>6,171</u>	<u>–</u>	<u>6,128</u>	<u>–</u>
Externally restricted receivables				
Domestic waste management	280	–	372	–
Stormwater management	14	–	13	–
Other				
– Grants	537	–	376	–
Total external restrictions	831	–	761	–
Internally restricted receivables				
– Affordable housing	267	–	298	–
Internally restricted receivables	267	–	298	–
Unrestricted receivables	5,073	–	5,069	–
TOTAL NET RECEIVABLES	6,171	–	6,128	–
Movement in provision for impairment of receivables			2018	2017
Balance at the beginning of the year			238	66
+ new provisions recognised during the year			138	191
– amounts already provided for and written off this year			(47)	(19)
Balance at the end of the year			329	238

Notes to the Financial Statements

for the year ended 30 June 2018

Note 7. Receivables (continued)

Accounting policy for receivables

Recognition and measurement

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets. Loans and receivables are included in other receivables (Note 8) and receivables (Note 7) in the Statement of Financial Position. Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Impairment

For loans and receivables the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that 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.

Collectability of receivables is reviewed on an on-going basis. Debts that are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of the receivables.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. When a receivable for which an impairment allowance had been recognised becomes uncollectable 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.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 8. Inventories and other assets

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
(a) Inventories				
Inventories at cost				
Stores and materials	58	–	56	–
Total inventories at cost	58	–	56	–
<u>TOTAL INVENTORIES</u>	<u>58</u>	<u>–</u>	<u>56</u>	<u>–</u>
(b) Other assets				
Prepayments	195	–	201	–
<u>TOTAL OTHER ASSETS</u>	<u>195</u>	<u>–</u>	<u>201</u>	<u>–</u>
Total unrestricted assets	253	–	257	–
TOTAL INVENTORIES AND OTHER ASSETS	<u>253</u>	<u>–</u>	<u>257</u>	<u>–</u>

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

Prepayments

Payments made to external parties for services to be received from them in the future. Prepayments represent existing rights to receive services.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 9. Non-current assets classified as held for sale (and disposal groups)

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Non-current assets and disposal group assets				
Non-current assets 'held for sale'				
Land	2,100	–	2,100	–
Total non-current assets 'held for sale'	2,100	–	2,100	–
<u>TOTAL NON-CURRENT ASSETS CLASSIFIED AS 'HELD FOR SALE'</u>	<u>2,100</u>	<u>–</u>	<u>2,100</u>	<u>–</u>

\$ '000	Assets 'held for sale'	
	2018	2017

(i) Reconciliation of non-current assets 'held for sale'

Opening balance	2,100	–
Plus new transfers in:		
–Transferred from Investment Property (Refer Note 11)	–	2,100
Closing balance of 'held for sale' non-current assets and operations	<u>2,100</u>	<u>2,100</u>

Accounting policy for non-current assets classified as held for sale

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets; assets arising from employee benefits; financial assets; and investment property that are carried at fair value.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of de-recognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 10. Infrastructure, property, plant and equipment

Asset class	as at 30/6/2017			Asset movements during the reporting period							as at 30/6/2018			
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Other movements P & L	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	3,725	–	3,725	–	3,393	–	–	(3,242)	–	(105)	–	3,771	–	3,771
Plant and equipment	7,642	3,500	4,142	–	1,979	(868)	(966)	–	–	–	–	7,892	3,605	4,287
Office equipment	1,050	962	88	–	17	–	(12)	–	5	–	–	1,052	954	98
Furniture and fittings	1,285	1,004	281	–	57	–	(102)	7	(18)	–	–	1,357	1,132	225
Land:														
– Operational land	68,978	–	68,978	–	–	–	–	–	–	–	94,333	163,311	–	163,311
– Community land	133,241	–	133,241	–	–	–	–	–	–	1,888	–	135,129	–	135,129
– Land under roads (pre 1/7/08)	749,824	–	749,824	–	–	–	–	–	–	–	–	749,824	–	749,824
– Land under roads (post 30/6/08)	13,092	–	13,092	–	–	–	–	–	–	–	–	13,092	–	13,092
Land improvements – depreciable	18,967	4,866	14,101	422	709	(178)	(569)	114	(18)	(7,889)	–	8,025	1,333	6,692
Infrastructure:														
– Buildings – non-specialised	145,707	55,950	89,757	1,114	2,207	(169)	(2,055)	291	126	–	9,840	160,946	59,835	101,111
– Buildings – specialised	10,519	7,246	3,273	17	–	–	(100)	–	–	–	2,413	10,140	4,537	5,603
– Other structures	138,952	93,709	45,243	517	158	(73)	(1,814)	1,409	4,109	–	45,714	136,503	41,240	95,263
– Roads	292,119	47,914	244,205	2,868	–	–	(4,025)	1,035	(18)	–	–	296,001	51,936	244,065
– Bridges	5,960	1,443	4,517	–	–	–	(61)	–	–	–	–	5,961	1,505	4,456
– Footpaths	65,429	17,592	47,837	906	54	(24)	(860)	231	–	–	–	66,576	18,431	48,145
– Stormwater drainage	132,541	58,599	73,942	498	–	(5)	(1,506)	111	–	–	–	133,144	60,105	73,039
– Swimming pools	5,436	1,291	4,145	580	–	–	(91)	44	–	–	915	12,002	6,409	5,593
Other assets:														
– Public Art	760	8	752	–	106	–	(7)	–	(20)	–	–	866	35	831
– Library books	4,397	3,228	1,169	–	392	–	(390)	–	–	–	–	4,789	3,618	1,171
– Other	5,747	989	4,758	–	782	(1)	(127)	–	(4,166)	–	–	1,437	191	1,246
TOTAL INFRASTRUCTURE, PROPERTY, PLANT AND EQUIP.	1,805,371	288,301	1,507,070	6,922	9,854	(1,318)	(12,685)	–	–	(105)	147,214	1,911,818	254,866	1,656,952

Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Notes to the Financial Statements

for the year ended 30 June 2018

Note 10. Infrastructure, property, plant and equipment (continued)

Accounting policy for infrastructure, property, plant and equipment

Infrastructure, property, plant and equipment are held at fair value. Independent valuations are performed at least every five years, however the carrying amount of assets is assessed at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on plant and equipment is calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Depreciation on other assets is calculated using the straight line method to allocate their cost over the estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	5 to 30
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 8	Buildings	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 90
Other plant and equipment	5 to 15	Buildings: other	20 to 40
Transportation assets		Stormwater assets	
Sealed roads: surface	20	Drains	80 to 100
Sealed roads: structure	50	Culverts	50 to 80
Unsealed roads	20	Flood control structures	80 to 100
Bridge: concrete	100		
Bridge: other	50	Other infrastructure assets	
Road pavements	60	Swimming pools	50
Kerb, gutter and footpaths	40	Unsealed roads	20
		Other infrastructure	20 to 75

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income statement.

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 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.

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.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 11. Investment property

\$ '000	2018	2017
(a) Investment property at fair value		
<u>Investment property on hand</u>	<u>32,920</u>	<u>32,920</u>
Reconciliation of annual movement:		
Opening balance	32,920	24,046
– Classified as 'held for sale'	–	(2,100)
– Net gain/(loss) from fair value adjustments	–	10,974
CLOSING BALANCE – INVESTMENT PROPERTY	<u>32,920</u>	<u>32,920</u>
(b) Valuation basis		
<p>The basis of valuation of investment property 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.</p> <p>A revaluation of investment property land and buildings was undertaken by Southern Alliance Valuers during 2017. The revaluation was completed in March 2017 with a measurement date of 30 June 2017. Principal Valuer - Chris Stening AAPI, certified practicing valuer.</p>		
(c) Contractual obligations at reporting date		
Refer to Note 18 for disclosures relating to any capital and service obligations that have been contracted.		
(d) Leasing arrangements – Council as lessor		
<p>The investment property are leased to tenants under long-term operating leases with rentals payable monthly.</p> <p>Future minimum lease payments receivable under non-cancellable investment property operating leases not recognised in the financial statements are receivable as follows:</p>		
Within 1 year	244	246
Later than 1 year but less than 5 years	1,032	1,042
Later than 5 years	273	276
Total minimum lease payments receivable	<u>1,549</u>	<u>1,564</u>
(e) Investment property income and expenditure – summary		
Rental income from investment property:		
– Minimum lease payments	245	234
Direct operating expenses on investment property:		
– that generated rental income	(20)	(16)
Net revenue contribution from investment property	<u>225</u>	<u>218</u>
plus:		
Fair value movement for year	<u>–</u>	<u>10,974</u>
Total income attributable to investment property	<u>225</u>	<u>11,192</u>

Notes to the Financial Statements

for the year ended 30 June 2018

Note 11. Investment property (continued)

Accounting policy for investment property

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the income statement as part of other income.

Properties that are under construction for future use as investment property are regarded as investment property. These are also carried at fair value unless the fair value cannot yet be reliably determined. Where that is the case, the property will be accounted for at cost until either the fair value becomes reliably determinable or construction is complete.

Note 12. Intangible assets

\$ '000	2018	2017
Intangible assets represent identifiable non-monetary assets without physical substance.		
Intangible assets are as follows:		
Opening values:		
Gross book value (1/7)	3,655	3,508
Accumulated amortisation (1/7)	(2,068)	(1,366)
Net book value – opening balance	1,587	2,142
Movements for the year		
– Purchases	–	147
– Amortisation charges	(741)	(702)
Closing values:		
Gross book value (30/6)	3,655	3,655
Accumulated amortisation (30/6)	(2,809)	(2,068)
TOTAL INTANGIBLE ASSETS – NET BOOK VALUE ¹	846	1,587
¹ The net book value of intangible assets represent:		
Software and it system development costs	846	1,587
	846	1,587

Accounting policy for intangible assets

IT development and software

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems. Costs capitalised include external direct costs of materials and service, direct payroll, and payroll related costs of employees' time spent on the project. Amortisation is calculated on a straight line basis over a period of five years.

IT development costs include only those costs directly attributable to the development phase and are only recognised following completion of technical feasibility, and where Council has an intention and ability to use the asset.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 13. Payables and borrowings

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Payables				
Goods and services – operating expenditure	759	–	1,141	–
Accrued expenses:				
– Salaries and wages	518	–	–	–
– Other expenditure accruals	2,965	–	2,700	–
Security bonds, deposits and retentions	12,695	–	11,573	–
Total payables	16,937	–	15,414	–
Income received in advance				
Payments received in advance	933	–	2,385	–
Total income received in advance	933	–	2,385	–
Borrowings				
Loans – secured ¹	490	2,676	463	3,166
Total borrowings	490	2,676	463	3,166
TOTAL PAYABLES AND BORROWINGS	18,360	2,676	18,262	3,166

(a) Payables and borrowings relating to restricted assets

	2018		2017	
	Current	Non-current	Current	Non-current
Externally restricted assets				
Domestic waste management	719	–	477	–
Total payables and borrowings relating to restricted assets	719	–	477	–
Total payables and borrowings relating to unrestricted assets	17,641	2,676	17,785	3,166
TOTAL PAYABLES AND BORROWINGS	18,360	2,676	18,262	3,166

¹ Loans are secured over the general rating income of Council
Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 19.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Payables and borrowings (continued)

\$ '000	2018	2017
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(b) Current payables and borrowings not anticipated to be settled within the next twelve months

The following payables and borrowings, even though classified as current, are not expected to be settled in the next 12 months.

