



State of the Bay 2013

ANNUAL REPORT

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A word from the Mayor



It is with great pleasure that I present the 2013 State of the Bay: Annual Report.

This report addresses the legislative reporting requirements of Council and the City of Canada Bay for the 2012-13 financial year and provides our community

with a snapshot of our achievements in the past 12 months.

All of our activities in the 2012-13 financial year are reflective of our long-term planning and include initiatives outlined in *FuturesPlan20* - our community strategic plan - which was updated in 2012-13 following extensive consultation and engagement.

Following the 2012 local government elections, there was only one change to the make-up of our Council. This is testament to the trust and goodwill our Council members have generated among our community.

As a new Council, we have identified six strategic objectives for the next four years, including:

- Look for internal savings;
- Improved communication and engagement;
- Fund the infrastructure gap;
- Better and more strategic traffic management;
- Matching service delivery to community expectations;
- Generate income streams.

We committed \$6.3 million towards capital works including a \$2.5 million road re-sheeting program; \$500,000 towards playgrounds and recreational outdoor spaces; and \$580,000 to stormwater management projects.

The final stage of the upgrade of the Drummoyne Oval precinct was also finished. This precinct now includes new lights on the main oval, improved pedestrian lights, lights at Taplin Park, a new community facility, a multi-sport electronic scoreboard and new spectator facilities. Drummoyne Oval is now one of the most sought-after sporting facilities in Sydney.

We also undertook a \$1.6 million upgrade program in Concord.

This included:-

- Reconstruction and resurfacing of the road surface and footpaths on and around Majors Bay Road to repair damage created when Ausgrid upgraded power to the area.
- Redevelopment of the Brewer Street entry in the village
- Re-lighting of trees to improve the ambience of the area.

Other highlights for 2012-13 include the partnership with the Department of Education to ensure the proposed new school in Concord West moves forward. This will be one of the most significant projects in our community over the next few years.

We also began a \$3.7 million water harvesting project which aims to save stormwater across our city for use in our parks, gardens and sports fields, which was a grant from the previous Federal Government.

In addition, new Chambers of Commerce were established in Concord, Drummoyne, Five Dock and North Strathfield. We are strong supporters of local businesses and we wish them well.

We also lobbied on behalf of our community on a range of important issues involving proposals for local government reform and amalgamation:-

- to retain Yaralla Estate for the community and continuation of horse agistment
- development at Mortlake
- the removal of ferries at Bayview Park wharf
- Kendall Bay remediation plan.

We will continue to represent and lobby the State and Federal Governments on behalf of our community.

Our plans for 2013-14 are already under-way but I encourage you to read this report and look back at what we have achieved in 2012-13. As Mayor, I look forward to continuing to work with you to achieve even more success in the next 12 months.

A handwritten signature in black ink that reads "Angelo Tsirekas". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Mayor Angelo Tsirekas
City of Canada Bay

A word from the General Manager



I am very pleased to present the *2012-13 State of the Bay Report for the City of Canada Bay*. This report outlines Council's performance in the past 12 months in relation to the 2012-13 Operating Plan.

This document provides an overview of what we have achieved in the past 12 months, and also includes our financial records and other information which, under legislation, we are legally required to formally report to our community. This includes a copy of the Payment of Expenses and the Provision of Facilities to Councillors Policy that was in effect for the year; details of grants and sponsorships that we have undertaken in 2012-13; and a detailed report on all activities in our Operating Plan that were generated out of the 2012-13 Delivery Plan and *FuturesPlan20*.

The past 12 months have been a challenging time for not only Canada Bay but all of local government in NSW. There has been many discussions and conjecture about potential amalgamations of Councils, as well as a tightening of finances from both the State and Federal Governments, which in turn, puts pressure on local government.

This, along with the election of a new Council and the identification of a new set of long-term strategies, means we have needed to re-focus as an organisation and make decisions about how we can continue to be financially viable for our community.

Our staff will be working towards ensuring the Council's vision is delivered over the term of this Council and we will continually strive for improvement as an organisation.

We have undertaken an organisational review to look at where we can streamline our activities while also looking at innovative ways to generate income.

We listen to our community and in the past 12 months have seen our innovative Citizen's Panel provide its final recommendations which assisted us in setting priorities for service levels across the broad range of programs and projects we deliver.

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 2012-13 and I look forward to a productive 2013-14.

A handwritten signature in black ink that reads "Gary Sawyer". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Gary Sawyer
General Manager



Our leadership

Councillors



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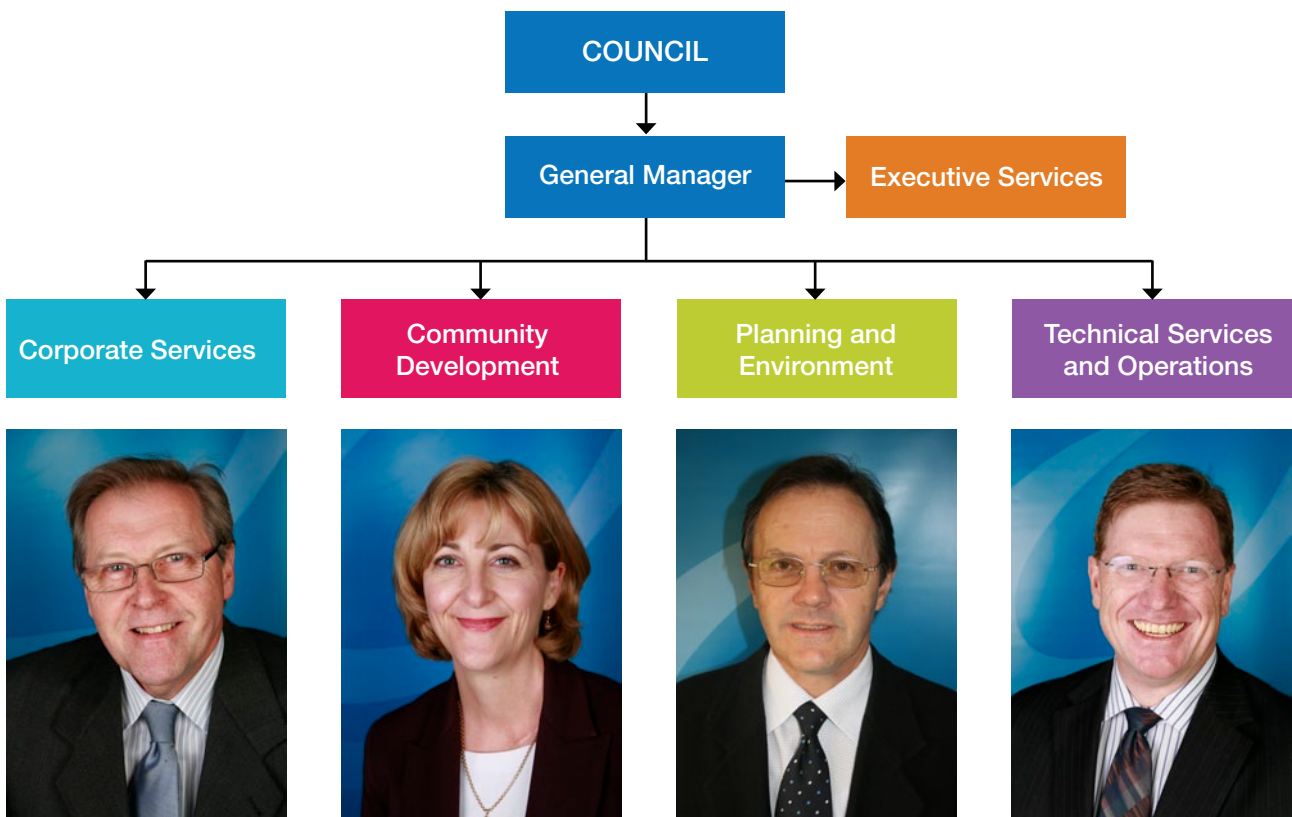


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Councillor Helen McCaffrey
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Management structure



Bruce Cook
Director, Corporate Services

Council's Corporate Services division is responsible for finance, the collection of rates, governance and support services, insurance and risk management, maintenance of records, information systems and IT support, and property services. Corporate Services provides support to the other departments of Council in fulfilling their responsibilities to the Community.



Lisa Miscamble
Director, Community Development

Community Development aims to provide a range of quality services and programs to the people of Canada Bay through economic development initiatives and support of local business, community services, holiday activities for children and library services.



Tony McNamara
Director, Planning and Environment

Planning and Environment is responsible for all statutory planning matters such as the assessment of development applications and subdivisions; strategic planning, responsible for maintaining and upgrading the city's planning framework; and environmental health, sustainability and building services, responsible for approval of construction certificates, building inspections, health, waste and law enforcement.



John Osland
Director, Technical Services and Operations

Technical Services and Operations provides comprehensive servicing to roads, open space and building assets. The department handles major construction projects for Council and maintains all parks and gardens, nature strips natural bushland. Technical Services and Operations also provides the public with services to private property.



Financial & statutory information

Annual Financial Reports

Each year, Council is required to report to the community on its financial performance and position for the year, in accordance with Local Government Act.

The financial reports contain information about Council's income, expenditure, operating budgets, the condition of Council assets and infrastructure, and notes about the financial performance of the organisation.

For the 2012/13 financial year, Council's independent auditor PricewaterhouseCoopers determined the City of Canada Bay to be in a sound and stable financial position, and that overall Council's financial indicators were better than accepted industry benchmarks.

A review of Council's financial performance and position over the last four years appears below.

The end of financial year report shows that Council has exceeded industry benchmarks in its key performance indicators.

A number of key community projects have been undertaken, including upgrade on parks and sporting ovals, a number of carpark refurbishments and the renewal of Council's playgrounds.

Over this time, Council has increased working capital, paid down debt, not taken any new borrowings and is steadily building cash reserves for future year expenditure commitments. Current Cash reserves stand at \$55.8Million, an increase of \$10.1Million from 2011/12.

Key financial figures of Council over the past four years (consolidated)

Financial Performance Figures	2013 \$'000	2012 \$'000	2011 \$'000	2010 \$'000
Inflows				
Total Income from Continuing Operations	90,815	81,282	73,766	75,664
Outflows				
Total Expenses from Continuing Operations	70,378	68,361	61,163	58,963
Operating Surplus/(Deficit) (Excl. Capital Income)	2,694	(1,200)	427	(816)
Financial Position Figures	2013 \$'000	2012 \$'000	2011 \$'000	2010 \$'000
Available Working Capital (Unrestricted Net Current Assets)	1,760	912	(1,039)	(1,522)
Cash & Investments - Total	55,796	45,731	29,051	17,487
Total Borrowings Outstanding (Loans, Advances & Finance Leases)	368	1,148	1,885	2,581

Council's cash reserves are funding the continuing civic works at Rhodes, along with work continuing on open space areas, parks, cycling tracks and public art. Renewal of existing roads, footpaths and tree management will also be a key feature of Council's future programs.

A complete copy of Council's Audited Financial Statements is contained in the 2012-13 Financial Reports, starting on page 64.

The Financial Statements are also available on Council's website at www.canadabay.nsw.gov.au.

A summary of Council's Financial Statements is contained in the following table.

Summary of Council's Financial Reports

City of Canada Bay	2012-13	2011-12
	\$'000	\$'000
Income Statement		
Total Income from Continuing Operations	\$90,815	\$81,282
Total Expenses from Continuing Operations	\$70,378	\$68,361
Operating Result from Continuing Operations	\$20,437	\$12,921
Net Operating Result for Year	\$20,437	\$12,921
Net Operating Result before Grants and Contributions provided for Capital Purposes	\$2,694	-\$1,200
Balance Sheet		
Total Current Assets	\$60,740	\$50,788
Total Current Liabilities	\$21,433	\$21,083
Total Non-Current Assets	\$3,438,346	\$3,430,529
Total Non-Current Liabilities	\$320	\$822
Total Equity	\$3,477,333	\$3,459,412
Other financial information		
Unrestricted Current Ratio	2.56:1	2.32:1
Debt Service Ratio (%)	1.17%	1.30%
Rate Coverage Ratio (%)	47.27%	50.30%
Rates & Annual Charges Outstanding Ratio (%)	2.10%	2.25%

Councillor fees and expenses

Councillor fees and expenses	
To Mayor	\$37,230.00
To Councillors	\$147,992.46
Total fee payments	\$185,222.46
Expenses and facilities	
Computers, phones & associated equipment	\$29,664.00
Telephone calls	\$6,836.51
Conferences and seminars	\$21,074.25
Transport & travel costs	\$7,935.89
Training	Nil
Meeting meals	\$35,452.91
Childcare	\$1,080.00
Total expenses and facilities	\$102,043.56
Delegations and visits	
Interstate visits	\$8,312.63
Overseas visits	0
Accompanying spouse expenses	0
Total delegations and visits	\$8,312.63

Written off rates and charges

Written off rates and charges	2012/13	2011/12
Rates - Pensioner Concessions*	\$995,103.73	\$993,428.31
Rates - Postponements Written Off	\$7,058.12	\$7,058.12
Interest waived - postponements	\$2,965.83	\$2,965.83
Interest waived - write offs	\$1,098.65	\$785.96
Total	\$1,006,226.33	\$1,004,238.22

* \$544,611.87 of the \$995,103.73 mandatory reduction in rates and charges is subsidised by the State government.

Register of contracts

Contractors name	Tender description	Tender no.	Council meeting date	Costs
Life Fitness Australia (supplier of cardio equipment)	Provision of Gymnasium equipment for Five Dock Leisure Centre - The existing health club equipment lease containing a section of the centre's cardio equipment expired in November 2011. To minimise ongoing maintenance costs, Council invited a public tender for the trade in of current cardio equipment, and the provision of new cardio and strength equipment. The request was for a four (4) year lease, including full maintenance service for the term of the lease.	2012/CD31	10/07/2012	\$179,527.64
Technogym Australia (supplier of strength equipment)	Provision of Gymnasium equipment for Five Dock Leisure Centre The existing health club equipment lease containing a section of the centre's cardio equipment expired in November 2011. To minimise ongoing maintenance costs, Council invited a public tender for the trade in of current cardio equipment, and the provision of new cardio and strength equipment. The request was for a four (4) year lease, including full maintenance service for the term of the lease.	2012/CD31	10/07/2012	\$22,150.53
Matthew Folbigg Marsden Law Group Wilshire Webb Staunton & Beattie David M Carson Pikes Verekers Lindsay Taylor Maddocks	External Legal Panel Tender - Council's External Legal Panel provides legal services to Council for Planning, Environmental, Local Government, Property, Industrial Relations and General law matters.	2012/CS32	16/10/2012	As per schedule of rates
Premier Lighting & Electrical Services Pty Ltd	Goddard Park Sports Lighting. The works include the installation of sports field lighting, switchboard and removal of existing lighting.	2012/TS34	16/10/2012	\$139,150.00
Downer EDI Works Pty Ltd (for separable Part C)	Supply and Lay of Asphalt and associated services - The tender was divided into the following three separable parts. · Part A - Asphalt resurfacing, maintenance patching, utility restorations and concrete road joint sealing. · Part B - Asphalt rejuvenation works. · Part C - All Works	2011/TS39	6/11/2012	\$1,549,522.00
Almar Pioneer Interiors/API Commercial	Change room refurbishment for the Five Dock Leisure Centre - complete replacement of fixtures, fittings, benches, partitions, and tiling as well as the introduction of lockers, energy saving lighting, and water saving urinals and fittings.	2012/CD33	20/11/2012	\$251,190.50
Technology One Limited	Corporate Systems Replacement Project - Contractual arrangement for the provision of Corporate Systems based on the standard OneCouncil implementation	2012/CS50	4/12/2012	\$544,103.00
Plant Power Pty Ltd	Installation of Traffic Signals at the Intersection of Blaxland Road, Leeds Street and Walker Street, Rhodes.	2012/TS44	4/12/2012	\$146,000.00
Civil Construction Pty Ltd	Landscaping of public open space around John Whitton and Meadowbank Bridges. The works include pavement, planting, metal steps, landscape features and lighting.	2012/TS45	11/12/2012	\$1,219,814.00
Rhino Water Tanks & Liners Pty Ltd	Water tanks and associated services - The works include the supply of all labour, materials, plant and equipment for the design, documentation, supply, installation, testing and commissioning of new storage tanks, which will form part of a stormwater harvesting and reuse scheme.	2012/TS40	11/12/2012	\$623,450.00
Country Club International Pty Ltd	Barnwell Park Golf Course Safety Screens - Construction of screens near 7th hole to ensure reasonable steps taken to prevent flying golf ball damage/injury.	2012/TS43	19/03/2013	\$175,060.60
Talis Civil Pty Ltd	Construction of Stage 5 - Bay Run between Thompson Street and the Iron Cove Bridge	2013/TS49	7/05/2013	\$1,815,184.00
Precise Air	Community Energy Efficiency program - HVAC Upgrade - Heating Ventilation & Air Conditioning infrastructure	2013/TS51	21/05/2013	\$895,902.00
EnviroLite Pty Ltd	Community Energy Efficiency Program - Lighting Upgrade - to complete the lighting infrastructure	2013/TS50	4/06/2013	\$584,202.00

Legal proceedings

Amounts incurred in relation to legal proceedings, expenses, amounts received

Legal costs recovered	2012/13	2011/12
Statutory Planning	4,519.54	42,348.68
Professional Services	80,131.2	195,238.7
Total	\$84,650.74	\$237,587.38
Expenditure	2012/13	2011/12
Statutory Planning	28,714.02	22,345.16
Professional Services	660,488.68	660,061.5
Total	\$689,202.70	\$682,406.66

Register of legal proceedings

Appeal	Address	Type	Status	Cost
B & B Langley v CCBC (11120/2012)	2 Teviot Street, Abbotsford	Class 1 Appeal against Deemed Refusal of Development Application (DA 290/2012)	First Directions Hearing on 4 December 2012. Conciliation Conference with the Appellant under Section 34 of the Land and Environment Court Act 1979 commenced on site on 23 January 2013. Conciliation Conference adjourned to recommence on 12 February 2013 to allow Appellant to file and serve amended plans with the Court and Council. Following further negotiations on amended plans and stormwater details, matter was settled and Development Application was approved by the Court on 5 March 2013	1) Estimated total costs - \$30,000 - \$35,000 2) Total costs billed = \$15,280
FGNR Pty Ltd v CCBC (10216/2013)	86 Nirranda Street, Concord West	Class 1 Appeal against Deemed Refusal of Development Application (DA 431/2012) for change of use from an existing factory to a 100 place child care centre	First Directions Hearing set down for 23 April 2013. Conciliation Conference with the Appellant under Section 34 of the Land and Environment Court Act 1979 commenced on site on 15 May 2013. Conciliation failed and with agreement of the parties, the matter proceeded to a full hearing on 30 and 31 July 2013. Commissioner handed down decision on 30 August 2013 refusing the application for 100 children but approving a reduction to 80 children with changes to carparking and landscaping required subject to agreed conditions of approval. Matter now finalised.	1) Estimated total costs - \$15,000 - \$20,000 2) Total costs billed to date = \$23,495
J Gardiner & V Chapman v CCBC	7 Altona Street, Abbotsford	Class 1 Appeal against refusal of Development Application (DA 95/2012) for new carport forward of building line and new front fence and gate	First Directions Hearing set down for 31.7.2012. Conciliation and Arbitration Conference with the Appellant under Section 34 of the Land and Environment Court Act 1979 commenced on site on 12 September 2012. Conciliation failed and with agreement of the parties, the Commissioner handed down judgement on 13 September 2013 refusing the carport but allowing a hardstand carspace and front fence and gate.	1) Estimated total costs - \$20,000 2) Total costs billed = \$9,850

Work carried out on private land

Summary of details of works	Cost of work (\$)	Total amount subsidised by Council (\$)
	2012/13	
Graffiti Removal	14,242	14,242
External Road Restorations for Utilities	609,885	0
Kokoda Track	40,909	0
Maritime NSW Wharf Cleaning	149,587	0
Railway St North Strathfield	14,654	0
Small Works within City	132,636	0

Contributions and grants

Donations & contributions	2012/13
Barricades-Street Parties	\$1,910.64
Community Events	\$77,303.41
Community Grants	\$54,671.00
Community Fundraising Events	\$18,389.09
Drummoyne Community Centre	\$92,500.00
Heritage Assistance	\$32,801.50
Individual Grants	\$1,000.00
Total	\$278,575.64

External bodies exercising the function of Council

During 2012-13 there were several external bodies who exercised functions delegated by Council. The City of Canada Bay Access Committee, provided advice on building and development applications; the Canada Bay Traffic Committee assisted and advised on traffic and transport issues.