Payables – security bonds, deposits and retentions	8,886	8,095
	8,886	8,095

(c) Changes in liabilities arising from financing activities

Class of borrowings	2017		Non-cash changes			2018
	Opening balance as at 1/7/17	Cash flows	Acquisition	Fair value changes	Other non-cash movements	Closing balance as at 30/6/18
Loans – secured	3,629	(463)	–	–	–	3,166
TOTAL	3,629	(463)	–	–	–	3,166

\$ '000	2018	2017
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(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	150	150
Total financing arrangements	650	650
Undrawn facilities as at balance date:		
– Bank overdraft facilities	500	500
– Credit cards/purchase cards	150	150
Total undrawn financing arrangements	650	650

1. The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 13. Payables and borrowings (continued)

Accounting policy for payables and borrowings

Payables

These amounts represent liabilities for goods and services provided to the Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Finance leases

Leases of property, plant and equipment where Council, as lessee, has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other short-term and long-term payables. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that Council will obtain ownership at the end of the lease term.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 14. Provisions

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Provisions				
Employee benefits:				
Annual leave	2,668	–	2,720	–
Sick leave	238	–	233	–
Long service leave	6,140	368	5,668	757
Sub-total – aggregate employee benefits	9,046	368	8,621	757
Other provisions:				
Workers compensation On Costs	178	–	–	–
Sub-total – other provisions	178	–	–	–
<u>TOTAL PROVISIONS</u>	<u>9,224</u>	<u>368</u>	<u>8,621</u>	<u>757</u>

(a) Provisions relating to restricted assets

There are no restricted assets (external or internal) applicable to the above provisions

(b) Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

	2018	2017
Provisions – employees benefits	5,472	6,703
	5,472	6,703

(c) Description of and movements in provisions

2018	ELE provisions			Total
	Annual leave	Sick leave	Long service leave	
At beginning of year	2,720	233	6,425	9,378
Additional provisions	2,089	5	977	3,071
Amounts used (payments)	(2,141)	–	(894)	(3,035)
Total ELE provisions at end of year	2,668	238	6,508	9,414
2017				
At beginning of year	2,590	247	6,338	9,175
Additional provisions	2,023	(14)	718	2,727
Amounts used (payments)	(1,893)	–	(631)	(2,524)
Total ELE provisions at end of year	2,720	233	6,425	9,378

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 14. Provisions (continued)

\$ '000

(c) Description of and movements in provisions (continued)

	Workers Comp On- Cost	Other provisions Total
2018		
At beginning of year	–	–
Changes to provision:		
Other - Workers Comp On-Cost	178	178
Total other provisions at end of year	178	178
2017		
At beginning of year	57	57
Changes to provision:		
Amounts used (payments)	(57)	(57)
Total other provisions at end of year	–	–

Nature and purpose of non-employee benefit provisions

Workers Comp On-Cost

To recognise liabilities for workers compensation on-costs attributable to employee leave liability .

Accounting policy for provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 14. Provisions (continued)

Employee benefits

Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

Note 15. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

(a) Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

(b) Correction of errors relating to a previous reporting period

Nature of prior-period error

Operational Land

Operational Land has been revalued during 2017/18. In doing so, some land parcels were discovered as having not been recorded previously.

Operational Land was last revalued in the financial year ending 30 June 2013 as part of the staged implementation of assets to be valued at fair value. The Asset Revaluation Reserve includes an amount of \$28,684,319 that was established when Operational Land was previously revalued.

The correction of a prior period error will result in an increase to the Opening Accumulated Surplus as at 1 July 2016 of \$12,186,000.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 15. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000

(b) Correction of errors relating to a previous reporting period (continued)

Changes to the opening Statement of Financial Position at 1 July 2016

	Original Balance 1 July, 2016	Impact Increase/ (decrease)	Restated Balance 1 July, 2016
Statement of Financial Position			
IPPE	1,170,268	12,186	1,182,454
Total Assets	1,291,638	12,186	1,303,824
Total Liabilities	30,123	–	30,123
Accumulated Surplus	1,112,512	12,186	1,124,698
Total equity	1,261,515	12,186	1,273,701

Adjustments to the comparative figures for the year ended 30 June 2017

	Original Balance 30 June, 2017	Impact Increase/ (decrease)	Restated Balance 30 June, 2017
Statement of Financial Position			
IPPE	1,494,884	12,186	1,507,070
Total assets	1,628,542	12,186	1,640,728
Total liabilities	30,806	–	30,806
Accumulated Surplus	1,141,635	12,186	1,153,821
Total equity	1,597,736	12,186	1,609,922

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 16. Statement of cash flows – additional information

\$ '000	Notes	2018	2017
(a) Reconciliation of cash assets			
Total cash and cash equivalent assets	6a	8,376	5,516
Balance as per the Statement of Cash Flows		8,376	5,516
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		11,399	29,123
Adjust for non-cash items:			
Depreciation and amortisation		13,426	12,662
Net losses/(gains) on disposal of assets		297	367
Non-cash capital grants and contributions		–	(1,882)
Losses/(gains) recognised on fair value re-measurements through the P&L:			
– investment property		–	(10,974)
+/- Movement in operating assets and liabilities and other cash items:			
Decrease/(increase) in receivables		(134)	569
Increase/(decrease) in provision for doubtful debts		91	172
Decrease/(increase) in inventories		(2)	(31)
Decrease/(increase) in other assets		6	102
Increase/(decrease) in payables		(382)	386
Increase/(decrease) in other accrued expenses payable		783	(992)
Increase/(decrease) in other liabilities		(330)	1,581
Increase/(decrease) in employee leave entitlements		36	203
Increase/(decrease) in other provisions		178	(57)
Net cash provided from/(used in) operating activities from the Statement of Cash Flows		25,368	31,229
(c) Non-cash investing and financing activities			
Developer contributions 'in kind'		–	1,882
Total non-cash investing and financing activities		–	1,882

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 17. Commitments for expenditure

\$ '000	2018	2017
(a) Capital commitments (exclusive of GST)		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	428	930
Recreational projects	899	4,504
Roads, bridges and footpaths	1,110	2,575
Stormwater drainage	–	145
Seawalls	–	680
Other	–	42
Total commitments	2,437	8,876
These expenditures are payable as follows:		
Within the next year	2,437	8,876
Total payable	2,437	8,876
Sources for funding of capital commitments:		
Unrestricted general funds	–	672
Future grants and contributions	72	142
Section 7.11 and 64 funds/reserves	266	3,299
Unexpended grants	70	110
Externally restricted reserves	567	664
Internally restricted reserves	1,462	3,591
Unexpended loans	–	253
Stormwater Levy	–	145
Total sources of funding	2,437	8,876
Details of capital commitments		
Capital expenditure commitments relate to projects budgetted for in 2016/17 but had not been completed by 30 June. The unexpended budget amount has been carried forward to 2017/18 to enable capital works projects to be completed.		

(b) Operating lease commitments (non-cancellable)

a. Commitments under non-cancellable operating leases at the reporting date, but not recognised as liabilities are payable:

Within the next year	460	281
Later than one year and not later than 5 years	1,840	1,124
Total non-cancellable operating lease commitments	2,300	1,405

b. Non-cancellable operating leases include the following assets:

Computers, printers, copiers, servers and other IT hardware.

Contingent rentals may be payable depending on the condition of items or usage during the lease term.

Conditions relating to operating leases:

– All operating lease agreements are secured only against the leased asset.

– No lease agreements impose any financial restrictions on Council regarding future debt etc.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 18. Contingencies and other assets/liabilities not recognised

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) 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.

(ii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iii) Other Guarantees

Council has guaranteed an amount of \$5,000 to Agility Management Pty Ltd as security for Contract Works relating to the permanent reinstatement of road, footpath and paved surfaces and associated works in NSW. This guarantee was executed on

30 September 2004. Council has also guaranteed an amount of \$5,000 to Jemena Asset Management (4) P/L as security for Contract Works relating to the permanent reinstatement of road, footpath and paved surfaces. This guarantee expired on 5 November 2017.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) S7.11 and S7.12 Plans

Council levies section S7.11 and S7.12 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 Council's 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 (and subsequent land asset) from such potential acquisitions has not been possible.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 19. Financial risk management

\$ '000

Risk management

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

	Carrying value		Fair value	
	2018	2017	2018	2017
Financial assets				
Cash and cash equivalents	8,376	5,516	8,376	5,516
Investments				
– 'Held to maturity'	91,545	85,150	91,545	85,150
Receivables	6,171	6,128	5,816	6,128
Total financial assets	106,092	96,794	105,737	96,794
Financial liabilities				
Payables	16,937	15,414	16,938	15,414
Loans/advances	3,166	3,629	3,386	3,927
Total financial liabilities	20,103	19,043	20,324	19,341

Fair value is determined as follows:

- **Cash** and **cash equivalents**, **receivables**, **payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings** and **held-to-maturity** investments – are based upon estimated future cash flows discounted by the current mkt interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) '**at fair value through profit and loss**' or (ii) '**available-for-sale**' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Notes to the Financial Statements

for the year ended 30 June 2018

Note 19. Financial risk management (continued)

\$ '000

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the *Local Government Act 1993* and Ministerial Investment Order 625. This policy is regularly reviewed by Council and its staff and a monthly Investment report is provided to Council setting out the make-up and performance of the portfolio as required by Local Government regulations.

The risks associated with the investments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

(a) Market risk – price risk and interest rate risk

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

2018	Increase of values/rates		Decrease of values/rates	
	Surplus	Equity	Surplus	Equity
Possible impact of a 1% movement in interest rates	999	999	(999)	(999)
2017				
Possible impact of a 1% movement in interest rates	907	907	(907)	(907)

Notes to the Financial Statements
for the year ended 30 June 2018

Note 19. Financial risk management (continued)

\$ '000

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

	2018 Rates and annual charges	2018 Other receivables	2017 Rates and annual charges	2017 Other receivables
(i) Ageing of receivables – %				
Current (not yet overdue)	0%	20%	0%	45%
Overdue	100%	80%	100%	55%
	100%	100%	100%	100%

(ii) Ageing of receivables – value

Rates and annual charges

	2018	2017
< 1 year overdue	583	560
1 – 2 years overdue	116	45
2 – 5 years overdue	75	90
> 5 years overdue	57	11
	1,186	706

Other receivables

	2018	2017
Current	4,320	2,553
0 – 30 days overdue	419	2,295
31 – 60 days overdue	336	372
61 – 90 days overdue	75	360
> 91 days overdue	164	80
	5,314	5,660

Notes to the Financial Statements
for the year ended 30 June 2018

Note 19. Financial risk management (continued)

\$ '000

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk by borrowing long term and fixing the interest rate on a 4-year renewal basis. The Finance Section regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 – 5 Years	> 5 Years		
2018							
Trade/other payables	0.00%	12,695	4,243	–	–	16,938	16,937
Loans and advances	5.60%	–	660	2,640	426	3,726	3,166
Total financial liabilities		12,695	4,903	2,640	426	20,664	20,103
2017							
Trade/other payables	0.00%	11,573	3,841	–	–	15,414	15,414
Loans and advances	5.60%	–	660	2,640	1,086	4,386	3,629
Total financial liabilities		11,573	4,501	2,640	1,086	19,800	19,043

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 20. Material budget variations

\$ '000

Council's original financial budget for 17/18 was adopted by the Council on 06 June 2017 and is not required to be audited.

While the Income Statement included in this General Purpose Financial Report must disclose the original budget adopted by Council, the *Local Government Act 1993* requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Note that for variations* of budget to actual :

Material variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable budget variation, **U** = Unfavourable budget variation

\$ '000	2018 Budget	2018 Actual	2018 ----- Variance* -----		
REVENUES					
Rates and annual charges	51,216	51,003	(213)	(0%)	U
User charges and fees	14,464	18,138	3,674	25%	F
* User charges and fees exceeded original budget by \$3.7M. Council collected more fees for Restorations (\$1.7M) Halls and Meeting Rooms (\$492K), Planning Fees (\$450K), Hoardings (\$428K), and Construction Zones (\$120K) than originally anticipated.					
Interest and investment revenue	2,401	2,702	301	13%	F
* Interest revenue exceeded original budget by \$290K as a result of more funds being available to invest than anticipated.					
Other revenues	8,251	9,432	1,181	14%	F
Operating grants and contributions	4,495	5,348	853	19%	F
* Two instalments of the 2018/19 Financial Assistance Grant were brought forward and paid in June 2018. The advance payment of \$1.272M has been reserved for expenditure in the 2018/19 financial year.					
Capital grants and contributions	4,254	11,377	7,123	167%	F
* Funding under the NSW Government's precinct Support Scheme for the River Activation and Foreshore Upgrade project at Mcllwaine Park / Brays Bay was paid in June 2018. The payment of \$5M has been reserved and will fund staged works from 2018/19 to 2021/22.					

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2018

Note 20. Material budget variations (continued)

\$ '000	2018 Budget	2018 Actual	2018 ----- Variance* -----		
EXPENSES					
Employee benefits and on-costs	35,299	34,954	345	1%	F
Borrowing costs	197	197	-	0%	F
Materials and contracts	22,974	22,658	316	1%	F
Depreciation and amortisation Increase in the depreciable value of assets	10,981	13,426	(2,445)	(22%)	U
Other expenses	14,859	15,069	(210)	(1%)	U
Net losses from disposal of assets	-	297	(297)	0%	U

* Disposal of Infrastructure Assets decommissioned as a result of replacements assets being constructed as part of the 2017/18 Renewal Program.

Budget variations relating to Council's Cash Flow Statement include:

Cash flows from operating activities	13,481	25,368	11,887	88.2%	F
* The Original Budget did not account for the favourable cash flows as detailed in the explanations provided above for "Interest and Investment Revenue", "User Fees and Charges" and "Operating and Capital Grants and Contributions."					
Cash flows from investing activities	(13,018)	(22,045)	(9,027)	69.3%	U
* Greater than anticipated purchase of Term Deposit Investments with maturities greater than 90 days.					
Cash flows from financing activities	(463)	(463)	-	0.0%	F

Notes to the Financial Statements
for the year ended 30 June 2018

Note 21. Fair value measurement

The Council measures the following assets and liabilities at fair value on a recurring basis.

- Infrastructure, property, plant and equipment
- Investment property

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

Level 1 - Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) The following table presents all assets and liabilities that have been measured & recognised at fair values:

30 June 2018	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active markets	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Investment properties	30/6/17	–	32,920	–	32,920
Infrastructure, property, plant and equipment (IPP&E)					
– Plant and equipment	30/6/15	–	–	4,287	4,287
– Office Equipment	30/6/15	–	–	98	98
– Furniture & Fittings	30/6/15	–	–	225	225
– Operational land	30/6/18	–	163,311	–	163,311
– Community land	30/6/17	–	–	135,129	135,129
– Land under roads	30/6/17	–	–	762,916	762,916
– Land Improvements	30/6/18	–	–	6,692	6,692
– Buildings	30/6/18	–	–	106,714	106,714
– Other structures	30/6/18	–	–	95,263	95,263
– Roads, bridges, footpaths	30/6/15	–	–	296,666	296,666
– Swimming pools	30/6/18	–	–	5,593	5,593
– Storm water drainage	30/6/15	–	–	73,039	73,039
– Public Art	30/6/15	–	–	831	831
– Library Books	30/6/15	–	–	1,171	1,171
– Other assets	30/6/18	–	–	5,017	5,017
Total IPP&E		–	163,311	1,493,641	1,656,952
Total Investment Property and IPP&E		–	196,231	1,689,872	1,689,872

Notes to the Financial Statements
for the year ended 30 June 2018

Note 21. Fair value measurement (continued)

(1) The following table presents all assets and liabilities that have been measured & recognised at fair values:

30 June 2017	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active markets	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Investment properties	30/6/17	–	32,920	–	32,920
Infrastructure, property, plant and equipment (IPP&E)					
– Plant and equipment	30/6/15	–	–	4,142	4,142
– Office equipment	30/6/15	–	–	88	88
– Furniture & Fittings	30/6/15	–	–	281	281
– Operational land	30/6/13	–	56,792	–	56,792
– Community land	30/6/17	–	–	133,241	133,241
– Land under roads	30/6/17	–	–	762,916	762,916
– Land Improvements - Depreciable	30/6/15	–	–	14,101	14,101
– Buildings (specialised and non-specialised)	30/6/13	–	–	93,030	93,030
– Other structures	30/6/15	–	–	45,243	45,243
– Roads, bridges, footpaths	30/6/15	–	–	296,559	296,559
– Swimming pools	30/6/13	–	–	4,145	4,145
– Stormwater drainage	30/6/15	–	–	73,942	73,942
– Other assets	30/6/13	–	–	10,404	10,404
Total (IPP&E)		–	56,792	1,438,092	1,494,884
Total Investment Property and IPP&E			89,712	1,438,092	1,527,804

(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.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 21. Fair value measurement (continued)

(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

Investment property comprises land and /or buildings that are principally held for long-term rental yields, capital gains, or both, that is not occupied by Council. Full revaluations are carried out every three years by a member of the Australian Property Institute with an appropriate index utilised each year in between the full revaluations.

A revaluation of Council's Investment Properties by Southern Alliance Valuers was performed for 30 June 2017. On an annual basis, Council reviews relevant indices in between the full revaluations, as a potential indicator to assess whether assets are not at fair value. The last full revaluation of Council's Investment Properties was as at 30 June 2017 and was determined by Southern Alliance Valuers. The value of investment property as at 30 June 2017 was determined using the market approach.

All investment property valuations are included in level 3 of the fair value hierarchy.

Infrastructure, property, plant and equipment (IPP&E)

Council's non-current assets are revalued at a minimum, every five years. Councils engage external, independent, qualified valuers to determine the fair value of their land, buildings, other structures, infrastructure and major plant on a regular basis. Annual reviews are undertaken to determine whether the carrying amount of the asset is materially different from the existing fair values. If any variation is considered material, a revaluation is undertaken either by comprehensive revaluation or by applying an interim revaluation utilising appropriate indices.

Changes in fair values with Level 2 and 3 inputs are analysed at the end of each reporting period and discussed between the relevant department heads, valuation firm, audit committee and auditors, where considered necessary.

Plant & Equipment, Office equipment and Furniture & Fittings

Plant & Equipment, Office Equipment and Furniture & Fittings assets are recognised and valued at cost. Council assumes that the carrying amount reflects the fair value of the assets due to the nature of the items.

These asset categories include:

- Plant & Fleet
- Major Plant Items – tractors, street sweepers, tippers, rollers, and back hoes.
- Minor Plant and Equipment Items – generators, mowers, weed harvester, trailers, chainsaws, and power hand tools
- Fleet Vehicles – trucks, commercial vehicles and passenger vehicles
- Office Equipment – communications equipment and photocopiers
- Furniture & Fittings – work stations, storage cabinets, tables and chairs

The unobservable level 3 inputs used include:

- Straight line pattern of consumption
- Useful life
- Residual value where applicable

Council reviews the value of these assets based on the gross replacement cost of similar assets.

There has been no change in the valuation process during the reporting period.

Notes to the Financial Statements for the year ended 30 June 2018

Note 21. Fair value measurement (continued)

Land (Operational, Community, Land under roads and Land Improvements)

A comprehensive valuation of Operational land was undertaken by Scott Fullarton Valuations Pty Ltd as at 30 June 2018.

Operational Land has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price, including but not limited to:

- The land's description and/or dimensions;
- Planning and other constraints on development; and
- The potential for alternative use.

Level 2 inputs were used to value land held in freehold title and those with special use, which are restricted under the zoning objectives. Sale prices of comparable land parcels in close proximity were adjusted for differences in key attributes such as size and configuration. The most significant inputs into this valuation approach are price per square metre.

Community land valuations are based on the Valuer General's most recent valuation of land for rating purposes. The Valuer General's valuations reflect the restricted use of Community Land.

Land Under Roads is valued based the latest Valuer General's Valuation of Base Date of 1/7/16. A discounted municipal average of \$185.55 per square meter representing a discount of 90% of Municipal Average of Land Values reflects the restricted nature of Land Under Roads. The 90% discounting method relates to the Englobo valuation methodology.

Land Improvements – Depreciable

This asset class comprises land improvements such as gardens, mulched areas, streetscaping and landscaping. These assets may be located on parks, reserves and also within road reserves. Land Improvements were valued using the cost approach in collaboration between Assetic (Asset Management Consultants) and Council's experienced engineering staff.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets were all classified as having been valued using Level 3 valuation inputs.

Buildings

A comprehensive valuation of Buildings was undertaken by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, API Membership No 67557 as at 30 June 2018 using the cost approach.

The Gross Value of each building is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. While all buildings were physically inspected, inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement. The key unobservable input is the rate per square metre which has been benchmarked to construction costs of similar properties across the industry.

This asset class is categorised as level 3 as some of the inputs used in the valuation of these assets require significant professional judgment and are unobservable.

There has been no change in the valuation process during the reporting period.

Other Structures

This asset class comprises sea wall, marine structures, retaining walls, playground equipment, sports field lighting, shade shelters, fencing, and other structures which did not meet the definition of a building.

Other Structures were valued using the cost approach in collaboration between Assetic (Asset Management Consultants)

Notes to the Financial Statements

for the year ended 30 June 2018

Note 21. Fair value measurement (continued)

and Council's experienced engineering staff.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets were all classified as having been valued using Level 3 valuation inputs.

Roads, Bridges and Footpaths

The road carriageway is defined as the trafficable portion of a road, between, but not including the kerb and gutter. This asset class includes Footpaths, Kerb and Gutter, Roundabouts, Speed humps, Traffic calming devices, Street Furniture, Bus Shelters and Guard rail fencing.

Council's roads are componentised into surface and pavement and further separated into segments for inspection and valuation. Footpaths and Kerb and Gutter are segmented to match the adjacent road segment where possible

The cost approach was utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimated pattern of consumption, asset condition and useful life, requiring extensive professional judgement, impacted significantly on the final determination of fair value.

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Swimming Pools

Assets within this class comprise Cabarita Swimming Centre and Drummoyne Swimming Centre. The pools were valued by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, API Membership No 67557 as at 30 June 2018 using the cost approach as at 30 June 2018.

The Gross Value of each building is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. While the swimming centres were physically inspected, inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement.

The key unobservable input is the rate per square metre which has been benchmarked to construction costs of similar properties across the industry.

This asset class is categorised as level 3 as some of the inputs used in the valuation of these assets require significant professional judgment and are unobservable.