Companies in which Council has a controlling interest

Council did not hold a controlling interest in any company in 2012-13.

Statement of partnerships, cooperatives or joint ventures involving Council

Council is a member of Statewide Mutual and Statecover-Workers Compensation, self insurance groups for public liability/professional indemnity and workers compensation insurances.

Community Building Partnership grant of \$50,000 to work with the Aeolian Community to create a celebratory public art project known as Piazza Eolie located within Fred Kelly Reserve. A steering committee was established with members of the Aeolian community to manage the development and implementation of this artwork.

Council is part of the Southern Sydney Regional Organisation of Councils (SSROC), an association of 16 major municipal and city councils in the southern area of Sydney. Together these councils represent more than 1.4 million residents. It provides a forum for the councils to discuss common issues and facilitates joint activities. It provides all councils with economic benefits and can greatly reduce the overall cost of major projects.

Council is in partnership with five (5) other Sydney, inner west Councils (Strathfield, Marrickville, Leichhardt, Burwood and Ashfield) as part of the Inner West Business Expo. The Expo was targeted at all businesses throughout the different local government areas, to provide them with information and advice on how the current economic crisis was likely to impact on business and the best ways to deal with it.

Public Health Forums is a partnership between Council and Concord Repatriation General Hospital which is providing current health information to the community through a panel of expert speakers from the Hospital, allied community health services and local health and wellbeing businesses.

Council has worked in partnership with the Sydney Cricket Club, the Drummoyne Reds Rugby Club and the NSW/ACT AFL to develop and improve the Drummoyne Oval Precinct and create a sporting facility of excellence for the community.

Council has delivered the Well Connected health and wellbeing program in partnership with NSW Housing to

Five Dock social housing tenants.

A Memorandum of Understanding has been established between Council and Cabarita Community Members to implement the Cabarita Heritage Garden Volunteering Program.

A Steering Committee has been established and a Memorandum of Understanding drafted between Council and community members to establish a Men's Shed in the City of Canada Bay. A community led incorporated body was established in 2012/13 to develop the Men's Shed under the membership of the Men's Shed Association.

A Memorandum of Understanding between Anglicare and Council has been established to deliver the Youth Outreach Program at Five Dock Library.

Youth Sustainability Programs to recycle aluminium cans are operating in partnership between Council, Concord High School and Domremy College.

Council continues to work with the Metropolitan Local Aboriginal Land Council under a principles of cooperation.

The Men's Intergenerational Project is a positive ageing program, where older men mentor younger men to build a form of sustainable transport, and in doing so, share their skills and knowledge. This program is a partnership between Council, Concord High School and community members.

A Memorandum of Understanding between Drummoyne Community Centre and the City of Canada Bay was established for the delivery of community programs, including the provision of community transport.

In-kind partnership in the form of provision of toys to the value of approximately \$250 was received from IKEA Rhodes which contributed to a celebration event for Chinese New Year in Rhodes in February 2013.

A partnership was established between Concord Hospital and Council to deliver a business networking breakfast in March 2013. Concord Hospital provided the venue, guest speaker and transport for the event.

Equal employment opportunity (EEO)

Council's EEO Management Plan demonstrates a strong commitment to Equal Employment through the adoption, implementation and regular review of EEO principles and strategies. During the year the following activities were undertaken to support the principles of the plan.

In line with 'Work, Life, Community' guidelines, requests for flexible work arrangements, working from home and the nine (9) day fortnight continue to provide employees with needs to manage personal obligations.

All recruitment activities are assessed against the needs of the position criteria through a merit based process, recognizing each person's skills experience and abilities gained both inside and outside of formal employment.

The implementation of Councils Values, Guiding Principles, EEO and gender balance responsibilities and accountabilities into all position descriptions has resulted in affirmative action, by seeking to address the effects of past disadvantages and to prevent any future disadvantages. Training has been provided to staff on all these elements.

A review of the corporate training plan has ensured that our commitment to a diverse and skilled workforce will be supported by training programs that assist in diminishing the skill gaps within the workforce.

The continual review of policies, procedures and strategies guarantees our commitments to respect, fairness, dignity, diversity and equity.

Remuneration packages of senior staff

The total remuneration package for the General Manager for 2012-13 was \$256,263. The remuneration packages for Council's four (4) Directors for 2012-13 totalled \$781,414.57.

Stormwater Levy

Stormwater Levy Projects	Amount spent 2012-13
Stormwater Management	\$154,556.77
Little Corminston Ave- Dish Drain	\$19,776.20
Marmion Lane Drainage & Ancillary	\$32,058.79
South St Landscaping	\$65,000.00
Stormwater Pit & Pipe Cleaning	\$5,300.00
Stormwater Designs	\$75,584.70
Wareemba Mainstreet	\$60,777.12
Flavelle Street	\$43,138.00
Kingston Avenue	\$3,697.04
Wrights Road	\$122,377.30
Estuary Management-Mangroves	\$4,571.13
Irrinet Maintenance	\$22,000.00
Parramatta River Bank Asset MP	\$20,294.44
Total	\$629,131.49
Stormwater Management Charge levied: \$680,884.49	

Sustainability Levy

Sustainability Levy	Begin Balance	Income	Expenditure	End Balance
Social Cohesion	\$8,879.51		\$8,879.51	\$0.00
Business Arts Place	\$781,236.76		\$661,452.77	\$119,783.99
Total	\$790,116.27	\$0.00	\$670,332.28	\$119,783.99

Annual charge for coastal protection services

There were no charges for coastal protection services.

Companion Animals Act and regulation activities

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

Cost of companion animal management and activities: - pound fees for the year were \$3,968.00

- Companion Animal Education Programs: There were no specific Companion Animal Programs held during the year. However, brochures were produced and distributed at Council's Customer Service Centre, Libraries and at major events such as Ferragosto and Concord Street Fairs. An event was specifically held at Rhodes promoting responsible ownership and offering a reduction in companion animal desexing.
- Promotion of animal desexing of dogs and cats: Brochures were produced and distributed at Council's Customer Service Centre, Libraries and at major events such as Ferragosto and Concord Street Fairs. Council subsidised desexing at a specific event at Rhodes mid 2013.
- Strategies to seek alternatives to euthanasia for unclaimed animals - Council utilises Blacktown Council Animal Impound Facility for impounding services. This facility has a 'low kill' policy. Council also actively investigates owners of animals by following up on microchip data. This strategy has assisted with reducing rates of euthanasia.

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

- Battersea Park (the Concord end of the park)
- Charles Heath Reserve
- Cintra Park
- Drummoyne Park (above Drummoyne Oval)
- Five Dock Park (between Bowling Club and Ingham Avenue)
- Lysaght Park (on Five Dock Bay)
- Majors Bay Reserve
- Powells Creek Reserve
- St Georges Crescent Reserve (opposite the Sailing Club)
- Timbrell Park (the western end, beyond the children's play area)
- Storey Park
- Brett Park (the flat area)
- Halliday Park (on Hen & Chicken Bay)
- Queen Victoria Reserve
- Taplin Park (western end near Thompson St)

Council did not receive any Companion Animals Funds during the year.



Payment of expenses and the provision of facilities to Councillors

Definitions

The Act - The Local Government Act 1993

The Regulation - The Local Government (General) Regulation 2005

The Division - The Division of Local Government, Department of Premier and Cabinet (previously the Department of Local Government)

Part 1 - Introduction

1.1 Purpose of the Policy

Councillor expenses and facilities policy allows for councillors to receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties as elected representatives of the residents and ratepayers of the City of Canada Bay.

1.2 Scope of the Policy

This Policy has been prepared to provide for the payment or reimbursement of expenses and the provision of facilities by the City of Canada Bay Council, to the Mayor and Councillors when performing their civic duties.

1.3 Making and Adoption of the Policy

This Policy has been drafted in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2005, Council's Code of Conduct, relevant publications released by the Division of Local Government and ICAC.

This Policy was adopted by Council on.

Amendments to the Policy may only occur by resolution of Council.

1.4 Legislative Provisions

Local Government Act 1993

- Section 248 and 249 of the Local Government Act, 1993 provides for the payment of an annual fee to the Mayor and Councillors in accordance with the appropriate determination of the Local Government Remuneration Tribunal.
- Councillors are entitled to receive reimbursement for prescribed expenses as outlined in this policy pursuant to Section 252 of the Local Government Act, 1993.
- Before adopting a policy for the Payment of Expenses and Provision of Facilities for Councillors, the Council must publicly exhibit the policy for a period of 28 days and consider any public submission received under Section 253 (1) and (2) Local Government Act, 1993. A Council need not give public notice of a proposed amendment to its policy if the Council is of the opinion that the proposed amendment is not substantial.
- Within 28 days after adopting the policy or making an amendment for which public notice was given, Council must forward the relevant documentation, in accordance with the Act, to the Director General.
- The Council must not close to the public that part of its

meeting at which a policy for the Payment of Expenses and Provision of Facilities is adopted or at which any proposed amendment is discussed or considered -- Section 254 Local Government Act, 1993.

- Council is required to review and adopt this policy within 5 months after the end of each financial year.

Local Government (General) Regulation 2005

- Clause 217 of the Regulation requires Councils to include detailed information in the Annual Report about the payment of expenses and provision of facilities to Councillors.
- Clause 403(a) refers to restrictions on Council in providing for the payment of a general expense allowance to Councillors.
- Clause 403(b) places restrictions on Council in making motor vehicles available for the exclusive use of a Councillor other than the Mayor.

1.5 Other Government Policy Provisions

Councils Policy has been written to comply with:

- guidelines released by the Division under Section 23A of the Act;
- circulars issued by the Division which related to expense and facilities policies;
- Council's adopted Code of Conduct and the Division's Model Code of Conduct.
- ICAC publication on the misuse of Council resources has also been taken into account - No Excuse for Misuse, preventing the misuse of council resources (September 2008)

Part 2 - Payment of Expenses

2.1 General Provisions

Councillors must act lawfully, honestly and exercise a reasonable degree of care and diligence in carrying out their duties to the community in line with the relevant legislation. This Policy is in place to clearly outline all the specific expenses Councillors are entitled to receive reimbursement for, and all the specific facilities Councillors are entitled to use. Councillors may only receive reimbursement when the expense is clearly outlined in the policy.

2.1.1

General Expense Allowance

Section 403 of the Regulation states that Councillors are not entitled to a general expense allowance.

2.1.2

No Private Benefit unless Payment is made

Councillors are not entitled to obtain private benefit from the provision of equipment and facilities, nor from travel bonuses such as 'frequent flyer' schemes or any other loyalty programs while on Council business. However, where incidental private use occurs, unless substantial, no compensatory payment back to Council is required.

2.1.3

No use of Council Resources for Political Purposes

Council facilities, equipment and services are not to be used to produce election material or for any other political purpose. As outlined in Council's Code of Conduct, a Councillor's re-election is considered to be a personal interest, as is fundraising activities for political parties, and political events. Council will not pay expenses or provide facilities to Councillors in relation to supporting and/or attending such events and activities.

2.1.4

Gifts and Benefits

In circumstances where it is appropriate for Councillors to give a gift or benefit, these gifts should be of token value.

2.1.5

Participation, Equity, and Access

Members of the community from different backgrounds and demographics are encouraged to seek election. This ensures that the needs of the community are represented in as many ways as possible.

Council will also consider any special needs of Councillors, whenever required so as to allow them to perform their civic duties. If required, Council will make provisions for Councillors who need assistance with matters such as transportation, access, hearing or seeing.

2.1.6

Approval and Dispute Resolution Process

Where possible, a Councillor should gain approval prior to an expense being incurred.

Approval for discretionary trips, attendance at conferences, and/or other significant expenses and facilities should be determined, where possible, at a full meeting of Council. Where approval is not possible, approval should be given jointly by the Mayor and the General Manager. If the approval relates to the Mayor, it should be given jointly by the Deputy Mayor and the General Manager, or another Councillor and the General Manager.

Where a dispute occurs over an expense, the matter will be referred to the General Manager for review.

2.1.7

Reimbursement and Reconciliation of Expenses Processes

All claims for payment of expenses are to be reconciled within three (3) months of the expense being incurred. Should a Councillor cease to hold office, then the expense claims are to be reconciled within one (1) month of the Councillor ceasing to hold office.

Councillors are required to substantiate any out of pocket expenses with relevant documentation.

2.1.8

Payment in Advance Process

Councillors are entitled to receive payments in advance in anticipation of expenses to be incurred in attending conferences, seminars, training programs or carrying out their civic duty.

Advanced payments must always be reconciled at a future date, within the time frames outlined in 2.1.7 of this policy.

2.2 Specific Expenses for Councillors

2.2.1

Attendance at Seminars and Conferences

Where a Councillor attends a seminar or conference, Council will pay for the registration fees charged for attendance. Where overnight accommodation is required, Council will meet all necessary costs for accommodation. In addition, Council will provide reimbursement for reasonable costs associated with attendance at the conference such as transportation and meals, when they have not been included in the conference fees.

2.2.2

Training and Educational Expenses

Council supports and encourages Councillors to actively develop their skills and knowledge to assist them in carrying out their civic duties. Council makes provisions in its budget for the payment of Councillor training and development expenses, in accordance with NSW Government Policy.

As stated in 2.2.1, where overnight accommodation is required, Council will meet all necessary reasonable costs for accommodation, transportation and meals associated with the training.

2.2.3

Local Travel Arrangements and Expenses

Travel to community or civic functions, seminars, conferences or a training course will be by Council motor vehicle, taxi cab or Councillor's own vehicle. Where the mode of transport is the Councillor's own vehicle, a 'per kilometre' allowance will be paid in accordance with the Local Government Award.

Note – The driver of a Council or private vehicle is personally responsible for any traffic or parking infringements incurred whilst travelling on Council business.

2.2.4

Intrastate/Interstate Travel

Travel to seminars, conferences or a training course will be by economy air, Council vehicle or other suitable transportation mode. Prior approval of intrastate/interstate travel is required, and full details of the travel including itinerary, costs, accommodation and reasons for the travel need to be provided.

Note – any overseas travel or related expenses must be approved by a meeting of the full council prior to any travel being undertaken.

2.2.5

Legal Expenses

In the event of:

- a. An inquiry, investigation or hearing by any of:
 - The Independent Commission Against Corruption
 - The Office of the Ombudsman
 - Division of Local Government
 - The Police
 - The Director of Public Prosecutions
 - A Parliamentary Committee

- The Local Government Pecuniary Interest Tribunal into the conduct of a Councillor, or
- Legal proceedings being taken by a Councillor (but only where there is a threat to the personal safety of the Councillor or his or her family) or against a Councillor, arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor.

Council shall reimburse such Councillor, after the conclusion of the inquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the inquiry, investigation, hearing or proceeding, on a solicitor/client basis, provided that:

- the amount of such reimbursement is to be reduced by the amount of any monies that may be or are recouped by the Councillor on any basis;
 - in the opinion of the Council the inquiry, investigation, hearing or proceeding results in a finding substantially favourable to the Councillor; and
 - the Council authorises the reimbursement by resolution.
- Council will not meet the costs of an action in defamation taken by a Councillor or Council employee as a plaintiff in any circumstances.
 - Council will not meet the costs of a Councillor or Council employee seeking advice in respect of possible defamation or in seeking a non-litigious remedy for possible defamation.

2.2.6 Insurance Expenses

Councillors are to receive the benefit of insurance cover for:

- Personal injury whilst on Council business.
- Professional Indemnity for matters arising out of Councillor's performance of civic duties or exercise of their functions as Councillors, provided the performance or exercise of the relevant civic duty or function is bona fide, but subject to any limitations or conditions set out in the policy of insurance which is at the discretion of Council, taken out.
- Public Liability for matters arising out of a Councillor's performance of civic duties or exercise of their functions as Councillors, but subject to any limitations or conditions set out in the policy of insurance which is, at the discretion of Council, taken out.

2.2.7 Incidental Expenses

Reasonable out of pocket expenses associated with Councillors attending conferences, seminars, training courses or other activities relating to their civic duty will be reimbursed by Council, provided that established reconciliation processes are followed. A claim form should be submitted, providing an itemised account of all expenses.

Incidental expenses could reasonably include telephone calls, facsimiles, light refreshments, internet costs, transportation and parking fees, meals not included in event costs etc.