There has been no change in the valuation process during the reporting period.

Stormwater Drainage

The Stormwater Drainage asset class consists of basins, pits and pipes, gross pollutant traps, open channels and culverts. The valuation for this asset class was performed by the Council's internal engineering team. The gross value of the infrastructure assets are determined using rates stipulated in contracts with third party suppliers, which is a key observable input.

Stormwater Drainage assets were last valued as at 30 June 2015. The valuations also included assessment of the overall useful life of each type of asset and the subsequent determination of the remaining useful life of each asset.

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

There has been no change in the valuation process during the reporting period.

Other Assets – Library Books'

Assets included in this asset category consist of library books, Ebooks, Online journals, magazines, CDs and

Notes to the Financial Statements
for the year ended 30 June 2018

Note 21. Fair value measurement (continued)

DVDs which are recognised and valued at cost. Council assumes that the carrying amount reflects the fair value of the assets due to the nature of the items. There are no major variances between the fair value and carrying amount of these assets. Therefore these assets are disclosed at fair value in the notes.

Whilst these assets are recognised at cost with supporting supplier invoices (observable input), the remaining significant inputs (useful life, pattern of consumption, and asset condition) are unobservable and therefore categorised as level 3.

There has been no change in the valuation process during the reporting period.

Notes to the Financial Statements
for the year ended 30 June 2018

Note 21. Fair value measurement (continued)

(4). Fair value measurements using significant unobservable inputs (Levels 2 and 3)

a. (1) The following table presents the changes in Level 2 and Level 3 Fair Value Asset Classes for IPP&E:

	Plant & Equip, Office Equipment, Furn & Fittings	Operational Land	Community Land	Land under roads	Land Improvements - Depreciable	Buildings	Other Structures	Roads bridges footpaths	Swimming Pools	Stormwater drainage	Other assets	Total
Opening Balance 1/7/16	4,496	69,216	133,241	455,818	10,954	69,444	45,640	288,439	4,048	74,526	26,632	1,182,454
Purchases (GBV)	1,793	-	-	-	797	11,019	909	10,827	184	881	4,698	31,108
Disposals (WDV)	(935)	(250)	-	-	-	(191)	(45)	(71)	-	(44)	-	(1,536)
Depreciation and Impairment	(882)	-	-	-	(532)	(2,068)	(1,486)	(4,930)	(87)	(1,507)	(468)	(11,960)
Revaluation	-	-	-	307,098	-	-	-	-	-	-	-	307,098
Transfers	39	12	-	-	2,882	14,826	225	2294	-	86	(20,458)	(94)
Closing Balance 30/6/17	4,511	68,978	133,241	762,916	14,101	93,030	45,243	296,559	4,145	73,942	10,404	1,507,070
Purchases (GBV)	2,053	-	-	-	1,131	3,338	675	3,829	580	497	4,673	16,776
Disposals (WDV)	(868)	-	-	-	(178)	(169)	(73)	(24)	-	(5)	(1)	(1,318)
Depreciation and Impairment	(1,080)	-	-	-	(569)	(2,155)	(1,814)	(4,946)	(91)	(1,506)	(524)	(12,685)
Revaluation	-	94,333	1,888	-	(7,889)	12,253	45,714	-	915	-	-	147,214
Transfers	(6)	-	-	-	96	417	5,518	1,248	44	111	(7,533)	(105)
Closing Balance 30/6/18	4,610	163,311	135,129	762,916	6,692	106,714	95,263	296,666	5,593	73,039	7,019	1,656,952

a.(2)The following table presents the changes in Level 2 Fair Value Asset Classes for Investment Property:

	Investment Property Total
Opening Balance 1/7/16	24,046
Purchases (GBV)	-
Disposals (WDV)	-
Depreciation and Impairment	-
Revaluation	10,974
Transfers	(2,100)
Closing Balance 30/6/17	32,920
Purchases (GBV)	-
Disposals (WDV)	-
Depreciation and Impairment	-
Revaluation	-
Transfers	-
Closing Balance 30/6/18	32,920

Notes to the Financial Statements
for the year ended 30 June 2018

Note 21. Fair value measurement (continued)

b. Significant unobservable valuation inputs used (for level 2 and 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 2 and level 3 asset class fair values.

Investment properties

Class	Fair value (30/6/18) \$'000	Valuation technique/s	Unobservable inputs
Land and Buildings	32,920	Review of market conditions by an Independent Qualified Valuer	Estimated rental value (/m2) Rental yield (per annum)

Infrastructure, Property, Plant & Equipment

Class	Fair value (30/6/18) \$'000	Valuation technique/s	Unobservable inputs
Plant and equipment, furniture & fittings and office equipment	4,610	Cost used to approximate fair value	Gross Replacement Cost Useful Life Residual Value Remaining useful life
Operational Land	163,311	Qualified Valuer	Price per square metre
Community Land	135,129	Land Values obtained from NSW Valuer General	Land Value, Land Area
Land under roads	762,916	Municipal average m2 rate of properties land values as determined by the NSW Valuer General, 90% discount rate, to reflect restricted nature of LUR.	Land Value, Land Area
Land improvements	6,692	Cost used to approximate fair value	Gross Replacement Cost Useful Life Asset Condition Remaining useful life
Buildings	106,714	Qualified Valuer	Gross Replacement Cost Useful Life Asset Condition Remaining useful life.
Other Structures	95,263	Cost used to approximate fair value	Gross Replacement Cost Useful Life Asset Condition Remaining useful life
Roads, bridges, footpaths	296,666	Unit rates per m2 or length	Gross Replacement Cost Useful Life Asset Condition Remaining useful life
Swimming Pools	5,593	Qualified Valuer	Gross Replacement Cost Useful Life Asset Condition Remaining useful life
Stormwater drainage	73,039	Unit rates per m2 or length	Gross Replacement Cost Useful Life Asset Condition Remaining useful life
Other Assets -Library books -Public Art -Other	7,019	Cost used to approximate fair value	Gross Replacement Cost Useful Life Residual Value Remaining useful life

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 21. Fair value measurement (continued)

(5). Highest and best use

The only assets valued where the highest and best use was considered different to its current use, is land zoned for locality specific purposes. Some Council properties, for example, Car parks, which could be redeveloped, are not currently utilised for their highest and best use. All other non-financial assets are considered to be utilised for their highest and best use.

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 22. Related party transactions

\$ '000

a. Key management personnel

Key management personnel (KMP) of the Council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. KMP include the Mayor, Councillors, General Manager and Directors.

The aggregate amount of KMP compensation included in the Income Statement is:

	2018	2017
Compensation:		
Short-term benefits	1,467	1,316
Other long-term benefits	207	45
Termination benefits	—	149
Total	1,675	1,510

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 23. Statement of developer contributions

\$ '000

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas.

It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

SUMMARY OF CONTRIBUTIONS AND LEVIES

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Roads	1,459	–	–	24	(151)	–	1,332	–
Parking	60	–	–	1	–	–	61	–
Open space	18,160	2,073	–	256	(2,279)	(367)	17,843	–
Community facilities	2,134	292	–	33	(160)	–	2,299	–
Community infrastructure	28	284	–	4	(683)	367	–	–
Administration	190	32	–	3	–	–	225	–
Other	124	–	–	2	–	–	126	–
S7.11 contributions – under a plan	22,155	2,681	–	323	(3,273)	–	21,886	–
S7.12 levies – under a plan	2,293	1,500	–	40	(882)	–	2,951	–
Total S7.11 and S7.12 revenue under plans	24,448	4,181	–	363	(4,155)	–	24,837	–
S7.4 planning agreements	7,051	–	–	232	(814)	–	6,469	–
Total contributions	31,499	4,181	–	595	(4,969)	–	31,306	–

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 23. Statement of developer contributions (continued)

\$ '000

S7.11 CONTRIBUTIONS – UNDER A PLAN

Contribution Plan - Canada Bay

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Open space	16,287	2,073	-	238	(1,591)	(367)	16,640	-
Community facilities	933	292	-	16	-	-	1,241	-
Community infrastructure	28	284	-	4	(683)	367	-	-
Administration	190	32	-	3	-	-	225	-
Total	17,438	2,681	-	261	(2,274)	-	18,106	-

CONTRIBUTION PLAN - Concord area (Rhodes)

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Roads	1,304	-	-	22	(151)	-	1,175	-
Parking	37	-	-	1	-	-	38	-
Open space	688	-	-	-	(688)	-	-	-
Community facilities	485	-	-	6	(155)	-	336	-
Total	2,514	-	-	29	(994)	-	1,549	-

City of Canada Bay

Notes to the Financial Statements
for the year ended 30 June 2018

Note 23. Statement of developer contributions (continued)

\$ '000

S7.11 CONTRIBUTIONS – UNDER A PLAN

CONTRIBUTION PLAN - Concord area (Strathfield triangle)

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Roads	155	-	-	2	-	-	157	-
Parking	23	-	-	-	-	-	23	-
Open space	1,185	-	-	18	-	-	1,203	-
Community facilities	487	-	-	8	-	-	495	-
Other	124	-	-	2	-	-	126	-
Total	1,974	-	-	30	-	-	2,004	-

CONTRIBUTION PLAN - Breakfast point community enhancement

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Community facilities	229	-	-	3	(5)	-	227	-
Total	229	-	-	3	(5)	-	227	-

City of Canada Bay

Notes to the Financial Statements
for the year ended 30 June 2018

Note 23. Statement of developer contributions (continued)

\$ '000

S7.12 LEVIES – UNDER A PLAN

CONTRIBUTION PLAN NUMBER XX

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Other	2,293	1,500	-	40	(882)	-	2,951	-
Total	2,293	1,500	-	40	(882)	-	2,951	-

S7.4 planning agreements

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Strathfield triangle	529	-	-	8	-	-	537	-
Rhodes general	3,622	-	-	49	(626)	-	3,045	-
Canada Bay general	1,540	-	-	154	(188)	-	1,506	-
Breakfast Point	1,360	-	-	21	-	-	1,381	-
Total	7,051	-	-	232	(814)	-	6,469	-

City of Canada Bay

Notes to the Financial Statements for the year ended 30 June 2018

Note 24(a). Statement of performance measures – consolidated results

\$ '000	Amounts 2018	Indicator 2018	Prior periods		Benchmark
			2017	2016	
Local government industry indicators – consolidated					
1. Operating performance ratio					
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions less operating expenses	<u>319</u>	0.37%	6.99%	6.04%	> 0.00%
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions	<u>86,623</u>				
2. Own source operating revenue ratio					
Total continuing operating revenue ⁽¹⁾ excluding all grants and contributions	<u>81,275</u>	82.93%	80.16%	78.86%	> 60.00%
Total continuing operating revenue ⁽¹⁾	<u>98,000</u>				
3. Unrestricted current ratio					
Current assets less all external restrictions ⁽²⁾	<u>49,377</u>	3.95x	4.16x	3.50x	> 1.5x
Current liabilities less specific purpose liabilities ^(3, 4)	<u>12,507</u>				
4. Debt service cover ratio					
Operating result ⁽¹⁾ before capital excluding interest and depreciation/impairment/amortisation	<u>13,942</u>	21.12x	28.64x	24.82x	> 2x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<u>660</u>				
5. Rates, annual charges, interest and extra charges outstanding percentage					
Rates, annual and extra charges outstanding	<u>1,127</u>	2.18%	1.28%	1.31%	< 5% metro
Rates, annual and extra charges collectible	<u>51,771</u>				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	<u>85,921</u>	12.27 mths	12.9 mths	12.8 mths	> 3 mths
Payments from cash flow of operating and financing activities	<u>7,001</u>				

Notes

⁽¹⁾ Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and the net share of interests in joint ventures and associates.