2.2.8 Care and Other Related Expenses

Council will pay reasonable child/dependant care costs incurred by Councillors attending Council meetings, Committee meetings, workshops, briefing sessions and official site inspections relating to Council's operations.

Councillors will be reimbursed for expenses associated with child/dependant care paid to providers other than immediate family, spouse or partner up to 1 hour before and after such meetings (based on advertised commencement time) subject to the production of appropriate documentation/receipts.

The maximum entitlement for reimbursement for each Councillor is \$2,500 per annum.

2.2.9 Spouse and Partner Expenses

Council will meet the reasonable costs of a spouse, partner or accompanying person at official council functions that are formal or ceremonial in nature, where it would be reasonable for a spouse, partner or accompanying person to be expected to attend.

An accompanying person is defined as someone who has a close personal relationship with the Councillor and/or provides carer support.

Expenses of spouses, partners or accompanying persons associated with attendance at the Local Government Association of NSW annual conferences are the personal responsibilities of individual councillors.

Part 3 - Provision of Facilities

3.1 Provision of Equipment and Facilities for Councillors

- A mobile phone handset to allow Councillors to undertake their official duties. Upon submission of a claim to the General Manager, Council will reimburse Councillors a maximum of \$200 per month for all call costs and rental charges associated with official duties.
- Provision of an ipad with appropriate applications, accessories, data plan and multi-function printer, laptop and software (if required) to the value of \$3000. This equipment may be replaced from time to time, as to ensure the currency of the technology, at the discretion of the General Manager, on advice from the Manager, Information Systems.
- Council stationery, business cards and postage for use for Council correspondence.
- Meals and beverages in conjunction with Council, Committee meetings and workshops.
- Provision of a name badge and corporate clothing as provided by Council.
- Access to the Charles Halliday and Brian Hudson Rooms for official functions, meetings and the like.
- All equipment and software supplied to Councillors is to remain the property of Council and is to be returned to Council when the position of Councillor is vacated.

- viii. Cab charge vouchers for attendance at official functions (subject to provision of receipts).

3.2 Provision of Equipment and Facilities for the Mayor

- i. A suitably furnished office.
- ii. A fully serviced and maintained motor vehicle to the standard of a Holden Statesman Caprice or equivalent and be made available for official purposes and personal use.
- iii. An allotted parking space underneath the Civic Centre complex.
- iv. A Personal Assistant plus a driver of a Council vehicle on a casual basis, for attendance at official functions when required.
- v. Cab charge vouchers for attendance at official functions (subject to provision of receipts)
- vi. A mobile phone or alternative communication device, including all call costs and rental charges to be used for official Council purposes.
- vii. Provision of an ipad with appropriate applications, accessories, data plan and multi-function printer, laptop and software (if required) to the value of \$3000.
- viii. Mayoral stationery, business cards, Christmas cards, bereavement and congratulatory letters, cards and certificates, information and public relations correspondence on behalf of Council and associated postage costs.
- ix. Food and beverage use associated with hosting meetings in conjunction with Council business. Beverage supplies for Mayoral and visitor use in the Mayoral office. Meals and beverages in conjunction with Council, Committee Meetings and Workshops.
- x. Provision of name badge and Mayoral pendant for civic and other functions and corporate clothing, as provided by Council.
- xi. All equipment and software supplied to the Mayor is to remain the property of Council and is to be returned to Council when the position of Mayor is vacated.

Part 4 - Other Matters

4.1 Amendments to the Policy

Amendments to the Policy may only occur by resolution of Council.

4.2 Availability of the Policy

This Policy is available on to the public on request, and is also displayed on Councils website.

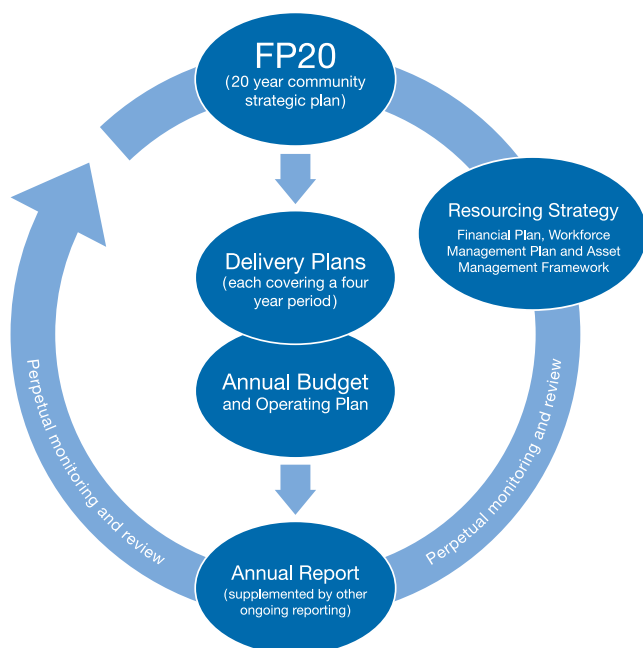


2012-13 Operating Plan

Fourth quarter progress report

How does our city plan and report?

FuturesPlan20 is our community strategic plan. It was developed in 2008 through significant consultation with community members, partners and stakeholders. It describes our vision for our city and the directions that we will take to promote a strong and healthy community. *FuturesPlan20* is built around seven theme areas supported by broad directions that will guide our City for the next 20 years. Together these seven themes determine the priorities for our City and the services and projects we deliver. These services and projects form the basis of each annual Operating Plan.



Measuring our progress

In order to measure progress at each tier of the City of Canada Bay's integrated planning framework, Council has developed an assessment hierarchy designed to monitor both our outputs and their collective outcomes. The hierarchy recognises that it is equally as important to assess our efforts in an integrated manner as it is to plan them in an integrated manner. At the Operating Plan level, for each strategy, program or project included in the Plan, Council has nominated a key performance indicator (KPI). These KPIs have been nominated so that Council can track whether we are completing the strategies, programs and projects we set out to undertake each year. This is a key means of ensuring operational efficiency and effectiveness. Scores are allocated by the manager responsible for each item. Managers assign one of five score options:

- **Green+:** progress on the item exceeds the KPI.
- **Green:** progress on the item is on track, no remedial action required.
- **Amber:** progress on the item is broadly on track although minor concerns may exist and are being addressed.
- **Red:** the item is high risk, or serious concerns have arisen about Council's ability to achieve the item/KPI. Remedial action is required and/or a material budget variance is required.
- **Grey:** the item is no longer applicable, relevant or achievable due to external/specific circumstances.

What's in this document?

This report outlines the City of Canada Bay's progress against the 2012-13 Operating Plan, as at the end of the fourth quarter (April-June). The report lists a progress score allocated to each of the activities listed in the Operating Plan.

Engaged City

An engaged city is a vision for how local government operates in the City of Canada Bay. This means community engagement and the development of an effective two way flow of information between Council and the community; local decision making which is transparent and works in the interest of the community considering its many and diverse stakeholders; and effective internal processes and controls within Council.

Required Outcome 1

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

This will require the City of Canada Bay to have an active system of local governance in which residents are engaged in decision making about important issues and in shaping the future of the City.

The directions we will take to achieve Outcome 1:

1.1.1 Engage with the community on local issues and planning

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.1 a	Investigation and resolution of all complaints	Investigation and resolution of all complaints <i>Operating budget</i>	Quarterly report to Executive. Resolution of all complaints within 14 days as per Council's policy. All complaints are formally registered <i>Manager, Customer Services</i>	Green
1.1.1 b	Maintenance of Council's community engagement register	All relevant community engagement activities are undertaken, recorded and reported in accordance with Council's Community Engagement Policy. <i>Operating budget</i>	Monthly reports to management team on activities undertaken and planned. <i>Manager, CPR</i>	Amber
1.1.1 c	Prepare a Communication Strategy which complements this Delivery Plan and its associated annual Operational Plans; and outlines Council's approach to communication and consultation, including the tools it will use to provide these.	Lead the development and implementation of the annual communication plan as derived from the 2010-13 Communication Strategy <i>Operating budget</i>	Adoption of Strategy <i>Manager, CPR</i>	Green

1.1.2 Communicate opportunities for consultation and engagement using varied methods

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.2 a	Develop a protocol on engaging with the Indigenous community	Consult with indigenous groups, as identified in the protocol, on development applications and projects affecting cultural heritage sites and interests. Establish ongoing consultation group and meetings. <i>Operating budget</i>	Number of consultations held. <i>Manager, Community Services</i>	Green
1.1.2 b	Develop appropriate mechanisms to consult with key community groups and stakeholders.	Utilise online tools (blog and facebook) to engage with young children. <i>Operating budget</i>	Number of hits on website. <i>Manager, Community Services</i>	Amber
1.1.2 c	Develop enhanced online communication tools using technologies such as (but not limited to) blogs, e-zines, social networking mechanisms and SMS.	Operate online community panel as a means of consulting and engaging with the community on a variety of issues. <i>Operating budget</i>	Panel is utilised for all relevant consultations. <i>Manager, Corporate Strategy</i>	Green
1.1.2 d	Document management and records	Develop systems to ensure information access legislation is complied with. <i>Operating budget</i>	Formal access applications are processed within legislative timeframes. <i>Manager, Governance</i>	Green
1.1.2 e	Document management and records	Maintain records management and disposal policy. <i>Operating budget</i>	Records and archives maintained in accordance with policy. <i>Manager, Governance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.2 f	Implement a Community Harmony Strategy.	Develop and distribute in-language information kits on Council's role, meetings and services. <i>Operating budget</i>	Kit produced in two CALD languages. <i>Manager, Community Services</i>	Green
1.1.2 g	Utilise innovative means to consult with young residents.	See activities at 1.1.2 c		

1.1.3 Establish and strengthen partnerships and alliances to identify and respond to local issues

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.3 a	Engage and connect with residents in new medium density developments.	Develop survey and consult with residents from the housing development at George St, North Strathfield. <i>Operating budget</i>	Survey completed. Response rate from residents. Recommendations developed. <i>Manager, Community Services</i>	Green
1.1.3 b	Pilot the Friends of the Park concept to establish relationships with local communities to develop and maintain local parks.	Facilitate volunteer heritage gardening program at Cabarita Park. Support a program of volunteer gardening at McIlwaine Park. <i>Operating budget</i>	Level of participant response and engagement. <i>Manager, Community Services</i>	Green
1.1.3 c	Work with the government departments and other agencies to promote and support volunteer involvement.	Complete Work Health Safety Act (WHS) training for Council and community volunteers. Investigate opportunities for volunteer recruitment. Promote and expand volunteer webpage. <i>Operating budget</i>	Number of organisations registered. Number of volunteers engaged. <i>Manager, Community Services</i>	Green
1.1.3 d	Strengthen communication between Council and local sport/recreation groups.	Conduct winter and summer sporting forums. Conduct training forums for sporting groups (grant funded). Produce a quarterly newsletter. Provide SMS notification of temporary closure of parks. Provide online resources to support clubs. <i>Operating budget</i>	2 forums held and all other activities completed. <i>Manager, Customer Services</i>	Grey
1.1.3 e	Maintain links with community associations that manage large residential developments to connect residents with services and facilities offered throughout the LGA.	Facilitate and support the collection of information associated with infrastructure ownership and services relating to the developments. <i>Operating budget</i>	Liaison is ongoing and information is supplied as required. <i>Manager, Strategic Planning</i>	Green

Required Outcome 2

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

This will mean residents of Canada Bay are connected to community support networks and access information about services with ease through diverse and accessible information and communication methods.

The directions we will take to achieve Outcome 2:

1.2.1 Support effective communication and promotion of services in the area

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.2.1 a	Review community profile in line with 2011 Census.	Review community profile in line with 2011 Census. <i>Operating budget</i>	Updated profile available online <i>Manager, Community Services</i>	Green
1.2.1 b	Coordinate Council's ongoing corporate communication activities.	Produce regular editions of Bayside Brief. Coordinate weekly Council column advertisement. Undertake ongoing media liaison. Promote Council and its activities and events. <i>Operating budget</i>	Six editions of Bayside Brief produced within budget. Council columns produced within budget. All media responses resolved within appropriate timeframes. <i>Manager, CPR</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.2.1 c	Coordinate development and maintenance of Council's website.	Coordinate network of web contributors to ensure Council website content is up to date and accurate. Redevelop Council's website to better provide information and services to the community and other stakeholders. <i>Operating budget</i>	Increased unique visits to website. <i>Manager, CPR</i>	Green
1.2.1 d	Develop and maintain Council's brand.	Manage graphic design requirements of organisation. Coordinate utilisation of Corporate Identity Guidelines. <i>Operating budget</i>	No incorrect applications of Council's logo. <i>Manager, CPR</i>	Green
1.2.1 e	Customer Service Counter and Call Centre	Operate Customer Service Centre and call centre at Drummoyne and Customer Service counter at Concord. Operate temporary customer service facilities at Council and community events as required. Participate in an external benchmarking program. Develop of quality management programs. <i>Operating budget</i>	90% calls are answered within 20sec. 95% calls are resolved at first point of contact within call centre. Average call handling time within 1m45secs. 1% abandonment rate. Average wait time for counter service is 30sec. 90% of inquiries are resolved by first point of contact at counter. Average contact time is 8.5 minutes. <i>Manager, Customer Services</i>	Green +
1.2.1 e	Develop a marketing and promotional strategy for Council's recreation facilities and programs.	Develop and implement specific marketing strategies with lessees for golf courses and swim centres. Develop sponsored golf tee program with Clubs. <i>Operating budget</i>	Strategies delivered. <i>Parks and Recreation Planner</i>	Green

Required Outcome 3

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

This will mean residents of Canada Bay are connected to all aspects of the life of their City, including events, through effective, diverse and accessible information and communication methods.

The directions we will take to achieve Outcome 3:

1.3.1 Provide and promote a wide range of community events using varied communication methods.

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.3.1 a	Operation of monthly citizenship ceremonies	Hold 11 ceremonies with support from Australian Electoral Commission. <i>Operating budget</i>	Ceremonies staged within budget. <i>General Manager</i>	Green
1.3.1 b	Provide ongoing support and advice to Council divisions staging events.	Provide advice to internal users as required. <i>Operating budget</i>	Council events are staged safely and effectively. <i>Manager, CPR</i>	Green
1.3.1 c	Coordinate civic events that are celebrated by our community and recognise and support our residents.	Implement civic events program which includes Australia Day, ANZAC Day, Mayoral Golf Day, Mayoral Bowling Day, Volunteers Christmas Party and other civic events as arise. <i>Operating budget</i>	All events delivered within budget. <i>Manager, CPR</i>	Green
1.3.1 d	Coordinate civic events that are celebrated by our community and recognise and support our residents.	Prepare traffic plans for civic events as required. <i>Operating budget</i>	Plans developed and approved by Traffic Committee. <i>Manager, Traffic and Transport</i>	Green
1.3.1 e	Generation of cash and in-kind sponsorship of Council events and initiatives.	Develop and implement sponsorship prospectus and agreements for Council's major events and other initiatives as arise. Implement strategies to seek new sponsors and retain strong relationships with existing sponsors. <i>Operating budget</i>	Sponsorship budgets are met. <i>Manager, CPR</i>	Green
1.3.1 f	Implement an annual program of Council sponsorship of events and initiatives in the City in accordance with Council's Sponsorship Policy.	Two sponsorship rounds undertaken with recommendations adopted by Council. <i>Operating budget</i>	100% compliance with sponsorship agreements. <i>Manager, CPR</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.3.1 g	Coordination of support for community street parties in the City	Process all incoming street party applications. Develop street party kits outlining all information relation to hosting a street party. <i>Operating budget</i>	Each application processed within 15 days. <i>Manager, Customer Services</i>	Grey

Required Outcome 4

“My City’s well managed and my needs are met through high quality services and well maintained assets.”

This will mean the City of Canada Bay is financially viable and delivers high quality services that meet the needs of its residents.

The directions we will take to achieve Outcome 4:

1.4.1 Integrate service delivery and operational planning

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.1 a	Operation of emergency services management	Provision of service and response in accordance with emergency management procedures and plans. <i>Operating budget</i>	Procedures and plans adhered to. <i>Group Manager, City Services</i>	Green
1.4.1 b	Management of Council’s assets (asset management planning development and implementation)	Implement enhanced strategic asset management approach to planning, management, maintenance and renewal of assets under Council’s care and control. <i>Operating budget</i>	All actions completed within budget. <i>Manager, Assets</i>	Green
1.4.1 c	Implement an Integrated Planning and Reporting framework to facilitate a healthy and sustainable Council which is accountable and responsive to the local community.	Coordinate a detailed community engagement program to identify and test the levels of Council service and subsidy required by our local community. <i>Operating budget</i>	Consultation completed. <i>Manager, Corporate Strategy</i>	Green
1.4.1 d	Implement an Integrated Planning and Reporting framework to facilitate a healthy and sustainable Council which is accountable and responsive to the local community.	Implement Council’s ongoing planning and reporting obligations in accordance with legislative requirements and council’s integrated framework. <i>Operating budget</i>	2013-14 Operating Plan and Budget adopted by Council. <i>Manager, Corporate Strategy</i>	Green
1.4.1 e	Implement an Integrated Planning and Reporting framework to facilitate a healthy and sustainable Council which is accountable and responsive to the local community.	Work with new Council to effectively and actively engage the community and stakeholders in the development and adoption of a new community strategic plan, delivery plan, resourcing strategy and other associated documents. <i>Operating budget</i>	Legislative deadlines for adoption of new documentation are met. <i>Manager, Corporate Strategy</i>	Green
1.4.1 f	Administration of Council services including street and parking permits, DA & CC files, animal registration, certificate and programs	Processing of all incoming applications and reports to Council as required. <i>Operating budget</i>	Process street permits within 10 days. Process park permits within 5 days. Process animal registration within 5 days. Process lodgement and processing application within 2 days. Process 149 certificates within 5 days. Process urgent 149 certificates within 24 hours. Process 603 certificate within 5 days. <i>Manager, Customer Services</i>	Green +
1.4.1 g	Recreation, facilities and sports field bookings including filming booking and bus hire	Processing of all incoming applications and bookings and provide quarterly reports to Council. <i>Operating budget</i>	Process filming application within 6 days. Process casual application for parks within 8 days. Process pre-seasonal application for sporting fields within 12 days. Process seasonal application for sporting fields within 12 days. Process inquiries relating to filming and parks within 2 days. <i>Manager, Customer Services</i>	Green +
1.4.1 h	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Implement Integrated Risk Management Plan and develop controls to minimise risks identified in the Plan. <i>Operating budget</i>	Controls developed. <i>Manager, Governance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.1 i	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Conduct annual review of Business Continuity Plan and relevant subplans <i>Operating budget</i>	Plan tested and result reported to Executive. <i>Manager, Governance</i>	Green
1.4.1 j	Risk management and insurance coordination	Manage ongoing processing of claims and operation of Internal risk management group. Coordinate trial use of Echelon to manage public liability claims on behalf of Council. <i>Operating budget</i>	All claims processed within agreed timeframes. <i>Manager, Governance</i>	Green
1.4.1 k	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Develop Information Systems subplan of Business Continuity Plan. <i>Operating budget</i>	Plan completed. <i>Manager, Information Systems</i>	Green
1.4.1 l	Maintenance of Council buildings	Undertake planned and unplanned building maintenance works as required. <i>Operating budget</i>	Program completed within budget. <i>Manager, Maintenance</i>	Green
1.4.1 m	Management of Council leases and hire facilities	Manage Council's portfolio of leased properties to maximise return to Council. <i>Operating budget</i>	Leased properties achieve an ongoing occupancy level of 80%. <i>Manager, Property Services</i>	Green

1.4.2 Implement a long term financial plan which prioritises infrastructure renewal

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.2 a	Council's ongoing financial management	Undertake regular reviews of budget savings, efficiency gains and revenue raising opportunities to create capacity within Council's current budget to contribute to high priority areas. <i>Operating budget</i>	Identification of savings, gains and opportunities <i>General Manager</i>	Green
1.4.2 b	Council's ongoing financial management	Raise sustainable procurement profile through actions in the implementation plan, including upgrading software to track purchasing, engaging vendors, target projects for change within the organisation <i>WaSIP</i>	Integrate Sustainable Procurement across Council's functions / business units; Create an active cross-divisional working group to drive implementation <i>Manager, Environmental Services</i>	Green
1.4.2 c	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Five Dock Leisure Centre reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 d	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Property Services reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 e	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Wellbank Childrens Centre reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 f	Management of Council's rating system	Rates are levied in accordance with adopted rating structure. <i>Operating budget</i>	Notices are issued within legislative timeframes. At least 95% of rates levied are collected. Increased take-up on online rates notifications. <i>Manager, Finance</i>	Green +
1.4.2 g	Update Council's Long Term Financial Plan on an annual basis taking into consideration other Resource Strategy documents (Asset Management Framework and Workforce Management Plan) and Delivery Plan requirements.	Develop annual iteration of plan and ensure key outcomes are integrated into new reporting structure. <i>Operating budget</i>	LTFP revised annually in conjunction with setting of annual operating budget. <i>Manager, Finance</i>	Green +
1.4.2 h	Administration of accounts payable	Process supplier invoices for payment in accordance with Council's policies and procedures. <i>Operating budget</i>	Invoice processing to be completed within 5 work days of month end to ensure accurate YTD Budget VS Actual Reporting <i>Manager, Finance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.2 i	Administration of accounts receivable	Issue Council invoices and manage collections in accordance with Council's policies and procedures. <i>Operating budget</i>	Invoices are raised within 3 days of request to ensure accurate YTD Budget VS Actual Reporting. <i>Manager, Finance</i>	Green
1.4.2 j	Administration of Council payroll	Accurately process and reconcile fortnightly payrolls and ensure payments are made in accordance with provisions of the Local Government (State) Award, various Council policies or other relevant legislation. <i>Operating budget</i>	Accurate completion of each payroll. <i>Manager, Finance</i>	Green
1.4.2 k	Council's ongoing financial management	Prepare detailed annual budget on an accrual basis in accordance with the Code, relevant legislation and Council's Long Term Financial Plan comprising Income Statement, Statement by Function & Activity and Capital Budget <i>Operating budget</i>	Budgets are to be presented to the council prior to commencement of a new financial year. Completion of year end report on income and expenditure budget result compared to the actual result reported in Council's financial statements. Variances reported to Council <i>Manager, Finance</i>	Green +
1.4.2 l	Council's ongoing financial management	Servicing of existing borrowings <i>Operating budget</i>	Allocation of requisite funds <i>Manager, Finance</i>	Green
1.4.2 m	Investment of funds	Maximise return on investments whilst ensuring protection of principal. Review of funding and investment strategies to be undertaken annually in line with budget development and the review of the Long Term Financial Plan. <i>Operating budget</i>	Ensure investments are low risk and investment decisions are in accordance with DLG Investment Guidelines. <i>Manager, Finance</i>	Green
1.4.2 n	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Allocation of funds as part of annual budget. <i>Operating budget</i>	Reserves are adequate for intended purpose. <i>Manager, Finance</i>	Green
1.4.2 o	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Council election reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 p	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Domestic Waste Management Charge. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 q	Prepare a new Developer Contributions Framework to fund community infrastructure.	Develop framework. <i>Operating budget and developer contributions</i>	Framework adopted by Council <i>Manager, Strategic Planning</i>	Green

1.4.3 Effectively manage staff and resources

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 a	Operation of Council's Community Development division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Community Development</i>	Green
1.4.3 b	Operation of Council's Corporate Services division	Oversee and coordinate best practice systems of procurement on behalf of Council. <i>Operating budget</i>	Compliance with Council policy. <i>Director, Corporate Services</i>	Green
1.4.3 c	Operation of Council's Corporate Services division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Corporate Services</i>	Green
1.4.3 d	Operation of Council's Planning and Environment division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Planning and Environment</i>	Green
1.4.3 e	Operation of Council's Technical Services division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Technical Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 f	Operation of Council's senior leadership team and Executive Services division	High level coordination of senior leadership team and strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>General Manager</i>	Green
1.4.3 g	Participation in sister city and twin city relationships to provide cultural and educational exchanges and mutual benefits.	Develop a joint greenhouse gas emission reduction programs with Council's sister city Parkes <i>WaSIP</i>	Scope project and develop implementation plans. <i>Manager, Environmental Services</i>	Green
1.4.3 h	Participation in sister city and twin city relationships to provide cultural and educational exchanges and mutual benefits.	Exploration of suitable projects with Parkes Council (twin city). <i>Operating budget</i>	All activities reported to Council. <i>General Manager</i>	Green
1.4.3 i	Participation in Southern Sydney Regional Organisation of Councils	Participation in projects and programs as arise and as present opportunities for the City of Canada Bay. <i>Operating budget</i>	All activities reported to Council. <i>General Manager</i>	Green
1.4.3 j	Participation in Southern Sydney Regional Organisation of Councils	Partner with SSROC to develop a renewable energy masterplan aspiring to meet >20% energy from renewable sources by 2030. <i>WaSIP</i>	Contribute to project development <i>Manager, Environmental Services</i>	Green
1.4.3 k	Management of Council plant and fleet	Implementation of plant and fleet replacement program. <i>Operating budget</i>	Replacement completed within budget <i>Group Manager, City Services</i>	Green
1.4.3 l	Undertake entrepreneurial civil works to create an income stream for Council	Market services and seek opportunities to undertake additional profit generating works. <i>Operating budget</i>	Additional revenue obtained. <i>Group Manager, City Services</i>	Green +
1.4.3 m	Implement the Asset Management Framework to ensure long term sustainability of community assets.	Oversee the implementation of a staged increase in funding allocation for asset renewal across all asset categories <i>Operating budget</i>	Renewal works programmed and commenced in each asset category <i>Director, Technical Services</i>	Green
1.4.3 n	Implement the Asset Management Framework to ensure long term sustainability of community assets.	Assess Council owned assets and prepare a program of maintenance and renewal works for 2012-13 in accordance with Council's Asset Management Strategy, Policy and plans. <i>Operating budget</i>	Assessments completed and incorporated into program. <i>Manager, Assets</i>	Green
1.4.3 o	Council meeting management and Councillor support	Appropriate staff trained to prepare minutes at Council meetings. <i>Operating budget</i>	All Council meeting minutes prepared accurately. <i>Manager, Governance</i>	Green
1.4.3 p	Development and application of effective governance measures and systems	Manage Council's legislative compliance register, process and reporting program. <i>Operating budget</i>	Program implemented. <i>Manager, Governance</i>	Green
1.4.3 q	Development and application of effective governance measures and systems	Implement Council's Fraud Risk Assessment Strategy. <i>Operating budget</i>	Strategy implemented. <i>Manager, Governance</i>	Green
1.4.3 r	Operation of Audit and Risk Management Committee	Coordinate Council's risk management, internal control, external accountability and internal audit function. <i>Operating budget</i>	Annual internal audit program completed and risk register maintained. <i>Manager, Governance</i>	Green
1.4.3 s	Develop a strategy of organisational performance review and implement identified recommendations to enhance service delivery and/or revenue and efficiency gains.	<i>See activities at 1.4.1 c</i>		
1.4.3 t	Human resources management	Provide HR services including recruitment, induction, training and development, employee relations, HR policy development and performance management. <i>Operating budget</i>	Regular induction days delivered. All staff are paid each fortnight. Annual training plan developed each year. Annual performance reviews completed by September each year. <i>Manager, Human Resources and Organisational Development</i>	Amber

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 u	Management of occupational health and safety requirements for Council	Maintain Workplace, Health and Safety management system in keeping with legislative requirements. Injury management and rehabilitation services provided. Staff wellbeing initiatives provided. <i>Operating budget</i>	85% of all injury notifications are provided to insurer within 2 days. Annual flu shots provided. Cost of workers compensation claims as a percentage of wages is at or better than Statecover average. <i>Manager, Human Resources and Organisational Development</i>	Amber
1.4.3 v	Update Council's Workforce Management Plan on an annual basis to guide corporate policy, structure and succession planning.	Revise Council's Workforce Management and EEO Management Plan to align with future corporate strategies and diversity initiatives. <i>Operating budget</i>	Strategies/actions achieved as per timeframes. <i>Manager, Human Resources and Organisational Development</i>	Green
1.4.3 w	Develop strategy of continuous improvement and full utilisation for all Council data management and technology-based systems.	Develop and implement a medium term Information Systems Strategy. <i>Operating budget</i>	Strategy adopted by Council. <i>Manager, Information Systems</i>	Green
1.4.3 x	Provision of information technology services for Council	Operation of internal helpdesk. Administration and maintenance of systems and hardware. Implementation of rolling program of upgrades. Participation in and support of IS Think Tank. <i>Operating budget</i>	All Helpdesk tickets actioned, annotated and closed appropriately. All systems available for staff with minimal downtime. System and application upgrades completed on time and to budget. IS budget maintained. <i>Manager, Information Systems</i>	Amber
1.4.3 y	Provision of information technology services for Council	Oversee migration to new IT system following completion of Strategy and tender process. <i>Operating budget</i>	Migration is achieved within agreed timeframes and budget. <i>Manager, Information Systems</i>	Green
1.4.3 z	Review Council's property portfolio to determine most appropriate use of each site.	Develop options for a site for a future administration building <i>Operating budget</i>	Options prepared and reported to Executive and Councillors. <i>Manager, Property Services</i>	Green
1.4.3 zz	Review Council's property portfolio to determine most appropriate use of each site.	Implement actions and recommendations in Council's Property Strategy following the adoption of the new LEP. <i>Operating budget</i>	Actions are implemented <i>Manager, Property Services</i>	Green

Green City

A green city is a vision for the future of our natural environment and for the environmental sustainability in the City of Canada Bay. This vision recognises our responsibility as a community to protect the environment and to preserve it for future generations. A green city is both a challenge and a priority for us an urban area. Establishing a balance between the natural and built environment is critical to the success of this vision.

Required Outcome 1

“I am proud of and value my City’s natural environmental assets.”

This will require the City of Canada Bay to be known for the quality of its natural environmental assets, particularly its parks, waterways and foreshore and these are enjoyed by residents and visitors alike.

The directions we will take to achieve Outcome 1:

2.1.1 Facilitate and support programs which recognise the cultural and social value of the natural environment in our City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.1.1 a	Develop local climate change adaptation and mitigation plan.	Adopt the Climate Change Adaptation Mitigation Plan, which includes developing an implementation plan to provide a staged order of priorities for short and long term outcomes. <i>WaSIP</i>	Develop and adopt an implementation plan, and commence prioritised actions. <i>Manager, Assets</i>	Green
2.1.1 b	Develop local strategies in response to the NSW Government Draft Sea Level Rise Policy Statement, including the preparation of a Flood Plain Management Plan.	Continue foreshore vulnerability mapping (subject to provision of information from other levels of government) and commence flood studies. <i>Stormwater Levy</i>	Undertake studies <i>Manager, Assets</i>	Grey
2.1.1 c	Prepare Estuary Foreshore Management Study	No activity in 2012-13		
2.1.1 d	Implement an annual Sustainability Award program	Deliver the 2012 Sustainability Awards Program. <i>Operating budget</i>	Increase in nomination and attendance numbers. <i>Manager, Business, Arts and Place</i>	Green
2.1.1 e	Investigate and action environmental complaints	Investigation of complaints as logged with Council. <i>Operating budget</i>	Resolution of all complaints in accordance with Complaint Handling Policy. <i>Manager, Environmental Services</i>	Green
2.1.1 f	Review site specific plans of management on priority basis in accordance with the Local Government and Crown Lands Acts to facilitate sustainable development and use of local public open space.	Prepare draft plans of management and/or masterplans for priority locations (Cabarita Park, Rhodes Peninsula, Rothwell Park and Greenlees/Edwards Park). <i>Operating budget</i>	Plan of Management adopted by Council <i>Parks and Recreation Planner</i>	Green

2.1.2 Promote the natural areas within the City to attract residents and visitors

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.1.2 a	Identify opportunities for implementation of Council's Public Art Plan	See activities listed at 2.3.1 a		
2.1.2 b	Scope the Rivers Edge project to ensure environmental education features on the City's foreshores.	See activities listed at 2.3.1 a		

Required Outcome 2

“I have access to a biologically diverse natural environment near where I live.”

This will require the City of Canada Bay’s environment to be protected through good planning. The expanded population of the City has been integrated into the local area and environmental assets have been maintained and enhanced.

The directions we will take to achieve Outcome 2:

2.2.1 Deliver projects which work towards the protection of biodiversity in our natural areas

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.1 a	Add provisions to Council’s Comprehensive LEP for the protection of biodiversity in Council’s natural areas in response to the outcomes of the Local Planning Strategy.	No activity in 2012-13		
2.2.1 b	Develop and implement the Estuarine Vegetation Management Plan and Flora and Fauna Survey Reports.	Identify and protect areas of existing remnant vegetation; fauna habitats and riparian zones and revegetate existing areas and/or establish new areas of vegetation. Work with relevant sections of Council to identify areas of noxious weeds and salt marsh. Ongoing maintenance of areas which require protection. <i>Operating budget and grant funding being sought</i>	New areas identified and existing areas maintained. <i>Manager, Parks and Gardens</i>	Green
2.2.1 c	Leadership of local bush land program	Management of bush care volunteer groups to undertake restoration of sites at Yaralla, Brett Park, Sisters and Half Moon bays, Lovedale Place, Queen Elizabeth Park and Fig Tree Reserve. <i>Operating budget</i>	Volunteer groups expanded. <i>Manager, Parks and Gardens</i>	Green

2.2.2 Maintain access to open spaces and bushland reserves which cater for the needs of residents and visitors to the area

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.2 a	Develop opportunities to expand and enhance biodiversity in open space areas.	Include proposed extension to bushland reserves in draft plans of management for priority locations. <i>Operating budget</i>	Protect and enhance biodiversity in draft Plan of Management. <i>Parks and Recreation Planner</i>	Green
2.2.2 b	Develop opportunities to expand and enhance biodiversity in open space areas.	Provide a framework for Council and the community to work towards biodiversity conservation, recovery and renewal. <i>WaSIP</i>	Conduct critical habitat surveys <i>Manager, Parks and Gardens</i>	Green
2.2.2 c	Implement a water mining project to irrigate Council’s open space areas and to reduce consumption of potable water.	Secure funding to cover full project, and then conduct community engagement and undertake EOI for design and construction. <i>To be confirmed</i>	Funding achieved and EOI completed <i>Director, Technical Services</i>	Green
2.2.2 d	Noxious weed control	Undertake controls as necessary. <i>Operating budget</i>	All reports of noxious weeds resolved <i>Manager, Parks and Gardens</i>	Green

2.2.3 Facilitate and advocate for transport links to open spaces and reserves within and around the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.2 a	Prepare Council’s Integrated Transport Strategy ensuring that it enhances walkways and cycle ways.	No activity in 2012-13.		

Required Outcome 3

“I know what I can do to help the environment and make active day to day choices to support environmental sustainability.”

This will require the people of Canada Bay to value environmental awareness and contribute to the enhancement of the environment through sustainable lifestyle choices.

The directions we will take to achieve Outcome 3:

2.3.1 Undertake community education on best practice in environmental sustainability and management of climate change issues

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.1 a	Develop community and public art projects that respond to environmental issues and impacts of climate change and global warming.	Develop and produce Reclamation as an arts, environment and cultural partnership project. <i>Sustainable City Levy Reserve and grant funding</i>	Project developed and completed. <i>Manager, Business, Arts and Place</i>	Green
2.3.1 b	Environmental sustainability education/awareness programs	Deliver an annual program of sustainability focused workshops and an annual expo covering issues including environmental building options, heritage maintenance and enhancement, undertaking alterations and additions, correct lodgement of DAs and similar. <i>Operating budget</i>	Program delivered <i>Manager, Building and Compliance</i>	Green +
2.3.1 c	Environmental sustainability education/awareness programs	Deliver skills-based activities with practical take home messages to develop knowledge, skills and resident engagement in sustainability through the Treading Lightly series <i>WaSIP</i>	4 workshops undertaken <i>Manager, Environmental Services</i>	Green +
2.3.1 d	Environmental sustainability education/awareness programs	Deliver a sustainability workshop that is tailored to Council officers to ensure continuous improvement in operational processes. <i>WaSIP</i>	Deliver workshop and number of attendees <i>Manager, Environmental Services</i>	Amber
2.3.1 e	Environmental sustainability education/awareness programs	Develop a staff focused behaviour change and skill development plan linked to sustainability calls to action. <i>WaSIP</i>	Develop staff behaviour change project <i>Manager, Environmental Services</i>	Amber
2.3.1 f	Environmental sustainability education/awareness programs	Engage the community through targeted sustainability messaging at informal events <i>WaSIP</i>	Targeted messages at two festivals <i>Manager, Environmental Services</i>	Green
2.3.1 g	Environmental sustainability education/awareness programs	Facilitate and support a schools network to support and promote understanding about and action for sustainability <i>WaSIP</i>	Network established and meetings conducted <i>Manager, Environmental Services</i>	Green
2.3.1 h	Environmental sustainability education/awareness programs	Facilitate and support development and delivery of youth devised and run environmental program through a local school <i>WaSIP</i>	Program developed and delivered, number of students engaged <i>Manager, Environmental Services</i>	Green +
2.3.1 i	Environmental sustainability education/awareness programs	Recommend internal mechanisms and strategies to develop an integrated littering plan. <i>WaSIP</i>	Implement strategies as outlined by the plan <i>Manager, Environmental Services</i>	Green
2.3.1 j	Monitoring of Council's and the community's green house gas emissions	Implement the web-based Carbon Systems platform to track and report carbon, water, gas and electricity use. Set targets for investment, reduction and community and staff engagement. <i>WaSIP</i>	Data collated and project tracking established <i>Manager, Environmental Services</i>	Green

2.3.2 Provide opportunities for community involvement in projects directed towards developing a more environmentally sustainable city including achieving a significant reduction in greenhouse gases.