⁽²⁾ Refer Notes 6-8 inclusive.

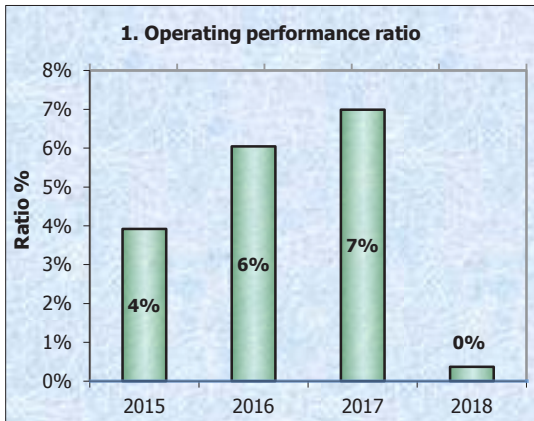
Also excludes any real estate and land for resale not expected to be sold in the next 12 months.

⁽³⁾ Refer to Notes 13 and 14.

⁽⁴⁾ Refer to Note 13(b) and 14(b) – excludes all payables and provisions not expected to be paid in the next 12 months (incl. ELE).

Notes to the Financial Statements
for the year ended 30 June 2018

Note 24(b). Statement of performance measures – consolidated results (graphs)



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

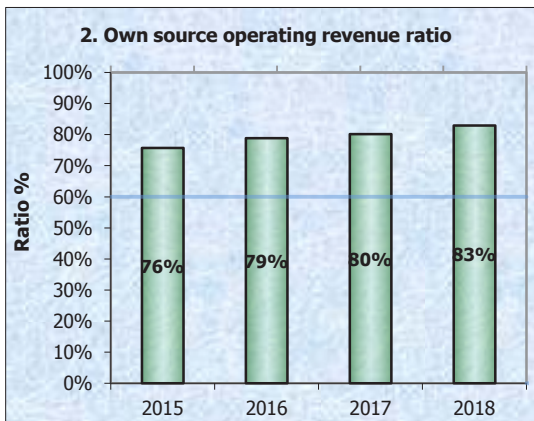
Commentary on 2017/18 result

2017/18 ratio 0.37%

This ratio remains at better than benchmark. The reduced result impacted by the cost of the 2017 Council election (\$417K) and increased Depreciation expense of \$764K. The prior year result included \$2M of additional income relating to the Financial Assistance Grant and Roads to Recovery funding.

Benchmark: Minimum >=0.00%
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

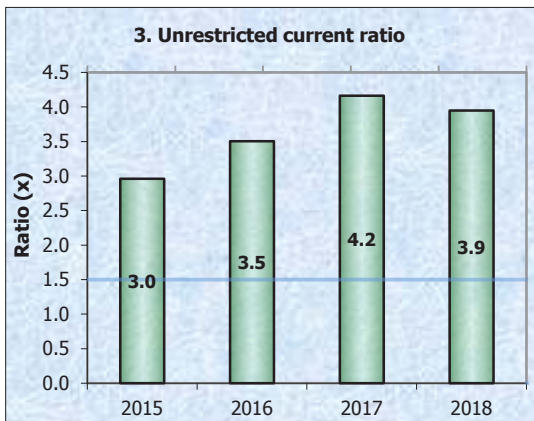
Commentary on 2017/18 result

2017/18 ratio 82.93%

This ratio measures fiscal flexibility and robustness. Financial flexibility increases as the level of own source revenue increases giving greater ability to manage external shocks or challenges. Council's above benchmark own source revenue ratio indicates a greater ability to control or manage its operating performance and financial sustainability without reliance on grants and other contributions.

Benchmark: Minimum >=60.00%
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2017/18 result

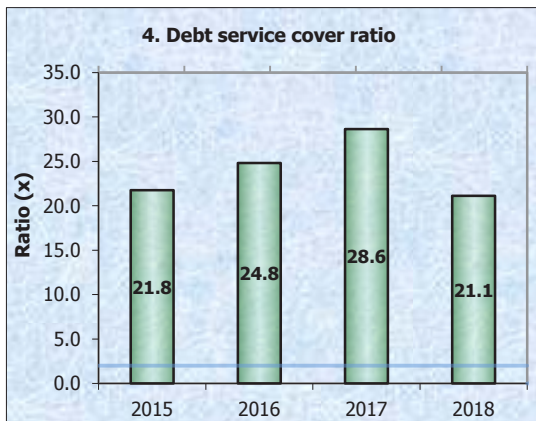
2017/18 ratio 3.95x

The Unrestricted Current Ratio excludes cash reserves that are restricted for specific purposes and which cannot be used to meet short term obligations for Accounts Payable and Loan Servicing costs.

Benchmark: Minimum >=1.50
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark

Note 24(b). Statement of performance measures – consolidated results (graphs)



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

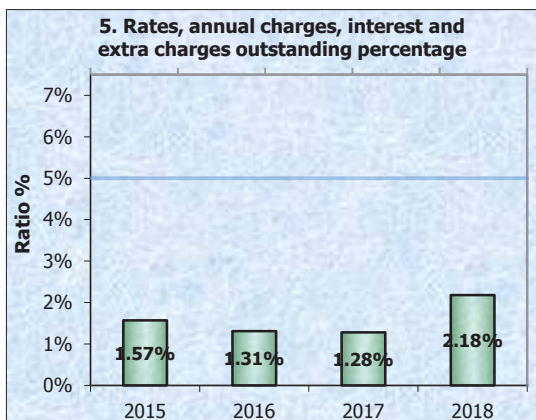
Commentary on 2017/18 result

2017/18 ratio 21.12x

It is considered reasonable for Councils to maintain a Debt Service Cover Ratio of at least 2. Council has financial capacity to borrow for appropriate infrastructure projects should it be required.

Benchmark: Minimum >=2.00
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of rates and annual charges outstanding ratio

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

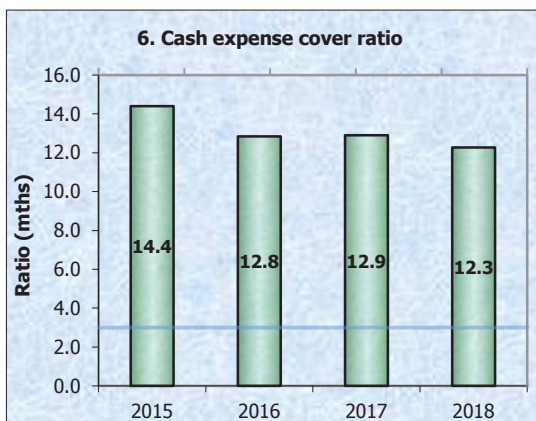
Commentary on 2017/18 result

2017/18 ratio 2.18%

The result is well within Council's target of 3% and is significantly better than the industry benchmark for Urban Councils of 5%. The ratio reflects uncollected rates and charges as at 30 June of \$1,127K. A provision for Doubtful Rates of \$165K corresponds to the total amount outstanding for a number of Strata Lots considered to be of lesser value than the amount of rates outstanding.

Benchmark: Maximum <5.00%
Source for Benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio is within Benchmark
 Ratio is outside Benchmark



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2017/18 result

2017/18 ratio 12.27 mths

This ratio remains at approximately 5 times the minimum benchmark of 3 months and is regarded as strong. It indicates that Council could operate for 14.65 months without additional cash inflow.

Benchmark: Minimum >=3.00
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark

Notes to the Financial Statements
for the year ended 30 June 2018

Note 25. Financial review and commentary

\$ '000

Key financial figures of Council over the past 5 years

	Actual 2018	Actual 2017	Actual 2016	Actual 2015	Actual 2014
Financial performance figures					
Inflows:					
Rates and annual charges revenue	51,003	50,281	49,627	47,525	45,367
User charges revenue	18,138	16,199	13,709	13,263	12,003
Interest and investment revenue (losses)	2,702	2,669	3,954	2,925	2,744
Grants income – operating and capital	11,079	7,559	5,728	4,855	5,605
Total income from continuing operations	98,000	109,622	98,569	99,970	91,455
Sale proceeds from IPP&E	1,021	1,169	5,214	2,863	444
New loan borrowings and advances	–	–	–	–	5,000
Outflows:					
Employee benefits and on-cost expenses	34,954	32,691	30,673	28,545	28,240
Borrowing costs	197	222	248	270	114
Materials and contracts expenses	22,658	20,544	20,648	20,900	20,428
Total expenses from continuing operations	86,601	80,499	76,667	73,758	72,653
Total cash purchases of IPP&E	16,671	29,279	34,663	17,668	20,056
Total loan repayments (incl. finance leases)	463	438	412	390	499
Operating surplus/(deficit) (excl. capital income)	22	16,626	7,682	8,101	1,278
Financial position figures					
Current assets	94,445	95,151	90,182	91,208	74,557
Current liabilities	27,584	26,883	26,103	24,301	23,771
Net current assets	66,861	68,268	64,079	66,907	50,786
Available working capital (Unrestricted net current assets)	483	(616)	(3,882)	4,289	1,392
Cash and investments – unrestricted	10,386	9,182	5,541	10,487	10,175
Cash and investments – internal restrictions	31,298	31,411	27,320	15,624	14,058
Cash and investments – total	99,921	90,666	87,985	86,754	70,394
Total borrowings outstanding (Loans, advances and finance leases)	3,166	3,629	4,067	4,479	4,869
Total value of IPP&E (excl. land and earthwork)	850,462	840,236	811,510	781,316	750,534
Total accumulated depreciation	254,866	298,301	287,331	277,990	283,535
Indicative remaining useful life (as a % of GBV)	70%	64%	65%	64%	62%

Source: published audited financial statements of Council (current year and prior year)

City of Canada Bay

Notes to the Financial Statements

for the year ended 30 June 2018

Note 26. Council information and contact details

Principal place of business:

1A Marlborough Street
Drummoyne NSW 2047

Contact details**Mailing address:**

Locked Bag 1470
Drummoyne NSW 2047

Opening hours:

8:30am to 4:30pm
Monday to Friday

Telephone: 02 9911 6555

Facsimile: 02 9911 6550

Internet: www.canadabay.nsw.gov.au

Email: council@canadabay.nsw.gov.au

Officers**GENERAL MANAGER**

Mr Peter Gainsford

RESPONSIBLE ACCOUNTING OFFICER

Mr Bob Pigott

PUBLIC OFFICER

Mr Bob Pigott

AUDITORS

Audit Office of New South Wales
Level 15, 1 Margaret St
GPO BOX 12
SYDNEY NSW 2000

Elected members**MAYOR**

Cr. Angelo Tsirekas

COUNCILLORS

Cr. Stephanie Di Pasqua

Cr. Andrew Ferguson

Cr. Charles Jago

Cr. Julia Little

Cr. Michael Megna

Cr. Marian Parnaby

Cr. Daniela Ramondino

Cr. Nick Yap

Other information

ABN: 79 130 029 350



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial report
City of Canada Bay Council

To the Councillors of the City of Canada Bay Council

Opinion

I have audited the accompanying financial report of City of Canada Bay Council (the Council), which comprise the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

In my opinion,

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial report:
 - has been presented, in all material respects, in accordance with the requirements of this Division
 - is consistent with the Council's accounting records
 - presents fairly, in all material respects, the financial position of the Council as at 30 June 2018, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial report have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Report' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

Other information comprises the information included in the Council's annual report for the year ended 30 June 2018, other than the financial report and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Special Schedules (the Schedules).