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.2 a	Facilitate ongoing interaction with the community through the Sustainable City Committee	Facilitate meetings every second month and undertake advocacy at Council events. <i>Operating budget</i>	6 meetings held and 2 events participated in. <i>Manager, Environmental Services</i>	Green
2.3.2 b	Work in partnership with volunteers to improve the amenity of open space areas.	Coordinate National Tree Day and Trees for Schools activities. <i>Operating budget</i>	Programs completed with volunteer support. <i>Manager, Parks and Gardens</i>	Green

2.3.3 Move to alternative and more sustainable transport choices within Council

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.3 a	Investigate and implement sustainable fleet initiatives to reduce green house gas emissions.	Monitor and review fleet annually. Establish a program and policy to facilitate sustainable fleet management. Establish emission monitoring system. <i>Operating budget and WaSIP</i>	Reduction in Co2 emissions from fleet. <i>Group Manager, City Services</i>	Green
2.3.3 b	Support initiatives that facilitate sustainable transport choices for Council staff.	Support staff bicycle network. Provide travel to work information for new employees. <i>Operating budget</i>	Bicycle User Group supported. <i>Manager, Traffic and Transport</i>	Green

2.3.4 Implement projects about sustainable business practices

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.4 a	Adopt best practices for sustainable event management across Council's major event program and develop sustainable event management guidelines for local community use.	Reduce energy, water and waste at events and educate staff and the community to improve event sustainability <i>WaSIP</i>	Event sustainability guidelines published and sustainable event information integrated into event and venue booking forms. <i>Manager, CPR</i>	Green
2.3.4 b	Deliver the sustainable business program in partnership with Leichhardt Council and Sydney Water.	Develop, administer and manage a Sustainable Business Program which focuses on education and audit. <i>WaSIP</i>	Develop program and engage business. <i>Manager, Environmental Services</i>	Grey
2.3.4 c	Implement MOU and objectives of Energy Efficiency for Small Business program	Promote energy efficiency programs to local businesses. <i>WaSIP</i>	Increase in businesses participating in programs. <i>Manager, Environmental Services</i>	Amber
2.3.4 d	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Implement a training program to support businesses reduce their carbon emissions. Continue to develop and promote the online Green Business Toolkit. <i>WaSIP</i>	Training program implemented. Increase in website visits. <i>Manager, Environmental Services</i>	Green
2.3.4 e	Conduct environmental audits on commercial premises to reduce impact on the environment.	Develop and implement commercial premises audit program. <i>Domestic Waste Management Charge</i>	Program completed. <i>Manager, Environmental Services</i>	Green
2.3.4 f	Implement the recommendations of the Energy Efficiency Plan to reduce green house gas emissions and costs.	Install energy improvements as per the Energy Management Plan. <i>WaSIP</i>	Energy efficiency plan implemented as per priority at identified sites. <i>Manager, Environmental Services</i>	Green
2.3.4 g	Implement the recommendations of the Energy Efficiency Plan to reduce green house gas emissions and costs.	Develop a carbon management response plan and program for implementation throughout Council <i>WaSIP</i>	Plan developed, working group established. <i>Manager, Environmental Services</i>	Green
2.3.4 h	Implement the recommendations of the Water Management Plan to reduce water consumption and costs.	Install water re-use improvements as per the Water Efficiency Plan. <i>WaSIP</i>	Energy efficiency plan implemented as per priority at identified sites. <i>Manager, Environmental Services</i>	Green
2.3.4 i	Implement the recommendations of the Water Management Plan to reduce water consumption and costs.	Introduce use of data loggers to identify and address abnormal water use at Council's water using properties <i>WaSIP</i>	Reduction in overall water use by up to 5% and/or KL of water saved. <i>Manager, Environmental Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.4 j	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Develop Travel Access Guides for Council facilities and roll out TAG for Rhodes West community. <i>WaSIP</i>	Rhodes TAG rolled out to the community. <i>Manager, Environmental Services</i>	Amber
2.3.4 k	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Trial and evaluate a plastic bag reduction campaign in one shopping precinct in the city. <i>WaSIP</i>	Number of businesses engaged, then evaluated regarded the extension of the campaign across the city. <i>Manager, Environmental Services</i>	Green
2.3.4 l	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	See activities listed at 2.3.4 b		

Required Outcome 4

“I have a sense of wellbeing through a clean, healthy local environment.”

This will require the City of Canada Bay to promote a clean and healthy environment for living.

The directions we will take to achieve Outcome 4:

2.4.1 Maintain and enhance streets and open community spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.1 a	Implement a Street Tree Priority Program which conserves and enhances significant street tree items, and identifies short, medium and long term priorities.	Undertake prioritised and emergency works as required. <i>Operating budget</i>	Emergency works completed within existing budgets <i>Manager, Parks and Gardens</i>	Green
2.4.1 b	Tree Permit administration	Ongoing administration of permits. <i>Operating budget</i>	All permit applications completed. <i>Manager, Parks and Gardens</i>	Green

2.4.2 Operate effective and sustainable waste management for the City.

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.2 a	Develop and implement enhanced Waste Disposal Services.	Implement e-waste collections. <i>Operating budget and WaSIP</i>	Tonnes of waste diverted from landfill. <i>Manager, Environmental Services</i>	Green +
2.4.2 b	Review existing Waste Contamination Management Strategy to reduce the level of contamination in recycles waste and to remove recyclables from general waste.	No activity in 2012-13		
2.4.2 c	Waste education and awareness programs	Deliver programs in partnership with supplier. <i>Domestic Waste Management Charge</i>	Education provisions of the contract being met. <i>Manager, Environmental Services</i>	Green +
2.4.2 d	Waste, recycling and garden organics collection and disposal	Oversee completion of contractual obligations by supplier. <i>Domestic Waste Management Charge</i>	Contract milestones met. <i>Manager, Environmental Services</i>	Green +

2.4.3 Maintain and enhance the City's parkland areas, foreshore and river access

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.3 a	Identify and map future foreshore linkages and facilitate public foreshore access with new foreshore development.	Develop proposals for upgrading foreshore linkages (Abbotsford Bay). <i>Operating budget</i>	Concept plans and estimates developed for grant submissions. <i>Parks and Recreation Planner</i>	Green
2.4.3 b	Foreshore and sea wall protection and maintenance	Program and implement priority maintenance. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green
2.4.3 c	Foreshore and sea wall protection and maintenance	Undertake renewal of failed sections of seawall. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green
2.4.3 d	Recreational jetties and boat ramps protection and maintenance	Program and implement priority maintenance. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green

2.4.4 Undertake programs that contribute to a clean and healthy City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.4 a	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Staged drainage repair or upgrade at Great North Road (Wareemba); Flavelle Street; Little Cormiston Street and Yaralla Street. <i>Stormwater Levy</i>	Work completed on schedule and within budget. <i>Group Manager, City Services</i>	Green
2.4.4 b	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Undertake ongoing stormwater drainage designs to enable construction projects to be scheduled and undertaken. <i>Stormwater Levy</i>	Designs completed on schedule and within budget. <i>Manager, Civil Design</i>	Amber
2.4.4 c	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Undertake rehabilitation works at Sisters Bay (Iron Cove). <i>Stormwater Levy</i>	Work completed on schedule and within budget. <i>Manager, Parks and Gardens</i>	Green
2.4.4 d	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Implement Parramatta Riverbank Catchment Management Plan. <i>Subject to grant funding</i>	Actions completed on schedule and within budget. <i>Manager, Assets</i>	Green
2.4.4 e	Maintain network of stormwater pits throughout city	Undertake regular removal of sediment and debris from high priority stormwater pits. Maintain currency of relevant GPS information. <i>Operating budget</i>	Each high priority pit cleaned quarterly <i>Manager, Parks and Gardens</i>	Green
2.4.4 f	Organise and implement activities promoting Food Safety Week within the City.	No activity in 2012-13		
2.4.4 g	Private swimming pool compliance	Implement program to ensure that private swimming pools comply with the Swimming Pools Act 1992. <i>Operating budget</i>	Program commenced <i>Manager, Building and Compliance</i>	Green +
2.4.4 h	Undertake public health control activities	Audit regulated systems (eg cooling towers, warm water systems). Inspect food and skin penetration businesses. Investigate and action health complaints. Provide health education and awareness to the community and businesses. Manage the Food Star Rating Program. <i>Operating budget</i>	Ongoing activities delivered in line with Public Health Plan <i>Manager, Environmental Services</i>	Green

Healthy City

Our vision for a healthy city is one in which people thrive through healthy activity, leisure pursuits and connection to a healthy physical environment. In a healthy city residents enjoy good health, can access a range of high-quality community and health services, and enjoy their City because it is safe, accessible and well-connected.

Required Outcome 1

“I feel a sense of health and wellbeing.”

This will mean people in Canada Bay have a high level of health and wellbeing through living in a healthy and clean environment, in addition to access to services which support these attributes.

The directions we will take to achieve Outcome 1:

3.1.1 Provide healthy lifestyle programs and partnerships that promote healthy living and improve overall health and wellbeing

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.1.a	Develop and implement healthy lifestyle programs through Council's facilities.	Promote health and wellbeing programs at Concord Senior Citizen's Centre with government agencies and broader community. <i>Operating budget</i>	Levels of participation in programs and benefits gained by participants. Completion of programs within budget. <i>Manager, Community Services</i>	Green
3.1.1.b	Facilitate the delivery of programs that promote community well being	Establish Men's Shed in City of Canada Bay. Deliver well connected program with NSW Housing and housing tenants. Continue Drummoyne Community Centre Parenting calendar. Continue Public Health Forums. <i>Operating budget</i>	Shed established. Levels of participation in programs. Completion of programs within budget. <i>Manager, Community Services</i>	Green
3.1.1.c	Implement the Positive Ageing Strategy	Deliver Ageing Matters information sessions to Seniors. Continue articles in Bayside Brief. Seek resources to conduct research into housing needs <i>Operating budget</i>	Number of participants and participant satisfaction. Number of articles published. Investigation completed. <i>Manager, Community Services</i>	Green
3.1.1.d	Promote healthy meals and nutrition programs in Council's children's services programs.	Continue nutritional education programs at Wellbank Children's Centre. <i>Operating budget</i>	Information produced and distributed. Use of nutritional produce in meals. <i>Manager, Community Services</i>	Green
3.1.1.e	Provision of direct services including Meals on Wheels, Bayside Kid's Program, Community bus trips and Family Day Care	Implement NSW Health Munch and Move program in Family Day Care - focus on healthy eating/nutrition and physical activity. Increase the focus on Educator recruitment and fundraising in Family Day Care. Compile and distribute a school holiday activity directory. Promote corporate sponsorship of the Bayside Kids program. Investigate alternative meal styles for Meals on Wheels clients. Investigate destinations for inclusion in Seniors Bus trip program. <i>Operating budget</i>	Improved levels of client satisfaction <i>Manager, Community Services</i>	Green
3.1.1.f	Provision of direct services including Meals on Wheels, Bayside Kid's Program, Community bus trips and Family Day Care	Support ongoing provision of services with legislative guidelines. Implement Community Care Common Standards in Meals on Wheels. Implement the National Quality Framework for Early Childhood Education and Care in Family Day Care. <i>Operating budget</i>	Services maintained within licence and regulatory requirements. Improvements implemented. <i>Manager, Community Services</i>	Green
3.1.1.g	Investigate viable means of ensuring healthy food options (stalls) are offered at Council events for the community	Finalise and implement guidelines which prioritises stall holders who provide healthy food options in accordance with appropriate accredited standards. <i>Operating budget</i>	Guidelines implemented. <i>Manager, CPR</i>	Green
3.1.1.h	Develop and implement healthy lifestyle programs through Council's facilities.	Deliver the Heart Foundation Heart Moves program. <i>Operating budget</i>	Levels of participation in program. <i>Manager, FDLC</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.1 i	Facilitate the delivery of programs that promote community well being	Improve website content regarding recreational use of Council parks and encourage businesses using parks to register their usage. <i>Operating budget</i>	Audit renewals of trainers using parks ensure compliance. Expand compliance to address other groups/trainers operating in parks <i>Parks and Recreation Planner</i>	Green
3.1.1 j	Pilot a community garden project and engage local community to establish community garden with appropriate sensory components.	Undertake ongoing consultation and establish gardens at priority sites. <i>Operating budget</i>	Consultation complete, stakeholder reference groups established and gardening commenced. <i>Parks and Recreation Planner</i>	Green
3.1.1 k	Work with school principals to maximise the mutual benefits of community use of school facilities and school use of Council facilities	Undertake research on options for use of school facilities in accordance with the NSW Government's GamePlan Strategy. <i>Operating budget</i>	Develop documentation for a pilot relationship with one local school. <i>Parks and Recreation Planner</i>	Green

3.1.2 Develop an integrated network of pathways and cycleways for incidental exercise as well as alternative transport options

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.2 a	Develop Council's Integrated Transport Strategy ensuring that it will enhance health and wellbeing.	No activity in 2011-12		
3.1.2 b	Promote use of and facilities for active transport options within the City.	See activities listed at 5.1.2 c and d		
3.1.2 c	Promote use of and facilities for active transport options within the City.	Provide ongoing support to the Walking Volunteers program. <i>Operating budget</i>	Support establishment of foreshore trail in area adjacent to Yaralla and Brays Bays. <i>Parks and Recreation Planner</i>	Green

3.1.3 Support early intervention programs and increase community awareness of early assistance for at risk groups

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.3 a	Identify at-risk groups within the community and develop early intervention programs.	Deliver youth outreach program to engage with at-risk young people to improve their access to support and relevant referrals. <i>Operating budget and Sustainability Levy</i>	Participation in program. Completion of study. <i>Manager, Community Services</i>	Green +
3.1.3 b	Provision of community services management and planning	Implement Council's Community Facilities Resourcing Strategy. <i>Operating budget</i>	Number of recommendations implemented. <i>Manager, Community Services</i>	Green
3.1.3 c	Provision of community services management and planning	See activities at 3.1.1 b		

3.1.4 Provide services and facilities to new development areas and emerging communities to promote health and wellbeing

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.4 a	Develop community health, safety and wellbeing programs with emerging CALD communities.	Partner with culturally diverse providers to facilitate and deliver programs in Rhodes. <i>Operating budget</i>	Number of events and programs completed. <i>Manager, Community Services</i>	Green

Required Outcome 2

“There are places for me to participate in sport and other outdoor and recreation.”

This will mean people in Canada Bay have healthy and active lives, through participation in sport and recreation, and connection with their community through the enjoyment of well maintained and accessible outdoor spaces.

The directions we will take to achieve Outcome 2:

3.2.1 Provide and maintain accessible indoor and outdoor sport and leisure facilities and outdoor recreation spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.2.1 a	Administer seasonal and one-off bookings of parks and recreational facilities within City	Administer all bookings requests in line with relevant policies and plans of management. <i>Operating budget</i>	Quarterly reporting completed <i>Manager, Customer Services</i>	Grey
3.2.1 b	Develop a new community centre for the Rhodes community.	Manage the development of the Rhodes Community Precinct <i>Developer contributions</i>	Concept plans developed <i>Manager, Rhodes Community Precinct</i>	Green
3.2.1 c	Implement a program of recreation facility upgrades, expansions or renewals.	Undertake staged works to complete upgrade of Bay Run between South and Thompson Streets (two year program). <i>Developer contributions and external funding</i>	Works completed within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 d	Implement a program of recreation facility upgrades, expansions or renewals.	Construct public toilets in Taplin Park (subject to grant funding) <i>Grant funding</i>	Construction completed on time and within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 e	Implement a program of recreation facility upgrades, expansions or renewals.	Supply and install 1400 Lux lighting to Drummoyne Oval (subject to final confirmation following determination of full project costs and external contributions). <i>Grant funding</i>	Construction completed on time and within budget <i>Manager, Capital Projects</i>	Green +
3.2.1 f	Implement a program of recreation facility upgrades, expansions or renewals.	Commence planning, investigations and development required for remediation of the Crane Street site at St Lukes Park <i>Operating budget</i>	Remediation commenced <i>Parks and Recreation Planner</i>	Green
3.2.1 h	Implement a program of recreation facility upgrades, expansions or renewals.	Undertake refurbishment of Five Dock Park Skate Park <i>Operating budget</i>	Construction completed on time and within budget <i>Group Manager, City Services</i>	Green
3.2.1 i	Implement a program of recreation facility upgrades, expansions or renewals.	Replace synthetic wickets which have become unserviceable. <i>Developer contributions</i>	Replacement completed within budget <i>Manager, Parks and Gardens</i>	Green
3.2.1 j	Implement a program of recreation facility upgrades, expansions or renewals.	Seek grant funding to upgrade foreshore access and schedule works subject to funding received. <i>Operating budget</i>	Funding achieved <i>Parks and Recreation Planner</i>	Green
3.2.1 k	Implement a ten year program of sportsfield lighting upgrades to ensure Australian standards are met	Design and construct sportsfield lighting improvements at Goddard Park. <i>Developer contributions and external funding</i>	Construction completed on time and within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 l	Implement a ten year program of sportsfield lighting upgrades to ensure Australian standards are met	Undertake investigations to determine appropriate means of upgrading and expanding lighting at Cintra Park netball facilities. <i>Operating budget</i>	Investigations complete and reported to Council <i>Parks and Recreation Planner</i>	Green
3.2.1 m	Implement Barnwell Park and Massey Park Golf Course Master plans	Commence staged introduction of new screening at Barnwell Park Golf Course. <i>External funding</i>	First stage completed on time and within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 n	Implement Let's Play Strategy by ensuring appropriate design, construction methods, use and effectiveness of playgrounds.	Develop innovative play space for Cabarita Park and commence construction <i>Developer contributions</i>	Proposal developed and first stage works documented. <i>Parks and Recreation Planner</i>	Green
3.2.1 o	Implement Let's Play Strategy by ensuring appropriate design, construction methods, use and effectiveness of playgrounds.	Install shade structure over existing play space at McIlwaine Park following consultation with residents and stakeholders <i>Developer contributions and grant funding</i>	Consultation and work completed <i>Parks and Recreation Planner</i>	Green
3.2.1 p	Maintenance of parks and recreational facilities	Program and undertake annual maintenance <i>Operating budget</i>	Program completed within budget <i>Manager, Parks and Gardens</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.2.1 q	Maintenance of parks and recreational facilities	Renew playground equipment as part of capital works program <i>Developer contributions</i>	Program completed within budget <i>Manager, Maintenance</i>	Green
3.2.1 r	Maintenance of parks and recreational facilities	Undertake levelling of sportsfields at Queen Elizabeth Park and Campbell Park (Sportsfield Subsidence Program). <i>Domestic Waste Management Charge</i>	Program completed within budget <i>Manager, Parks and Gardens</i>	Green +
3.2.1 s	Operate Five Dock Leisure Centre	Operate multi-purpose facility specialising in indoor sports and gymnastics with a state of the art health club. <i>Operating budget</i>	Obtain more than 300,000 visits each year. <i>Manager, FDLC</i>	Green
3.2.1 t	Operate Five Dock Leisure Centre	Undertake a refit of change room facilities at the Centre <i>Operating budget and grant funding</i>	Work completed on schedule and within budget <i>Manager, FDLC</i>	Green +
3.2.1 u	Review current Five Dock Leisure Centre user needs, potential future community needs and facility growth requirements.	Survey Leisure Centre Users. Develop strategies to meet needs <i>Operating budget</i>	75% satisfaction achieved in annual customer survey. <i>Manager, FDLC</i>	Green +
3.2.1 v	Strategic management and planning of active and passive open space	Undertake necessary investigation and consultation regarding potential active and/or passive open space area as arise <i>Operating budget</i>	Expansion of active and/or passive open space available to community <i>Parks and Recreation Planner</i>	Green
3.2.1 w	Strategic management of leisure and sporting facilities including swimming centres and golf courses.	Implement off-season works at Drummoyne Swim Centre and Cabarita Swim Centre to improve pool amenity. <i>Operating budget</i>	Works completed within budget <i>Manager, Assets</i>	Green
3.2.1 x	Strategic management of leisure and sporting facilities including swimming centres and golf courses.	Monthly meetings with stakeholders to identify, prioritise and address issues. <i>Operating budget</i>	Annual reporting completed <i>Parks and Recreation Planner</i>	Green
3.2.1 y	Strategic management of leisure and sporting facilities including swimming centres and golf courses.	Undertake refurbishment of bridge balustrade and canal fencing at Massey Park Golf Course <i>Operating budget</i>	Work completed on schedule and within budget <i>Parks and Recreation Planner</i>	Amber

Required Outcome 3

“I feel safe and comfortable using community spaces.”

This will mean the City of Canada Bay is safe and its people are confident to use public spaces, both natural and built, without fear of crime or anti-social behaviour.

The directions we will take to achieve Outcome 3:

3.3.1 Work with key partners to address crime and safety in the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.1 a	Implement partnership recommendations from Council's Crime Prevention Plan	See activities at 3.3.2 c and 3.3.3 b		

3.3.2 Integrate safety-by-design into City planning practices

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.2 a	Undertake a safety audit of public open space	Undertake audits at relevant locations <i>Operating budget</i>	Two audits completed <i>Manager, Community Services</i>	Green
3.3.2 b	Undertake a safety audit of public open space	Implement sight line improvements at Cabarita Park as identified in safety audit. <i>Operating budget</i>	Works completed within budget <i>Parks and Recreation Planner</i>	Green
3.3.2 c	Use crime prevention through environmental design principles in preparing designs for open space and playgrounds	Incorporate relevant design features into playground upgrades undertaken in future years. <i>Operating budget</i>	Design features incorporated <i>Parks and Recreation Planner</i>	Green

3.3.3 Promote a sense of safety in the City through supporting initiatives which contribute to safe access to community spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.3 a	Develop and implement road safety initiatives in conjunction with the Local Government Road Safety Program	Support the seniors safe driving program, drink driving campaigns, speeding campaigns and pedestrian safety campaigns of RTA/Police <i>Operating budget and grant funding</i>	All programs completed <i>Manager, Traffic and Transport</i>	Green
3.3.3 b	Implement recommendations from Council's Crime Prevention Plan	Facilitate training of relevant staff in Safer by Design principles <i>Operating budget and grant funding</i>	Training delivered <i>Manager, Community Services</i>	Green

3.3.4 Support and facilitate programs which aim to reduce anti-social behaviour

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.4 a	Implement the Graffiti and Vandalism Management Strategy	Review the Graffiti Vandalism Management Strategy <i>Operating budget</i>	Review completed <i>Manager, Community Services</i>	Green
3.3.4 b	Implement the Graffiti and Vandalism Management Strategy	Monitor Code of Practice with Burwood LAC regarding the use the roaming CCTV camera. <i>Operating budget</i>	Usage levels of CCTV. <i>Manager, Community Services</i>	Green
3.3.4 c	Implement the Graffiti and Vandalism Management Strategy	Promote use of Council's graffiti removal service and graffiti hotline and encourage reporting of graffiti via the Police Assistance Line. <i>Operating budget</i>	Number of reports of graffiti made. <i>Manager, Community Services</i>	Green
3.3.4 d	Improve the responsible service and consumption of alcohol within the City.	Participate in the Burwood/Canada Bay Liquor Accord and implement strategies accordingly. <i>Operating budget and grant funding</i>	Number of strategies implemented. <i>Manager, Community Services</i>	Green
3.3.4 e	Undertake graffiti removal service	Operate graffiti removal service. Continue to record, respond to and manage graffiti complaints through the Australian Graffiti Register. <i>Operating budget</i>	All requests for removal completed within specified timeframes. <i>Manager, Parks and Gardens</i>	Green

Required Outcome 4

“There are services that meet my needs.”

This will mean there are services that are accessible, relevant and responsive to the diverse needs of the community.

The directions we will take to achieve Outcome 4:

3.4.1 Advocate and promote equitable access and services and facilities that are relevant and responsive to health and wellbeing

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.1 a	Advocate for improved health care facilities to the state and federal government	Respond to and participate in State and Federal government planning and consultations. <i>Operating budget</i>	Number of submissions made or consultations participated in. <i>Manager, Community Services</i>	Green
3.4.1 b	Implement annual Access Forum.	Develop and deliver forum. <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green
3.4.1 c	Implement the Positive Ageing Strategy.	Investigate opportunities for corporate sponsorship of volunteer programs for Active Adults and Bay Connection. <i>Operating budget</i>	Number of participating sponsors. <i>Parks and Recreation Planner</i>	Green

3.4.2 Generate the development of infrastructure needed to facilitate a healthy city

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.2 a	Implement bus review strategies for community transport.	Continue to fund and support the Bayrider bus service. <i>Operating budget</i>	Funding allocated. <i>Manager, Community Services</i>	Green
3.4.2 b	Review and implement an accessibility audit of our facilities.	Access audit for Council community facilities to be completed. <i>Operating budget</i>	Audit completed. <i>Manager, Community Services</i>	Green
3.4.2 c	Undertake study to determine service and facility needs for children and families	Implement Child and Family Needs Study. <i>Operating budget</i>	Study completed with recommendations developed. <i>Manager, Community Services</i>	Green

3.4.3 Develop creative opportunities for partnerships and volunteering to support community service provision

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.3 a	Apply for funds under each suitable grant program announced by state and federal government.	Apply for funding through Department of Sport and Recreation, Green Space and SSHAP programs. <i>Operating budget</i>	Successful grant funded projects programmed for works. <i>Parks and Recreation Planner</i>	Green

3.4.4 Support and facilitate community network programs which focus on wellbeing and community connections

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.4 a	Facilitate the provision of sports activities for people with a disability in existing Council and community facilities in conjunction with other agencies	No activity in 2012-13		
3.4.4 b	Manage provision of Council owned and community/other operated facilities including Abbotsford Long Day Care Centre, Cabarita Mortlake Kindergarten, Concord Kindergarten Association, Concord Occasional Care, Concord West Rhodes Kindergarten Association, Drummoyne Occasional Care, Weldon Centre, KU Children's Services Centre, Chiswick Early Childhood Centre, Five Dock Early Childhood Centre, Concord Early Childhood Centre, Concord Senior Citizens Centre, City of Canada Bay Museum, Drummoyne Community Centre and Concord Meals on Wheels	Act as central point of contact and coordination for Council interaction with community organisations using Council facilities. See also activities at 1.4.1. <i>Operating budget</i>	Ongoing communication maintained. <i>Manager, Community Services</i>	Green
3.4.4 c	Manage provision of Council owned and community/other operated facilities including Abbotsford Long Day Care Centre, Cabarita Mortlake Kindergarten, Concord Kindergarten Association, Concord Occasional Care, Concord West Rhodes Kindergarten Association, Drummoyne Occasional Care, Weldon Centre, KU Children's Services Centre, Chiswick Early Childhood Centre, Five Dock Early Childhood Centre, Concord Early Childhood Centre, Concord Senior Citizens Centre, City of Canada Bay Museum, Drummoyne Community Centre and Concord Meals on Wheels	Finalise leasing arrangements following service levels consultation. <i>Operating budget</i>	Leases signed. <i>Manager, Community Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.4 d	Manage provision of Council owned and community/other operated facilities including Abbotsford Long Day Care Centre, Cabarita Mortlake Kindergarten, Concord Kindergarten Association, Concord Occasional Care, Concord West Rhodes Kindergarten Association, Drummoyne Occasional Care, Weldon Centre, KU Children's Services Centre, Chiswick Early Childhood Centre, Five Dock Early Childhood Centre, Concord Early Childhood Centre, Concord Senior Citizens Centre, City of Canada Bay Museum, Drummoyne Community Centre and Concord Meals on Wheels	Supply and install new air-conditioning and commercial grade kitchen equipment at the Concord Senior Citizens Centre <i>Operating budget</i>	Work completed on schedule and within budget <i>Manager, Community Services</i>	Green

Liveable City

The vision of the City of Canada Bay to be a liveable city relates to the built environment within our urban area. Elements of the built environment include residential buildings, town centres, commercial, industrial buildings as well as the spaces between buildings. These spaces include streets, private gardens, public open space and foreshore areas. Combined these elements contribute to the character and liveability of the City. Built heritage is another important part of a liveable city. It provides communities with a sense of identity, pride and history and makes an important contribution to the character and amenity of residential neighbourhoods and town centres.

Required Outcome 1

“My City is green with attractive streets, village centres and public spaces.”

This will require Canada Bay to have an abundance of quality green open spaces.

The directions we will take to achieve Outcome 1:

4.1.1 Enhance the village atmosphere in local centres

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.1 a	Develop distinctive entry points to Canada Bay using landscape, public art, architectural and urban design solutions to celebrate arrival and identity of the area.	See activities listed at 7.1.4 a		

4.1.2 Ensure accessibility to all public spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.2 a	Develop a strategy for the implementation of new signage for Council playgrounds to provide information about how to report issues as well as promoting activities in the play and local area.	Upgrade signage adjacent to the new play spaces. <i>Operating budget</i>	Install signage as funded in capital works program. <i>Parks and Recreation Planner</i>	Green
4.1.2 b	Implement a program of infrastructure upgrades, expansions or renewals to improve street lighting	Complete program of street lighting upgrades to improve network. <i>Operating budget</i>	All works completed on time and within budget. <i>Group Manager, Technical Services</i>	Green
4.1.2 c	Implement a program of infrastructure upgrades, expansions or renewals to improve street lighting	Undertake maintenance of solar lighting in public open spaces (as is under Council's control). <i>Operating budget</i>	All works completed on time and within budget. <i>Manager, Maintenance</i>	Green
4.1.2 d	Local law enforcement - parking control, abandoned vehicles, building compliance, open and closing Council facilities, animal management, complaint investigation, park inspections and response to neighbourhood complaints.	Reduce euthanasia rates of companion animals through promotion of microchipping. <i>Operating budget</i>	Number of animals chipped. <i>Manager, Building and Compliance</i>	Green +
4.1.2 e	Local law enforcement - parking control, abandoned vehicles, building compliance, open and closing Council facilities, animal management, complaint investigation, park inspections and response to neighbourhood complaints.	Investigate complaints and enforce law within Council's responsibility as required. <i>Operating budget</i>	All complaints resolved and investigated. <i>Manager, Building and Compliance</i>	Green +
4.1.2 f	Review existing Pedestrian Access and Mobility Plan to ensure accessibility to centres and transit nodes (bus stops and train stations), public open space and buildings and areas that receive high use by families, including connectivity to playgrounds and parks	Implement prioritised works from PAMPS Strategy. <i>Operating budget</i>	All works completed on time and within budget. <i>Manager, Assets</i>	Green

4.1.3 Encourage shared use of public space and facilities

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.3 a	Ensure early opportunities for considering and planning for desirable shared use of new public facilities and public spaces.	Apply principle of shared use at Rhodes Community Centre and other community building projects. <i>Operating budget</i>	Principle applied as projects allow. <i>Director, Community Development</i>	Green

Required Outcome 2

“My City has attractive landscapes with sustainable development where heritage is conserved.”

This will mean Canada Bay is an attractive and modern city that has achieved high quality urban design, quality infrastructure, sustainable development and a diversity of housing types, whilst conserving and celebrating its built heritage.

The directions we will take to achieve Outcome 2:

4.2.1 Integrate best practice sustainable design

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.1 a	Administration of developer contributions for provision of community infrastructure.	Management of developer contribution policies and collection. <i>Operating budget</i>	Ensure policy is current. <i>Manager, Strategic Planning</i>	Green
4.2.1 b	Assessment and processing of complying development applications	Processing of all applications as submitted and continuous improvements identified. <i>Operating budget</i>	All CDCs processed within statutory timeframes. <i>Manager, Building and Compliance</i>	Green +
4.2.1 c	Assessment and processing of development applications	Processing of all applications as submitted and continuous improvements identified. <i>Operating budget</i>	All DAs processed within statutory timeframes <i>Manager, Statutory Planning</i>	Amber
4.2.1 d	Building Inspections and Compliance	Ongoing administration and assessment <i>Operating budget</i>	All inspections completed within agreed timeframes <i>Manager, Building and Compliance</i>	Green +
4.2.1 e	Fire safety Audits, Inspections and Certificates	Ongoing administration and assessment <i>Operating budget</i>	All applications and certificates issued within statutory timeframes. <i>Manager, Building and Compliance</i>	Red
4.2.1 f	Prepare and administer a new Strathfield Triangle Development Control Plan that is supported by a developer contribution plan and public domain strategy that delivers sustainable development and public open space.	Implement a new Development Control Plan, developer contribution plan and Public Domain Strategy for the Strathfield Triangle. <i>Operating budget and developer contributions</i>	Completion of each document <i>Manager, Strategic Planning</i>	Green
4.2.1 g	Prepare place making studies to inform town and neighbourhood precinct developments	Develop urban design and public domain plan for Five Dock. <i>Operating budget</i>	Plan developed. <i>Manager, Strategic Planning</i>	Green
4.2.1 h	Prepare place making studies to inform town and neighbourhood precinct developments	Develop Place Management Action Plans for North Strathfield; and collaborate with businesses and assist in implementing actions identified in the Drummoyn Place Management Action Plan (Refresh Drummoyn) <i>Sustainable City Levy Reserve and external funding</i>	Action plan developed and actions implemented <i>Manager, Business, Arts and Place</i>	Green
4.2.1 i	Processing of Construction, Building and Occupation Certificates	Ongoing administration and assessment <i>Operating budget</i>	All applications and certificates issued within statutory timeframes <i>Manager, Building and Compliance</i>	Green
4.2.1 j	Processing of Section 149 Certificates	Processing of all applications as submitted <i>Operating budget</i>	All standard applications processed within 5 days and urgent requests within 1 day. <i>Manager, Strategic Planning</i>	Green
4.2.1 k	Strategic land use planning	Deliver strategic planning projects in accordance with Council's Local Planning Strategy and/or Council resolution. <i>Operating budget</i>	Projects delivered within budget <i>Manager, Strategic Planning</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.1 l	Strategic land use planning	Comprehensively review the Canada Bay Development Control Plan <i>Operating budget</i>	New Development Control Plan adopted by Council <i>Manager, Strategic Planning</i>	Green
4.2.1 m	Strategic land use planning	George St Concord West Socio-Economic Study & Planning Proposal <i>External funding</i>	Study endorsed by Council <i>Manager, Strategic Planning</i>	Green
4.2.1 n	Strategic land use planning	Prepare urban renewal study for Parramatta Road area (Five Dock). <i>Planning operating budget and grant funding</i>	Study completed <i>Manager, Strategic Planning</i>	Green
4.2.1 o	Strategic land use planning	Undertake a Housing Study <i>Operating budget</i>	Study endorsed by Council <i>Manager, Strategic Planning</i>	Amber

4.2.2 Conserve and celebrate the City's heritage

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.2 a	Create opportunities for Aboriginal cultural heritage to be expressed in the public domain	Engage Aboriginal artists in the public art program. <i>Operating budget</i>	Aboriginal artist engaged annually <i>Manager, Business, Arts and Place</i>	Green
4.2.2 b	Enhance and promote interpretative material to assist the community's understanding of its natural and cultural heritage including Indigenous heritage	No activity in 2012-13		
4.2.2 c	Formalise partnerships to consolidate and preserve the heritage of Canada Bay for future generations	Manage partnership with City of Canada Bay Museum through implementation of MOU and engagement with cultural development projects. <i>Sustainable City Levy Reserve</i>	Link Museum and Council programs to provide mutual support and value. <i>Manager, Library Services</i>	Green
4.2.2 d	Create opportunities for Aboriginal cultural heritage to be expressed in the public domain	Establish an engagement process with Aboriginal consultative group for cultural/heritage site management <i>Operating budget</i>	Level of participation. Guidelines completed and one training session completed. <i>Manager, Community Services</i>	Amber
4.2.2 e	Develop policies for the management of parks that have heritage significance.	No activity in 2012-13		
4.2.2 f	Enhance and promote interpretative material to assist the community's understanding of its natural and cultural heritage including Indigenous heritage	Develop a program of recording oral histories and digitising archival material from community groups for display in libraries and on website. Implement a program of events in the Library. <i>Operating budget</i>	Two displays held. <i>Manager, Library Services</i>	Green
4.2.2 g	Enhance local studies collection in Council's libraries by working with heritage and historical societies	See activities listed at 4.2.2 f		
4.2.2 h	Local Heritage Advisory Service	Ongoing provision of information and support to residents. <i>Operating budget</i>	Service provided 2 days per week <i>Manager, Strategic Planning</i>	Green
4.2.2 i	Local Heritage Assistance Program	Management of Council's heritage grants program. <i>Operating budget</i>	Grant program completed and reported to Council <i>Manager, Strategic Planning</i>	Green
4.2.2 j	Prepare inventory sheets for buildings within conservation areas in the Canada Bay LGA, so that the public can access information and be informed as to how their building contributes to the heritage significance of the area	No activity in 2012-13		

Required Outcome 3

“My City has a range of housing options.”