My opinion on the financial report does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the Special Schedule 2 - Permissible income for general rates.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Report

The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting except where the Council will be dissolved or amalgamated by an Act of Parliament, or otherwise cease operations.

Auditor's Responsibilities for the Audit of the Financial Report

My objectives are to:

- obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial report.

A description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note 20 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule 2 - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial report on any website where it may be presented
- about any other information which may have been hyperlinked to/from the financial report.



Alison Gatt
Assistant Auditor-General, Financial Audit Services

18 October 2018
SYDNEY



Angelo Tsirekas
Mayor
City of Canada Bay Council
Civic Centre 1A Marlborough Street
DRUMMOYNE NSW 2047

Contact: Alison Gatt
Phone no: 02 9275 7226
Our ref: D1824851/1707

19 October 2018

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2018
City of Canada Bay Council**

I have audited the general purpose financial statements of the City of Canada Bay Council (the Council) for the year ended 30 June 2018 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's general purpose financial statements.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2018 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the general purpose financial statements issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2018 \$m	2017 \$m	Variance %
Rates and annual charges revenue	51.0	50.3	↑ 1.4
Grants and contributions revenue	16.7	19.6	↓ 14.7
Operating result for the year	11.4	29.1	↓ 60.8
Net operating result before capital amounts	-	16.6	↓ 100

Council's operating result (\$11.4 million including the effect of depreciation and amortisation expense of \$13.4 million) was \$17.7 million lower than the 2016–17 result. This is mainly due to a decrease of \$11.0 million in fair value increments on investment properties (relating to the 2016–17 revaluation), an increase of \$2.3 million in employee benefits and on-costs and an increase of \$2.1 million in materials and contracts expense during 2017–18.

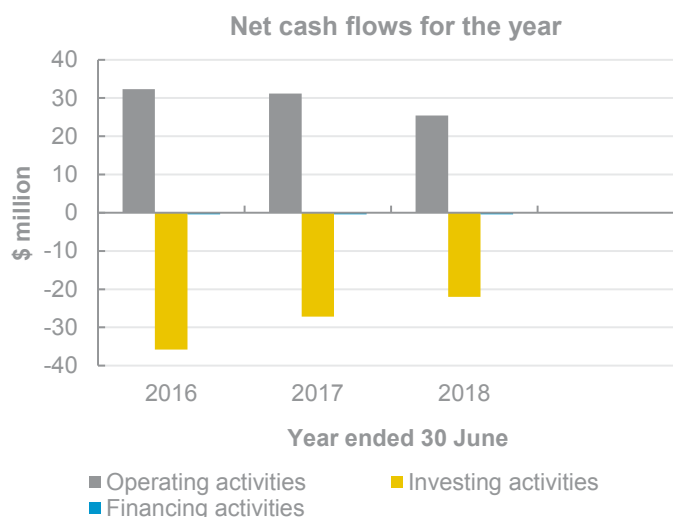
The net operating result before capital grants and contributions was nil in 2017–18, \$16.6 million lower than the 2016–17 result. This is mainly due to a decrease of \$11.0 million in fair value increments on investment properties, an increase of \$2.3 million in employee benefits and on-costs and an increase of \$2.1 million in materials and contracts expense.

Rates and annual charges revenue (\$51.0 million) increased by \$0.7 million (1.4 per cent) in 2017–2018. This increase is due to Council receiving a 1.5 per cent rate peg increase during the year.

Grants and contributions revenue (\$16.7 million) decreased by \$2.9 million (14.7 per cent) in 2017–2018 mainly due to lower Financial Assistance Grants and Roads to Recovery Grants received during the year.

STATEMENT OF CASH FLOWS

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash increased from \$5.5 million to \$8.4 million at 30 June 2018.



Operating activities contributed net cash inflow of \$25.4 million (2017: \$31.2 million). There were also proceeds from the sale of investment securities of \$138.9 million (2017: \$119.7 million). Cash outflows from investing activities was \$5.2 million lower in 2017–18, mainly due to Council purchasing \$145 million in investment securities (\$118 million in 2016–17) and selling \$138.9 million in investment securities (\$119.7 million in 2016–17). As a result, investments decreased during the current financial year to \$77.6 million (2017: \$81.2 million).

FINANCIAL POSITION

Cash and Investments

Cash and Investments	2018	2017	Commentary
	\$m	\$m	
External restrictions	58.2	50.1	Cash and investments amounted to \$99.9 million at 30 June 2018 (2017: \$90.7 million). The increase mainly relates to cash which is externally restricted, specifically increases in specific purpose unexpended grants and domestic waste management of \$5.1 million and \$3.0 million respectively.
Internal restrictions	31.3	31.4	
Unrestricted	10.4	9.2	
Cash and investments	99.9	90.7	

Externally restricted cash and investments are restricted in their use by externally imposed requirements. These include unspent development contributions and specific purpose grants, unexpended loans and domestic waste charges.

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans and identified programs of works. These totalled \$31.3 million and their purpose is fully disclosed in Note 6 of the financial statements.

The Council's unrestricted cash and investments amounted to \$10.4 million, which is available to provide liquidity for day to day operations.

Debt

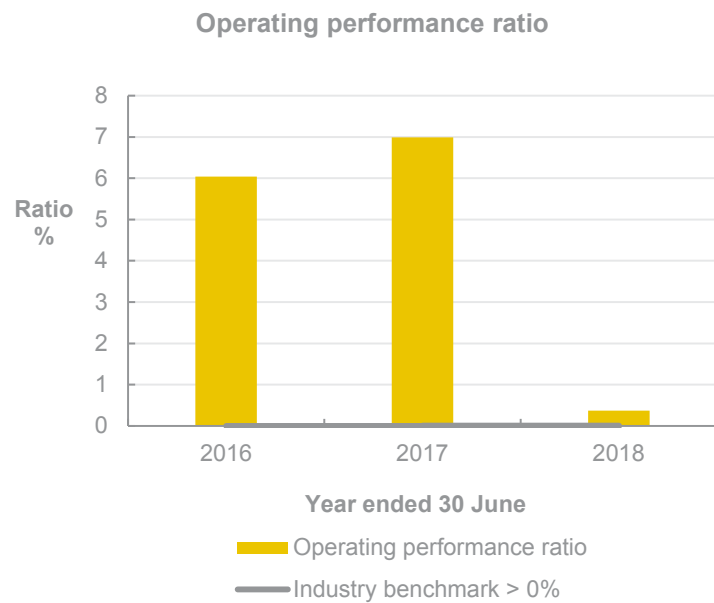
After repaying principal and interest of \$463,000 during the financial year, total debt as at 30 June 2018 was \$3.2 million (2017: \$3.6 million).

PERFORMANCE RATIOS

The definition of each ratio analysed below (except for the ‘building and infrastructure renewals ratio’) is included in Note 24 of the Council’s audited general purpose financial statements. The ‘building and infrastructure renewals ratio’ is defined in Council’s Special Schedule 7 which has not been audited.

Operating performance ratio

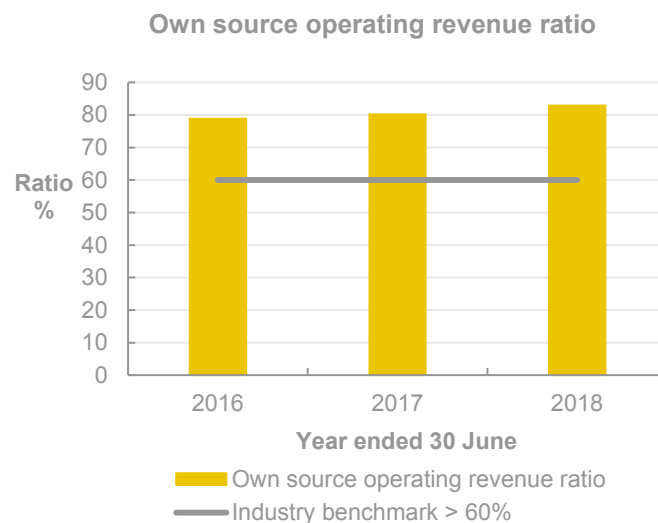
The ‘operating performance ratio’ measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than zero per cent.



Council’s operating performance indicator of 0.4 percent decreased from the 2017 indicator of 7.0 per cent. Last year’s indicator included \$11 million in fair value increments of investment properties, which did not occur in 2017–18.

Own source operating revenue ratio

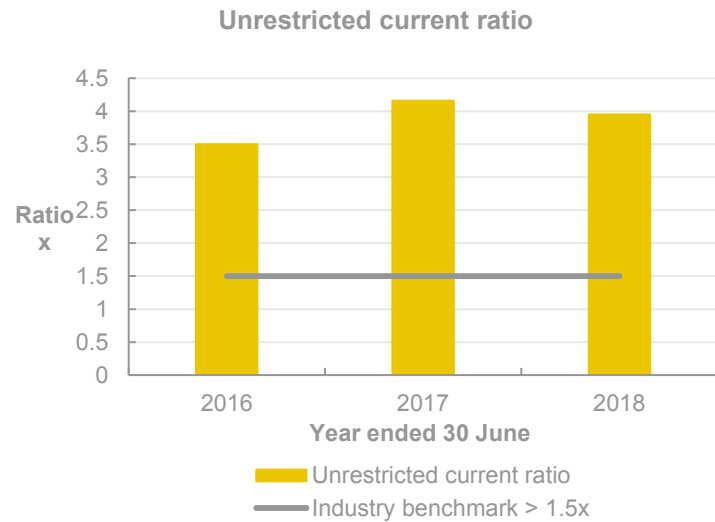
The ‘own source operating revenue ratio’ measures council’s fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Council’s own source operating revenue ratio was 82.9 per cent in 2017–18 (2017: 80.2 per cent), exceeding the benchmark of 60 per cent.

Unrestricted current ratio

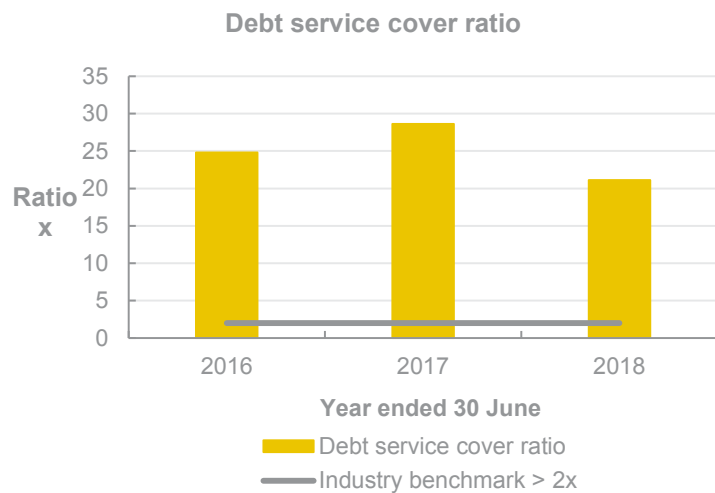
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Council's unrestricted current ratio slightly decreased to 4.0 as at 30 June 2018 (2017: 4.2) and exceeded the benchmark of 1.5 times.

Debt service cover ratio

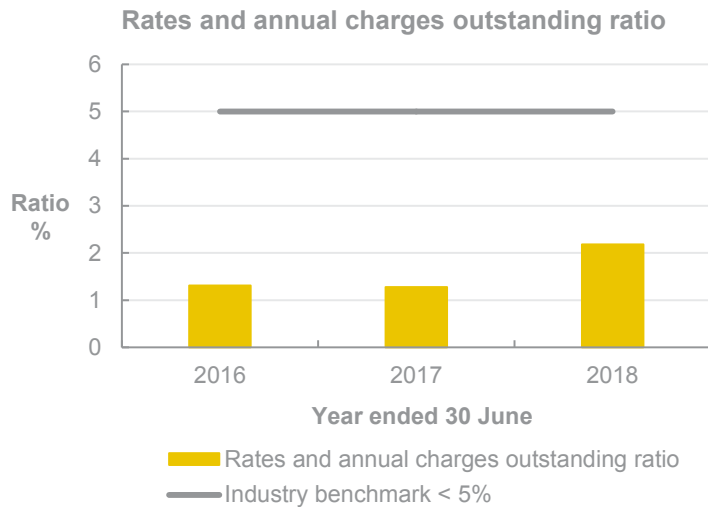
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



The debt service cover ratio for the Council as at 30 June 2018 was 21.1 (2017: 28.6). This decrease is mainly due to Council's decrease in operating result before capital grants, depreciation, impairment and amortisation of \$9.5 million.

Rates and annual charges outstanding ratio

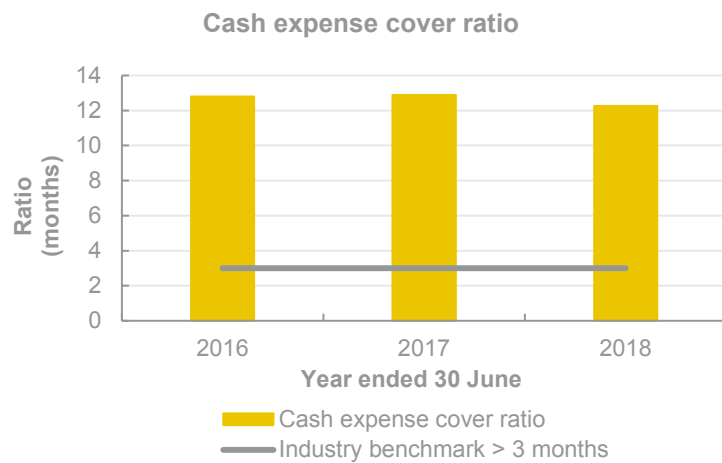
The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils.



The rates and annual charges outstanding ratio was 2.2 per cent at 30 June 2018 (2017: 1.3 percent) and continues to be lower than the industry benchmark of 5 per cent. Council has continued to achieve a ratio of below the 5 percent benchmark. Management attribute this result to actively pursuing the recovery of outstanding amounts.

Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

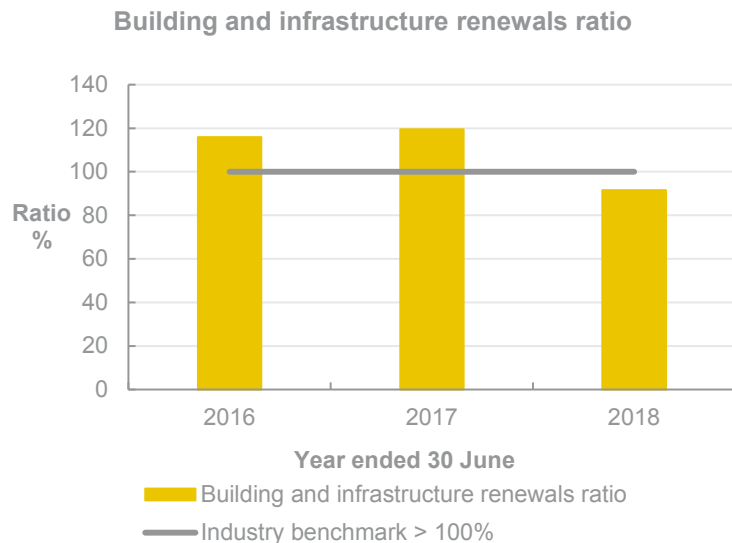


Council's cash expense cover ratio was 12.3 months (2017: 13.0 months) and exceeds the benchmark of three months.

Building and infrastructure renewals ratio (unaudited)

The 'building and infrastructure renewals ratio' assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark set by OLG is greater than 100 per cent.

This ratio is sourced from Council's Special Schedule 7 which has not been audited.



Special Schedule No. 7 disclosed infrastructure renewals for 2018 represented 91.5 per cent (2017: 119.5 per cent), which is below the benchmark of 100 per cent.

OTHER MATTERS

New accounting standards implemented

AASB 2016-2 'Disclosure Initiative – Amendments to AASB 107'

Effective for annual reporting periods beginning on or after 1 January 2017

This Standard requires entities to provide disclosures that enable users of financial statements to evaluate changes (both cash flows and non-cash changes) in liabilities arising from financing activities.

Council's disclosure of the changes in their liabilities arising from financing activities is disclosed in Note 13.

Asset revaluations

Council's infrastructure, property, plant and equipment are required to be carried at fair value with revaluations of each asset class to be performed at least every five years.

During the year, operational land, buildings and infrastructure assets were revalued. This resulted in a net increase of \$147 million recognised in the Infrastructure, Property, Plant and Equipment Reserve and disclosed in the Statement of Changes in Equity.

Prior period error

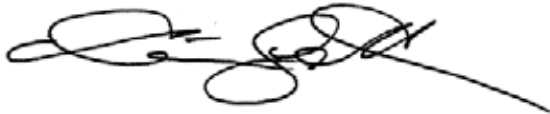
During the revaluation process for 2017–18, operational land parcels totalling \$12.2 million were identified as not being previously recorded by Council. The error has been corrected by restating the beginning balances of relevant affected line items in the Statement of Financial Position for the earliest prior period, being 1 July 2016 and taking the adjustment through to accumulated surplus at that date.

Comparatives have been changed to reflect the correction of the error.

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial reports. The Council's:

- accounting records were maintained in a manner and form to allow the general purpose financial statements to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Alison Gatt
Assistant Auditor-General, Financial Audit Services

cc: Mr Peter Gainsford, General Manager
Mr Dennis Vaccher, Chair of the Audit and Risk Committee
Tim Hurst, Acting Chief Executive of the Office of Local Government

City of Canada Bay

SPECIAL SCHEDULES
for the year ended 30 June 2018

“To create a City that is innovative, dynamic
and sustainable through active partnership
with the community and the environment”



Special Schedules

for the year ended 30 June 2018

Contents

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Special Schedules ¹

Special Schedule 1	Net Cost of Services	2
Special Schedule 2	Permissible income for general rates	4
Special Schedule 2	Independent Auditors Report	5
Special Schedule 7	Report on Infrastructure Assets	7

¹ Special Schedules are not audited (with the exception of Special Schedule 2).

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.

City of Canada Bay

Special Schedule 1 – Net Cost of Services

for the year ended 30 June 2018

\$'000

Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
Governance	385	2	–	(383)
Administration	3,661	4,160	4,225	4,724
Public order and safety				
Fire service levy, fire protection, emergency services	1,614	–	–	(1,614)
Beach control	–	–	–	–
Enforcement of local government regulations	3,274	5,436	–	2,162
Animal control	–	56	–	56
Other	5	–	–	(5)
Total public order and safety	4,893	5,492	–	599
Health	624	227	–	(397)
Environment				
Noxious plants and insect/vermin control	–	–	–	–
Other environmental protection	2,712	111	5,045	2,444
Solid waste management	11,466	14,838	17	3,389
Street cleaning	2,702	–	–	(2,702)
Drainage	1,893	–	–	(1,893)
Stormwater management	280	726	–	446
Total environment	19,053	15,675	5,062	1,684
Community services and education				
Administration and education	1,083	73	–	(1,010)
Social protection (welfare)	258	32	–	(226)
Aged persons and disabled	278	38	–	(240)
Children's services	4,986	2,888	–	(2,098)
Total community services and education	6,605	3,031	–	(3,574)
Housing and community amenities				
Public cemeteries	–	–	–	–
Public conveniences	817	–	–	(817)
Street lighting	1,712	164	–	(1,548)
Town planning	5,193	1,856	–	(3,337)
Other community amenities	559	709	–	150
Total housing and community amenities	8,281	2,729	–	(5,552)

City of Canada Bay

Special Schedule 1 – Net Cost of Services (continued) for the year ended 30 June 2018

\$'000

Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
Recreation and culture				
Public libraries	6,000	317	–	(5,683)
Museums	40	–	–	(40)
Art galleries	–	–	–	–
Community centres and halls	2,940	1,162	–	(1,778)
Performing arts venues	–	–	–	–
Other performing arts	–	–	–	–
Other cultural services	1,379	215	–	(1,164)
Sporting grounds and venues	8,878	4,094	1,156	(3,628)
Swimming pools	1,268	47	–	(1,221)
Parks and gardens (lakes)	2,347	440	20	(1,887)
Other sport and recreation	5,581	1,790	500	(3,291)
Total recreation and culture	28,433	8,065	1,676	(18,692)
Fuel and energy	–	–	–	–
Agriculture	–	–	–	–
Mining, manufacturing and construction				
Building control	1,282	431	–	(851)
Other mining, manufacturing and construction	–	–	–	–
Total mining, manufacturing and const.	1,282	431	–	(851)
Transport and communication				
Urban roads (UR) – local	6,216	3,689	218	(2,309)
Urban roads – regional	468	–	–	(468)
Sealed rural roads (SRR) – local	–	–	–	–
Sealed rural roads (SRR) – regional	–	–	–	–
Unsealed rural roads (URR) – local	–	–	–	–
Unsealed rural roads (URR) – regional	–	–	–	–
Bridges on UR – local	35	–	–	(35)
Bridges on SRR – local	–	–	–	–
Bridges on URR – local	–	–	–	–
Bridges on regional roads	26	–	–	(26)
Parking areas	273	757	–	484
Footpaths	3,301	454	34	(2,813)
Aerodromes	–	–	–	–
Other transport and communication	1,744	64	162	(1,518)
Total transport and communication	12,063	4,964	414	(6,685)
Economic affairs				
Camping areas and caravan parks	–	–	–	–
Other economic affairs	1,321	120	–	(1,201)
Total economic affairs	1,321	120	–	(1,201)
Totals – functions	86,601	44,896	11,377	(30,328)
General purpose revenues ⁽¹⁾		41,727		41,727
Share of interests – joint ventures and associates using the equity method	–	–		–
NET OPERATING RESULT ⁽²⁾	86,601	86,623	11,377	11,399

(1) Includes: rates and annual charges (including ex gratia, excluding water and sewer), non-capital general purpose grants, interest on investments (excluding externally restricted assets) and interest on overdue rates and annual charges (2) As reported in the Income Statement

City of Canada Bay

Special Schedule 2 – Permissible income for general rates

for the year ended 30 June 2019

\$'000		Calculation 2018/19	Calculation 2017/18
Notional general income calculation ⁽¹⁾			
Last year notional general income yield	a	37,426	36,600
Plus or minus adjustments ⁽²⁾	b	158	272
Notional general income	c = (a + b)	37,584	36,872
Permissible income calculation			
Special variation percentage ⁽³⁾	d	0.00%	0.00%
Or rate peg percentage	e	2.30%	1.50%
Or crown land adjustment (incl. rate peg percentage)	f	0.00%	0.00%
Less expiring special variation amount	g	–	–
Plus special variation amount	h = d x (c – g)	–	–
Or plus rate peg amount	i = c x e	864	553
Or plus Crown land adjustment and rate peg amount	j = c x f	–	–
Sub-total	k = (c + g + h + i + j)	38,448	37,425
Plus (or minus) last year's carry forward total	l	6	11
Less valuation objections claimed in the previous year	m	–	–
Sub-total	n = (l + m)	6	11
Total permissible income	o = k + n	38,454	37,436
Less notional general income yield	p	38,444	37,426
Catch-up or (excess) result	q = o – p	10	10
Plus income lost due to valuation objections claimed ⁽⁴⁾	r	–	–
Less unused catch-up ⁽⁵⁾	s	(6)	(4)
Carry forward to next year	t = q + r – s	4	6

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916*.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Special Schedule 2 in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule 2 - Permissible Income for general rates

City of Canada Bay Council

To the Councillors of City of Canada Bay Council

Opinion

I have audited the accompanying Special Schedule 2 – Permissible Income for general rates (the Schedule) of City of Canada Bay Council (the Council) for the year ending 30 June 2019.