This will mean Canada Bay has a diverse mix of accommodation which responds to the changing needs of the community.

The directions we will take to achieve Outcome 3:

4.3.1 Encourage diverse housing stock which responds to changing housing needs

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.3.1 a	Investigate opportunities and policies to deliver affordable housing.	No activity in 2012-13		
4.3.1 b	Prepare a Housing Policy for the City of Canada Bay	No activity in 2012-13		
4.3.1 c	Reduce the cost of development by reviewing planning documents to ensure that there are no significant barriers to the development of lower priced housing.	Review car parking controls <i>Operating budget</i>	Control reviewed and adopted <i>Manager, Strategic Planning</i>	Green

4.3.2 Support the location of new higher density development close to services and amenities

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.3.2 a	Amend existing Master Plan for the Rhodes Peninsula to achieve an increase in residential density and additional community infrastructure, including public open space and community centre.	Activities completed in 2010-11		
4.3.2 b	Coordination of major planning developments at the Rhodes Peninsula	Undertake construction of the Blaxland Road boat ramp car park; John Whitton Bridge landscaping; Blaxland Road cycleway; and Blaxland Road footpath renewal. <i>Developer contributions and external funding</i>	All works completed on schedule and within budget <i>Group Manager, Technical Services</i>	Green
4.3.2 c	Coordination of major planning developments at the Rhodes Peninsula	Resolve planning controls and identify opportunities for future development and community benefits arising from the Station Precinct <i>Developer contributions and operating budget</i>	Planning controls resolved <i>Manager, Rhodes Urban Renewal</i>	Green
4.3.2 d	Coordination of major planning developments at the Rhodes Peninsula	Provide specific advice on DAs submitted as a result of Rhodes West Master Plan, facilitate Rhodes Community Resident Group and represent Council in public forums as appropriate. <i>Developer contributions and operating budget</i>	Provision of advice within statutory timeframes <i>Manager, Rhodes Urban Renewal</i>	Green
4.3.2 e	Prepare a Comprehensive Local Environmental Plan in accordance with the centre based actions in Council's Local Planning Strategy.	Prepare, exhibit and gazette Local Environmental Plan. <i>Operating budget</i>	Plan gazetted <i>Manager, Strategic Planning</i>	Green

Moving City

The vision for a moving city is for well functioning transport and roads in the City. Transport plays a major role in keeping our community physically connected to work, leisure and services. Transport also facilitates the movement of goods and services in, out of and around the City. A moving city means physical community connectivity and access, as well as supporting business and commercial needs through effective transport logistics.

Required Outcome 1

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

This will mean the residents of Canada Bay are able to leave their cars at home and walk or ride on well designed and well maintained bike and pedestrian paths around the City.

The directions we will take to achieve Outcome 1:

5.1.1 Develop and enhance walking and cycling path networks around the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.1 a	Collaborate with City of Sydney Council on issues affecting regional cycle ways	No activity in 2012-13		
5.1.1 b	Review existing Bike Plan and propose actions and projects.	Prepare an updated City of Canada Bay Bike Plan for public distribution. <i>Operating budget</i>	Concord Shared Path achieved and funding secured. Annual review of Plan with BayBug completed. <i>Manager, Traffic and Transport</i>	Green

5.1.2 Promote and support walking and cycling as a viable transport option

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.2 a	Implement a program of infrastructure upgrades, expansions or renewals to better facilitate walking as a means of transport.	Implement annual programme of prioritised footpath maintenance in accordance with Council's Footpath Asset Management Plan. <i>Developer contributions</i>	Program completed on time and within budget <i>Manager, Assets</i>	Green
5.1.2 b	Implement a program of infrastructure upgrades, expansions or renewals to better facilitate walking as a means of transport.	Construct a raised pedestrian crossing and pedestrian safety management works on Hospital Road. <i>Operating budget</i>	Construction completed on time and within budget <i>Group Manager, Technical Services</i>	Green
5.1.2 c	Implement a program of infrastructure upgrades, expansions or renewals to better facilitate walking as a means of transport.	Regularly review pedestrian crossings within the City to ensure compliance with relevant standards and prepare annual program of upgrades as funding allows. <i>Subject to funding</i>	Approved program of works implemented and reported <i>Manager, Traffic and Transport</i>	Green
5.1.2 d	Promote and facilitate the use of bicycles in the City.	Implement Bike Week activities and Learn to Cycle activities. <i>Operating budget</i>	Activities delivered with high levels of participation. <i>Manager, Traffic and Transport</i>	Green
5.1.2 e	Promote walking and cycling as preferred means of attending Council events	Incorporate messages regarding alternative transport opportunities into relevant event marketing. Incorporate secure bicycle parking options at each event. <i>Operating budget</i>	Temporary bike parking options implemented at each event. <i>Manager, CPR</i>	Green

5.1.3 Promote and facilitate pedestrian and cyclist safety

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.3 a	Implement a program of infrastructure upgrades, expansions or renewals to support pedestrian and cyclist safety.	Construct a pedestrian cycleway linkage to the Hamilton Street Bridge in conjunction with AusGrid. <i>Developer contribution and grant funding</i>	Program completed on time and within budget <i>Manager, Civil Design</i>	Grey
5.1.3 b	Implement a program of infrastructure upgrades, expansions or renewals to support pedestrian and cyclist safety.	Construct bike paths in accordance with Canada Bay Bike Plan (see 5.1.1) and implement improvements to signage and linkages as part of works. 2012-13 projects to include completion of next section of works at Five Dock Bay, Concord Shared Path and Bay Run. <i>Developer contribution and grant funding</i>	Program completed on time and within budget <i>Manager, Traffic and Transport</i>	Green

Required Outcome 2

“I can get where I need to go safely without too much delay.”

This will mean residents, workers and visitors in the City of Canada Bay are able to travel in, out of and around the City easily and safely on well functioning roads.

The directions we will take to achieve Outcome 2:

5.2.1 Work with relevant partners to advocate for improvements to the City’s road network

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.1 a	Administration of Traffic Committee	Coordinate and support the Traffic Committee’s meetings <i>Operating budget</i>	11 meetings held <i>Manager, Traffic and Transport</i>	Green
5.2.1 b	Seek city road network improvements by consulting with local stakeholders, liaising and advocating for road improvements with state agencies and seeking funding for road improvements	Undertake ongoing liaison with the RTA to reduce traffic in local roads. Undertake a traffic safety study (subject to RTA funding). <i>Operating budget</i>	RTA grants received and advocacy undertaken <i>Manager, Traffic and Transport</i>	Green

5.2.2 Maintain roads and footpaths to ensure they are safe and accessible

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.2 a	Determine and undertake annual maintenance program for roads and footpaths in line with provisions in Asset Management Framework.	Develop annual program of works to ensure optimum condition of assets <i>Operating budget</i>	Necessary works programmed to achieve an improvement in pavement condition index <i>Group Manager, Technical Services</i>	Green
5.2.2 b	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Maintain the City’s road pavements by implementing the Road Resurfacing Program. <i>Operating budget and grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green
5.2.2 c	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Utilise the Roads To Recovery funding to undertake works at Barnstaple Road, Five Dock. <i>Grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green
5.2.2 d	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Utilise the RTA Block Grant (Regional Road Works) to upgrade Nullawarra Avenue. <i>Grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green
5.2.2 e	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Undertake minor traffic management projects as requested through the operation of the Traffic Committee. <i>Operating budget</i>	Works undertaken on time and on budget. <i>Group Manager, Technical Services</i>	Green
5.2.2 f	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Undertake footpath repairs and restoration works, improve pavement width where possible to meet disability standards. <i>Operating budget</i>	Works undertaken on time and on budget <i>Manager, Traffic and Transport</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.2 g	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Install parking meters at Cabarita Park and Bayview Park. <i>Council reserves</i>	Works undertaken on time and on budget <i>Manager, Traffic and Transport</i>	Green +
5.2.2 h	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Undertake traffic and parking studies in Drummoyne. <i>Operating budget</i>	Studies completed and consultation undertaken <i>Manager, Traffic and Transport</i>	Green
5.2.2 i	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Install safety bollards adjacent to Ardill House to improve safety <i>Grant funding</i>	Works undertaken <i>Group Manager, Technical Services</i>	Green
5.2.2 j	Strategic traffic investigations and response.	Provide advice, liaison and responses to resident and stakeholder inquiries on traffic related matters. <i>Operating budget</i>	All inquiries investigated and responded to as appropriate. <i>Manager, Traffic and Transport</i>	Green
5.2.2 k	Strategic traffic investigations and response.	Undertake construction activity approvals, road network traffic control and other traffic related approvals as arise. <i>Operating budget</i>	All requests processed/responded to within 10 days. <i>Manager, Traffic and Transport</i>	Green
5.2.2 l	Strategic traffic investigations and response.	<i>Undertake traffic study for Concord/Mortlake (Braddon Street Precinct) and implement works as determined</i> <i>Operating budget</i>	<i>Studies completed and works programmed as funding allows</i> <i>Manager, Traffic and Transport</i>	Green
5.2.2 m	Develop and implement road safety initiatives in conjunction with the Local Government Road Safety Program	Deliver and support programs around safety around schools, occupant restraints and pedestrian safety (local hot spot maps). <i>Grant and operating budget</i>	Program completed in conjunction with the RTA. <i>Manager, Traffic and Transport</i>	Green

5.2.3 Improve safety, comfort and accessibility to public transport access points

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.3 a	Prepare Council's Integrated Transport Strategy ensuring that it supports access to public transport.	No activity in 2012-13		

5.2.4 Promote and support physical connectivity across the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.4 a	Advocate for and promote public transport to, from and through the local area.	Advocate on behalf of local community for improved public transport links, new metro, light rail and ferry services and improved connections between Rhodes and Wentworth Point. <i>Operating budget</i>	Advocacy undertaken <i>Manager, Traffic and Transport</i>	Green
5.2.4 b	Operate Council's community bus	Undertake administrative and report requirements to support operation of community bus; work with community organisations to provide supplementary services; and provide ongoing volunteer training to community organisations offering services. <i>Operating budget</i>	All applications for use processed within 10 days and quarterly reviews and reports completed. Bi-annual training provided. <i>Manager, Customer Services</i>	Grey

Required Outcome 3

“I have good day to day public transport options which take me to the places I need to go.”

This will mean residents, workers and visitors to the City of Canada Bay are able to use public transport to access a range of community services and destinations.

The directions we will take to achieve Outcome 3:

5.3.1 Support sustainable transport options within the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.1 a	Identify strategies for upgrading and expanding public and community transport services in the City.	See activities listed at 3.4.2		
5.3.1 b	Prepare Council's Integrated Transport Strategy ensuring that supports sustainable transport.	No activity in 2012-13		

5.3.2 Promote reduced car use through facilitating and supporting community education programs on sustainable transport use

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.2 a	Advocate for and promote/enable local car share schemes within centres and new development.	Investigate opportunities for car share programs in new centre based mixed use/residential developments. Encourage operators to move into Council's commercial centres. <i>Operating budget</i>	Advocacy undertaken with carshare operators and developers. <i>Manager, Traffic and Transport</i>	Green
5.3.2 b	Develop transport access guides for all Council facilities.	Develop guides for Drummoyne Civic Centre, Drummoyne Swim Centre and Cabarita Swim Centre. <i>Operating budget and WaSIP</i>	TAGs developed <i>Manager, Traffic and Transport</i>	Green

5.3.3 Advocate for improvements to public transport links and options

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.3 a	Seek better public transport links by consulting with local stakeholders, liaising and advocating for transport improvements with state agencies and seeking funding for improvements	Manage contractual delivery of bus shelters at locations across the city. <i>Operating budget</i>	Shelters provided in line with contract. <i>Manager, Property Services</i>	Green
5.3.3 b	Seek better public transport links by consulting with local stakeholders, liaising and advocating for transport improvements with state agencies and seeking funding for improvements	Work with Sydney Buses, NSW Taxi Council and others to advocate for better linkages and participate in regional forums/collaborations as appropriate. <i>Operating budget</i>	Advocacy undertaken <i>Manager, Traffic and Transport</i>	Green

5.3.4 Investigate and support new solutions and alternatives to parking needs as the City's population rises

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.4 a	Manage Council's resident parking schemes	Develop a city wide parking strategy. <i>Operating budget</i>	Policy implemented <i>Manager, Traffic and Transport</i>	Amber
5.3.4 b	Manage Council's resident parking schemes	Review resident scheme operation and develop policy to manage ongoing implementation. <i>Operating budget</i>	Review completed and policy adopted. <i>Manager, Traffic and Transport</i>	Green

Required Outcome 4

“I can buy locally the things that I need when I need them.”

This will mean businesses have access to adequate transport links to regional, national and international markets.

The directions we will take to achieve Outcome 4:

5.4.1 Work with businesses to support their logistical needs

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.4.1 B	Consult with businesses to identify needs to improve logistical servicing	Review access issues as part of town and neighbourhood precinct developments coordinated by Council <i>Operating budget</i>	Consultation undertaken and agreed actions completed <i>Manager, Traffic and Transport</i>	Green

Prosperous City

Our vision for creating a prosperous city relies on successful local economic development. The development of a prosperous city requires Council and community investment to create economic wealth so that the whole community can enjoy a better quality of life. Increasing economic capital will also be influenced by the educational, social and cultural advantages our community experiences and creating an effective environment for investment.

Required Outcome 1

“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.”

This will mean there are vibrant village centres that provide residents and visitors with a diverse range of café, restaurant, service and shopping experiences, enabling people to connect socially and access the business services they need.

The directions we will take to achieve Outcome 1:

6.1.1 Support and facilitate village development programs which contribute to vibrant and commercially viable village centres

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.1.1 a	Administer the Great North Road Committee.	Collaborate with the Great North Road committee on identifying opportunities and constraints for the local business community. <i>Sustainable City Levy Reserve</i>	Host quarterly meetings of the Committee and engage members in delivery of two programs. <i>Manager, Business, Arts and Place</i>	Green
6.1.1 b	Promote local purchasing as a means of ensuring viability of local businesses.	See activities at 6.1.1 a and 6.3.3 a		
6.1.1 c	Support business-led programs that focus on development and rejuvenation of village centres	See activities at 6.1.1 a and 6.3.3 a		
6.1.1 d	Work in partnership with property owners to identify opportunities or strategies to promote viable commercial village centres.	No activity in 2012-13		
6.1.1 e	Street and footpath cleaning	Undertake regular cleansing of streets and footpaths throughout city (including the collection of removal of rubbish from streets and parks and rubbish which is illegally dumped). <i>Operating budget</i>	All cleansing activities undertaken in accordance with servicing regimes and to adopted standards. <i>Manager, Parks and Gardens</i>	Green
6.1.1 f	Street and footpath cleaning	Undertake regular cleansing of sites being added to Council's care and control (Rhodes and Wire Mill sites) <i>Operating budget</i>	All cleansing activities undertaken in accordance with servicing regimes and to adopted standards. <i>Manager, Parks and Gardens</i>	Green

6.1.2 Develop retail and commercial strategies to respond to trends and create diverse and appealing shopping experiences

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.1.2 a	Implement the Positive Ageing Strategy.	Promote best practice of businesses that are age-friendly. Review and improve the Accessible Business Award. <i>Operating budget</i>	Promotion achieved. Awards reviewed. <i>Manager, Community Services</i>	Green
6.1.2 b	Undertake a coordinated program of town and neighbourhood precinct development that includes urban design, public domain, public art, infrastructure provision and economic considerations.	Implement place making programs in centres across the City. <i>Sustainable City Levy Reserve</i>	Projects delivered within budget and on time. <i>Manager, Business, Arts and Place</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.1.2.c	Undertake a coordinated program of town and neighbourhood precinct development that includes urban design, public domain, public art, infrastructure provision and economic considerations.	Renew the Waterview Street car park (Five Dock) <i>Operating Plan</i>	Projects delivered within budget and on time. <i>Group Manager, Technical Services</i>	Green

Required Outcome 2

“I am able to expand my skills and strengths while still working close to home.”

This will mean Residents of Canada Bay have a diverse range of skills and access to employment opportunities close to home.

The directions we will take to achieve Outcome 2:

6.2.1 Create opportunities for sustainable local employment and develop diverse local employment base that meets the needs of individuals and business

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.2.1.a	Promote the Doing Business in Canada Bay program.	Provide regular communications to business owners and managers. Maintain and promote the Online Business Toolkit. <i>Sustainable City Levy Reserve</i>	12 general business communications and 12 industry specific communications issued; number of web visitors. <i>Manager, Business, Arts and Place</i>	Green

6.2.2 Build strong links with tertiary and vocational education institutes for the development of diverse local skills which meet local workforce needs

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.2.2.a	Develop programs with tertiary institutions including registered training organisations.	Promote and facilitate learning and development programs which incorporate flexible learning and increase business skills and confidence. <i>Sustainable City Levy Reserve</i>	Measurable impacts on business confidence <i>Manager, Business, Arts and Place</i>	Green

Required Outcome 3

“There are successful local businesses in my area focused on creativity and wellbeing.”

This will mean local businesses prosper and are technologically progressive and sustainable; creative, recreational, environmental and health industries are flourishing.