In my opinion, the Schedule of the Council for the year ending 30 June 2019 is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting (LG Code) issued by the Office of Local Government (OLG), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter – Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule had been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

Other information comprises the information included in the Council's annual report for the year ended 30 June 2018, other than the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information.

At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and the Special Schedules excluding Special Schedule 2 (the other Schedules).

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

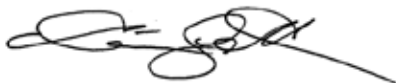
- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Alison Gatt
Assistant Auditor-General, Financial Audit Services

18 October 2018
SYDNEY

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2018

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2017/18 Required maintenance ^a	2017/18 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Buildings	Council Offices/ Administration Centres	122	122	488	425	7,649	15,288	0%	0%	98%	0%	2%
	Childcare Centres	-	-	79	111	7,632	12,754	31%	0%	69%	0%	0%
	Community Centres	356	356	545	661	34,779	45,240	66%	7%	24%	3%	0%
	Leased/Commercial	-	-	75	87	28,744	32,186	78%	12%	10%	0%	0%
	Operational	-	-	556	403	3,690	8,607	4%	2%	94%	0%	0%
	Parks	217	217	1,368	838	18,272	44,930	30%	3%	66%	2%	0%
	Public Toilets	-	-	335	477	1,849	2,782	32%	10%	58%	0%	0%
	Leisure Centre	-	-	68	73	3,340	8,351	0%	0%	100%	0%	0%
	Other	-	-	-	-	759	948	0%	100%	0%	0%	0%
	Sub-total	695	695	3,514	3,075	106,714	171,086	42.9%	5.7%	49.9%	1.3%	0.1%
	Other structures	Marine - Structures	-	-	40	3	4,009	5,284	44%	37%	19%	0%
Marine - Sea Walls		3,106	3,106	79	24	42,983	71,848	7%	33%	44%	14%	1%
Parks - Civil/Landscaping		256	256	1,927	1,696	24,779	31,342	44%	22%	31%	3%	0%
Parks - Furniture / Monuments etc		248	248	83	-	15,606	18,991	32%	45%	18%	5%	0%
Parks - Playgrounds		12	12	122	85	44	74	31%	0%	69%	0%	0%
Parks - Playing Fields etc		22	22	2,859	2,613	6,199	6,912	68%	23%	8%	1%	0%
Parks - Playing Courts		27	27	236	90	1,643	2,057	11%	57%	27%	5%	0%
Sub-total		3,671	3,671	5,346	4,511	95,263	136,508	23.6%	32.0%	34.4%	9.2%	0.8%

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2018 (continued)

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2017/18 Required maintenance ^a	2017/18 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost					
								1	2	3	4	5	
Roads	Sealed Roads Surface	35	35	1,643	1,744	55,326	72,530	63%	31%	6%	0%	0%	
	Road Pavement	36	36	–	–	147,250	162,518	63%	30%	6%	0%	0%	
	Bridges	19	19	–	–	4,456	5,960	23%	46%	30%	0%	0%	
	Footpaths/Cycleways	294	294	2,114	1,955	48,145	66,576	17%	69%	13%	1%	0%	
	Kerb and Gutter	1,025	1,025	125	160	29,195	44,817	7%	25%	59%	8%	1%	
	Roadside Assets	67	67	916	1,077	3,527	3,927	78%	12%	5%	3%	2%	
	Traffic Facilities	108	108	640	893	7,497	10,170	15%	64%	17%	3%	0%	
	Road Structures	12	12	183	29	1,270	2,039	77%	4%	17%	2%	0%	
	Other	–	–	27	–	–	–	–	0%	0%	0%	0%	0%
		Sub-total	1,596	1,596	5,648	5,858	296,666	368,537	46.1%	37.7%	14.6%	1.3%	0.2%
Stormwater drainage	Drainage Reticulation	4,567	4,567	391	377	69,868	129,813	5%	11%	72%	11%	2%	
	Environmental Quality Devices	–	–	–	–	3,171	3,329	100%	0%	0%	0%	0%	
	Sub-total	4,567	4,567	391	377	73,039	133,142	7.3%	10.5%	70.1%	10.4%	1.8%	
Open space/recreational assets	Swimming pools	–	–	417	411	5,593	12,002	0%	1%	99%	0%	0%	
	Sub-total	–	–	417	411	5,593	12,002	0.0%	0.5%	99.5%	0.0%	0.0%	

City of Canada Bay

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2018 (continued)

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2017/18 Required maintenance ^a	2017/18 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
	TOTAL – ALL ASSETS	10,529	10,529	15,316	14,232	577,275	821,275	34.7%	25.1%	35.5%	4.1%	0.5%

\$'000

Notes:

a Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

City of Canada Bay

Special Schedule 7 – Report on Infrastructure Assets (continued) for the year ended 30 June 2018

	Amounts 2018	Indicator 2018	Prior periods 2017	2016	Benchmark
Infrastructure asset performance indicators * consolidated					
1. Buildings and infrastructure renewals ratio ⁽¹⁾					
Asset renewals ⁽²⁾	<u>9,621</u>	91.52%	119.54%	115.84%	>= 100%
Depreciation, amortisation and impairment	<u>10,512</u>				
2. Infrastructure backlog ratio ⁽¹⁾					
Estimated cost to bring assets to a satisfactory standard	<u>10,529</u>	1.82%	3.49%	3.58%	< 2.00%
Net carrying amount of infrastructure assets	<u>577,275</u>				
3. Asset maintenance ratio					
Actual asset maintenance	<u>14,232</u>	92.92%	88.66%	96.35%	> 100%
Required asset maintenance	<u>15,316</u>				
4. Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	<u>10,529</u>	1.28%	2.26%	0.00%	
Gross replacement cost	<u>821,275</u>				

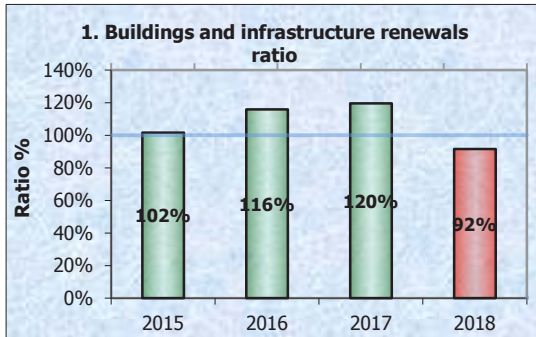
Notes

* All asset performance indicators are calculated using the asset classes identified in the previous table.

⁽¹⁾ Excludes Work In Progress (WIP)

⁽²⁾ Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Special Schedule 7 – Report on Infrastructure Assets (continued)
for the year ended 30 June 2018



Benchmark: Minimum $\geq 100.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Purpose of asset renewals ratio

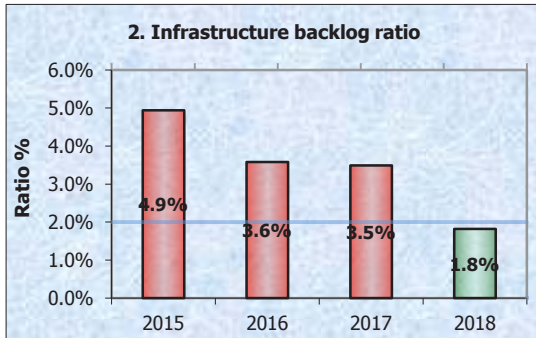
To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on 2017/18 result

2017/18 Ratio 91.52%

Council's strategic asset management program is appropriately funding asset renewal.

Ratio achieves benchmark
Ratio is outside benchmark



Benchmark: Maximum $< 2.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Purpose of infrastructure backlog ratio

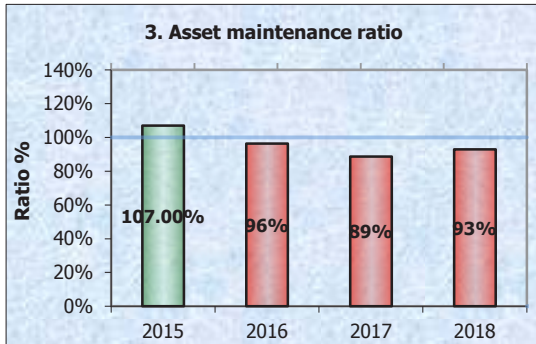
This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on 2017/18 result

2017/18 Ratio 1.82%

These results demonstrates the success of Council's strategy to invest in Asset renewals.

Ratio achieves benchmark
Ratio is outside benchmark



Benchmark: Minimum $> 100.00\%$
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Purpose of asset maintenance ratio

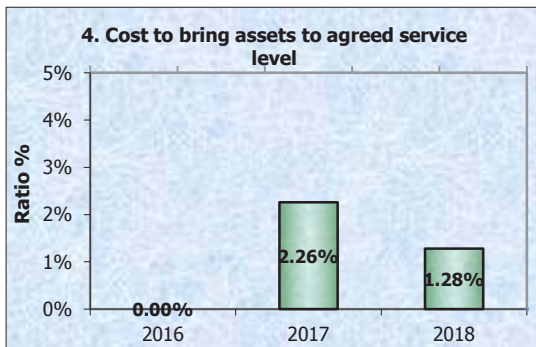
Compares actual vs. required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on 2017/18 result

2017/18 Ratio 92.92%

Council's strategic asset management program is appropriately funding asset maintenance

Ratio achieves benchmark
Ratio is outside benchmark



Purpose of agreed service level ratio

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on 2017/18 result

2017/18 Ratio 1.28%

98.72% of Council's assets are to a satisfactory standard.

City of Canada Bay

Sustainable environment

Progressive organisation

Cultural and diverse

Buoyant economy

Innovative and awarded

Active and engaged

Growing population

Enviably lifestyle

Perfect location



1a Marlborough Street
Drummoyne NSW 2047

Tel 9911 6555

Email council@canadabay.nsw.gov.au
Web www.canadabay.nsw.gov.au