The directions we will take to achieve Outcome 3:

6.3.1 Develop programs to strengthen and sustain small business

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.1.a	Collaborate with key industry sectors in identifying and implementing partnership programs.	See activities at 6.2.2 a		
6.3.1.b	Support a network of home based businesses operating in the City.	Investigate opportunities to establish in partnership with neighbouring councils, an Inner West Home Based Business Network which accommodates home based businesses owners and home based business employees. <i>Sustainable City Levy Reserve</i>	Establishment of Inner West Home Based Business Network. <i>Manager, Business, Arts and Place</i>	Green

6.3.2 Facilitate development of creative, wellbeing and lifestyle, and environmental industries

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.2 a	Facilitate business development opportunities for Health and Wellbeing industry.	Promote and distribute the 2012-13 Health and Wellbeing Practitioner Directory to encourage business to business referrals and as a resource for the local community; promote further opportunities for this sector as they arise. <i>Sustainable City Levy Reserve</i>	Participation in the 2012-13 Directory; feedback from participating businesses. <i>Manager, Business, Arts and Place</i>	Green

6.3.3 Lead the development of tourism and visitor opportunities which improve sustainability of local business and develop opportunities within the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.3 a	Develop and implement a Destination Marketing Strategy which encourages visitor investment.	Install Christmas decorations at locations across the city <i>Operating budget</i>	Decorations installed. <i>Manager, Business, Arts and Place</i>	Green
6.3.3 b	Develop and implement a Destination Marketing Strategy which encourages visitor investment.	Promote tourism for the city through visitor guides and itineraries. <i>Sustainable City Levy Reserve</i>	Development of tourism collateral completed. <i>Manager, Business, Arts and Place</i>	Amber
6.3.3 c	Undertake a program of events and projects that support locally based event, meeting and conference venues and suppliers.	Administer Sydney Business Events Network by hosting familiarisation visits with event industry managers. <i>Sustainable City Levy Reserve</i>	One tour offered. <i>Manager, Business, Arts and Place</i>	Green

Required Outcome 4

“I have access to local businesses of a high quality, global standard.”

This will mean Canada Bay is a location of choice for new and emerging industries because of the quality of its infrastructure, diverse local skill base and appealing quality of life.

The directions we will take to achieve Outcome 4:

6.4.1 Support enterprise growth through programs which strengthen business parks, enterprise and industrial corridors

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.4.1 a	Operate the Rhodes to Employment program.	Work with corporate partners at Rhodes Business Park to link their employees with relevant local businesses. <i>Operating budget</i>	Increase in local corporate engagement. <i>Place Manager Rhodes</i>	Green
6.4.1 b	Operate the Rhodes to Employment program.	Work with relevant stakeholders to promote precincts within Canada Bay as a suitable relocation/establishment site for appropriate businesses/corporations. <i>Sustainable City Levy Reserve</i>	Six monthly presentations made to developers. <i>Manager, Business, Arts and Place</i>	Green

Vibrant City

The vision for a vibrant city captures the energy, cultural diversity and potential for creative community connection. A vibrant city is a place in which there are strong community relationships and cohesion; a celebration of diversity and lifelong learning; and good social support.

Required Outcome 1

“I have a great lifestyle and feel part of an active and vibrant community.”

This will mean people in Canada Bay have access to a range of opportunities to enhance their lifestyle and connect with other people through vibrant village centres, cultural expression, lifelong learning and community celebrations.

The directions we will take to achieve Outcome 1:

7.1.1 Create opportunities to meet and form community networks and connections

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.1 a	Support a program of community-led events.	See activities listed at 7.1.3		

7.1.2 Provide access to a range of services and facilities that improve quality of life in Canada Bay

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.2 a	Investigate opportunities for adaptive renewal and/or consolidation of council spaces for integrated cultural programs.	Undertake business planning to assess feasibility of converting a Council facility for cultural programs. <i>Sustainable City Levy Reserve</i>	Business planning complete. <i>Manager, Business, Arts and Place</i>	Green
7.1.2 b	Concord Senior Citizens Centre managed to ensure the Centre is effectively maintained, and it is a place where a diverse group of people can meet to share common interests, remain healthy, active and engaged.	Manage Concord Senior Citizens Centre effectively and efficiently. <i>Operating budget</i>	Number of groups using Centre. Number of days used. Percentage of utilisation. <i>Manager, Community Services</i>	Green
7.1.2 c	Operate the Wellbank Childrens Centre.	Operate the Centre within licence conditions. Implement National Quality Framework. <i>Operating budget</i>	Service operates at a minimum 90% capacity. Service operates under high staff:child ratios to improve children's experiences. Service meets all statutory and legislative requirements. <i>Manager, Community Services</i>	Green
7.1.2 d	Implement a staged increase in collection levels to restore overall collection levels to State Library standards	Implement year three of expansion (in addition to standard annual allocation) <i>Operating budget</i>	Increases delivered on schedule and within budget <i>Manager, Library Services</i>	Green
7.1.2 e	Provision of Library services.	Develop and implement a communication and engagement strategy. <i>Operating budget</i>	Communication and engagement strategy developed and implementation underway <i>Manager, Library Services</i>	Amber
7.1.2 f	Provision of Library services.	Increase use of social media to promote library services. <i>Operating budget</i>	Increased number of promotional messages sent via social media. <i>Manager, Library Services</i>	Green
7.1.2 g	Provision of Library services.	Ongoing training and induction program for staff to enhance delivery of customer services in target areas. <i>Operating budget</i>	Training packages developed and implemented. 6 training packages delivered. <i>Manager, Library Services</i>	Green
7.1.2 h	Provision of Library services.	Work in partnership with local Meals on Wheels providers to promote and expand Home Library Service <i>Operating budget</i>	Increased membership of Home Library Service <i>Manager, Library Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.2 i	Provision of Library services.	Installation of improved security provisions at Concord Library <i>Operating budget</i>	Installation completed within budget <i>Manager, Library Services</i>	Green
7.1.2 j	Provision of Library collections.	Investigate methods of continuous improvement of collections including through improved data collection and analysis. <i>Operating budget</i>	Quarterly reports developed to analyse collection, trends, usage and demand <i>Manager, Library Services</i>	Green
7.1.2 k	Provision of Library collections.	Monitor shelf ready program and develop promotional program for collections. <i>Operating budget</i>	Loans per capita target - 523,000 loans. Turnover rate target - 3.93. Items per capita target - 212,000 items <i>Manager, Library Services</i>	Green
7.1.2 l	Provision of Library collections.	Promote library collections to the community. <i>Operating budget</i>	Number of promotional methods developed and implemented for collections <i>Manager, Library Services</i>	Green
7.1.2 m	Provision of Library events, programs and activities.	Expand programs for young people. <i>Operating budget</i>	Programs for young people delivered with increased participation. <i>Manager, Library Services</i>	Green
7.1.2 n	Provision of Library events, programs and activities.	Provide an ongoing program of author talks, information sessions and exhibitions, and childrens programs. <i>Operating budget</i>	10 Author talks delivered with 400 participants. 10 Artist of the Month displays delivered. Childrens program delivered with 10,000 participants. New programs identified, established and promoted. <i>Manager, Library Services</i>	Green
7.1.2 o	Provision of Library events, programs and activities.	Showcase new technologies to seniors through aged care facilities and seniors groups. <i>Operating budget</i>	4 events held at aged care facilities or seniors groups <i>Manager, Library Services</i>	Green
7.1.2 p	Provision of Library events, programs and activities.	Trial holding events on weekends and in the evenings. <i>Operating budget</i>	4 events held on weekends and evenings. <i>Manager, Library Services</i>	Green
7.1.2 q	Provision of Library facilities	Review the floorplans for both libraries to improve flexibility. <i>Operating budget</i>	Medium term plan to achieve maximum flexibility produced. Schedule of furniture and fittings developed to plan for maintenance and replacement <i>Manager, Library Services</i>	Green
7.1.2 r	Provision of Library facilities	Replacement of worn furniture and fittings at Concord Library <i>Operating budget</i>	Replacement completed within budget <i>Manager, Library Services</i>	Green
7.1.2 s	Provision of Library facilities	Construction of new kitchen facilities to better service café operations within Library <i>Operating budget</i>	Construction completed on time and within budget <i>Manager, Library Services</i>	Amber
7.1.2 t	Provision of Library technology	Deliver a digital branch by increasing online resources and improving access and visibility <i>Operating budget</i>	Number of hits on databases. Online database subscriptions reviewed. Increased loans of ebooks by 5%. <i>Manager, Library Services</i>	Green
7.1.2 u	Provision of Library technology	Develop and implement a library technology plan <i>Operating budget</i>	Library Technology Plan completed and implementation underway <i>Manager, Library Services</i>	Green
7.1.2 v	Provision of Library technology	Review and promote online services. Continue outreach program to promote online resources in schools. <i>Operating budget</i>	Number of hits on databases. Online database subscriptions reviewed. <i>Manager, Library Services</i>	Green
7.1.2 w	Promote halls and other venues in the City for both community and corporate use.	Marketing of council halls and venues to community groups and corporate users is regularly undertaken. <i>Operating budget</i>	Promotion of halls and venues achieved on a quarterly basis. <i>Manager, Property Services</i>	Green

7.1.3 Deliver a vibrant calendar of community celebrations and events

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.3 a	Implement Council's major event program	Produce Ferragosto and Concord Carnival. <i>Operating budget and external funding</i>	Events delivered within allocated budget. Attendance equals or improves on 2011-12 figures. <i>Manager, CPR</i>	Green
7.1.3 b	Review Council's major event program	Activities completed in 2010-11		

7.1.4 Generate initiatives to revitalise and maintain village centres as vibrant community spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.4 a	Establish an artist in residence program across the City.	Commission artists to create artworks through place-making initiatives in City precincts. <i>Sustainable City Levy Reserve</i>	3 artists in place projects completed. <i>Manager, Business, Arts and Place</i>	Green

7.1.5 Celebrate and use our outdoor environment as creative and cultural spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.5 a	Develop a staged public art and cultural program to enhance the foreshore by using key sites along the Parramatta River.	Produce and install public art at identified priority foreshore sites through the Riverside project. <i>Sustainable City Levy Reserve</i>	1 major public art piece delivered. <i>Manager, Business, Arts and Place</i>	Green
7.1.5 b	Undertake a review of outdoor venues to identify opportunities for cultural use.	Implement recommendations on use of outdoor venues and cultural places and spaces. <i>Sustainable City Levy Reserve</i>	Recommendations commenced. <i>Manager, Business, Arts and Place</i>	Green

Required Outcome 2

"I feel like I belong and my story is celebrated."

This will mean the City of Canada Bay is a place with a strong sense of community, where people feel proud to live and are engaged and included in the vibrant life of the City.

The directions we will take to achieve Outcome 2:

7.2.1 Address diverse community needs through a range of programs, services, advocacy and partnerships

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.1 a	Implement a Community Harmony Strategy.	Provide funding for Drummoine Community Centre to run programs as agreed. <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green
7.2.1 b	Provide support to and leadership for disabled community members through ongoing programs and one-off projects delivered in collaboration with relevant community organisations/representatives.	Administer Council's Access Committee. Attend Inner West Disability Forum and work in partnership to improve access to services and support for people with disabilities and their carers. <i>Operating budget</i>	Five Access Committee meetings facilitated. One partnership project delivered. Four Forum meetings attended. <i>Manager, Community Services</i>	Green
7.2.1 c	Provision of Community Services including community planning and community development projects.	Implement NSW Clubs Grants and Council's Community Grants programs. <i>Operating budget</i>	Grant funds fully expended. <i>Manager, Community Services</i>	Green

7.2.2 Support programs which enhance and celebrate diversity

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.2 a	Build and establish relationships with key community representatives from diverse communities.	Continue to attend meetings and partner in programs run by the Inner West Ethnic Network. <i>Operating budget</i>	Four Network meetings attended. One partnership project established. <i>Manager, Community Services</i>	Green

7.2.3 Improve connections between established and emerging communities

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.3 a	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Commence implementation of the Rhodes Peninsula Arts Plan <i>Sustainable City Levy Reserve and VPA funds</i>	Number of strategies implemented <i>Director, Community Development</i>	Green
7.2.3 b	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Complete the place plan and community profile for Rhodes <i>Operating budget and VPA funds</i>	Place Plan and Community Profile completed <i>Director, Community Development</i>	Green
7.2.3 c	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	<i>Coordinate the communication and engagement strategy for Rhodes Peninsula projects</i> <i>Operating budget</i>	Number of communication and engagement activities <i>Place Manager Rhodes</i>	Green
7.2.3 d	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Form partnerships with key stakeholders in the Rhodes Peninsula <i>Operating budget</i>	Number of partnerships established <i>Place Manager Rhodes</i>	Green
7.2.3 e	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Implement Place Plan strategies for 2012-13. <i>Operating budget</i>	Number of strategies implemented <i>Place Manager Rhodes</i>	Green
7.2.3 f	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Manage and review the operation of the Rhodes office and ongoing Council presence in the Precinct <i>Operating budget</i>	Number of customers. Number of enquires <i>Manager, Customer Services</i>	Green
7.2.3 g	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	See activities listed at 4.2.1		
7.2.3 h	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Undertake initial planning for Brays Bay Reserve <i>Sustainable City Levy Reserve and VPA funds</i>	Conceptual planning commenced for Brays Bay Reserve Project <i>Director, Community Development</i>	Amber
7.2.3 i	Develop cultural opportunities to encourage interaction between existing and emerging communities.	Ensure that Council's major event program reflects community demographics and is programmed in a way that encourages interaction. <i>Operating budget</i>	Diversity of programming is achieved. <i>Manager, CPR</i>	Green
7.2.3 j	Develop programs to support older residents in the community	Facilitate and support annual Seniors Week celebrations. <i>Operating budget</i>	Number of participants and number of events. <i>Manager, Community Services</i>	Green
7.2.3 k	Develop programs to support youth development in the community	Plan and implement one Inner West regional youth forum. Plan a calendar of activities for Youth Week. Implement one youth development program (arising from Forum). <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green +
7.2.3 l	Strengthen library programs to establish interaction between existing and emerging communities.	Maintain promotional networks via community associations and operate an outreach program specific to emerging communities. <i>Operating budget</i>	Contacts made with community associations. Three outreach programs conducted. <i>Manager, Library Services</i>	Green

7.2.4 Support and investigate initiatives which assist housing and accommodation affordability to improve access and maintain resident diversity in the area

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.4 a	Implement Council's Affordable Living Policy.	Explore opportunities to further expand housing stock. <i>Operating budget</i>	Housing stock expanded. <i>Manager, Property Services</i>	Green
7.2.4 a	Implement Council's Affordable Living Policy.	Implement quarterly meetings of the Affordable Housing Program Management Committee. Monitor program operations and outcomes against policy, management agreement, business plan and NRAS funding agreements. Explore opportunities to further expand housing stock. <i>Operating budget</i>	Number of units tenanted. Tenancy satisfaction survey. Quarterly reports from St George Housing. <i>Manager, Community Services</i>	Green

Required Outcome 3

"I have awareness and respect for local Aboriginal heritage and culture."

This will mean the City of Canada Bay has a visual presence of aboriginal history and culture and a range of support structures which assist access to and protection of local Aboriginal culture.

The directions we will take to achieve Outcome 3:

7.3.1 Develop a range of community cultural development programs to encourage and develop cultural awareness

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.3.1 a	Implement the Aboriginal Cultural Heritage Study.	Implement calendar of NAIDOC Week Activities. Investigate opportunities with Metro Land Council for cultural heritage, tourism with cultural heritage walks linked to Riverside/ Reclamation programs. <i>Operating budget</i>	Programs and projects completed. <i>Manager, Community Services</i>	Green +

Required Outcome 4

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

This will mean creativity and innovation are actively encouraged and supported in the City of Canada Bay and the area is valued for its arts and cultural life.

The directions we will take to achieve Outcome 4:

7.4.1 Provide opportunities for the development and participation in arts and cultural pursuits

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.1 a	Engage in regional partnership to improve and enhance cultural activity and opportunity in the area.	No activity in 2012-13		
7.4.1 b	Provision of cultural development programs.	Deliver the Neighbourhood Stories program to incorporate heritage and local experiences in program. <i>Sustainable City Levy Reserve</i>	Annual program completed within budget. <i>Manager, Business, Arts and Place</i>	Green

7.4.2 Identify and support the development of community spaces for art and culture

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.2 a	Develop innovative public art design elements in children's playgrounds and parks.	Manage public art elements of design and development of Cabarita Playground. Complete Alexandra Reserve program. <i>Operating budget and Sustainable City Levy Reserve</i>	Public art components of both projects achieved within budget. <i>Manager, Business, Arts and Place</i>	Green
7.4.2 b	Facilitate the incorporation of public art into development on the Rhodes Peninsula.	Engage communities and internal and external stakeholders to integrate art and cultural elements into public domain. <i>Sustainable City Levy Reserve and developer contributions</i>	Appropriate strategies embedded into master planning for Rhodes Peninsula. <i>Director, Community Development</i>	

7.4.3 Enhance life-long learning opportunities through which people engage with their local community and the world more broadly through learning and skills development for both leisure and employment purposes

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.3 a	Deliver lifelong learning programs through Council libraries in partnership with other agencies.	Explore partnerships with community groups and other organisations to deliver programs. <i>Operating budget</i>	3 programs offered. MOUs entered into. <i>Manager, Library Services</i>	Green
7.4.3 b	Implement the Positive Ageing Strategy.	Establish connections with educational and cultural agencies with the aim of promoting the City of Canada Bay as a receptive population for their services. Encourage intergenerational activities that have a health focus. Establish connections between retirees or community groups with Council's School Holiday Program or local schools. <i>Operating budget</i>	Number of agencies engaged with. Number of services. Number of activities. <i>Manager, Community Services</i>	Green

7.4.4 Engage in regional partnerships to improve and enhance cultural activity and opportunity in the area

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2012-13 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.4 a	Foster partnerships with arts/cultural organisations and with the business, education, health and other human service sectors.	Participate in and strengthen partnership activities. <i>Operating budget</i>	Demonstrate successful stakeholder engagement across all programs. <i>Manager, Business, Arts and Place</i>	Green



General purpose financial statements

City of Canada Bay

General Purpose Financial Statements for the financial year ended 30 June 2013

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Overview

(i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for City of Canada Bay.

(ii) City of Canada Bay is a body politic of NSW, Australia - being constituted as a Local Government area by proclamation and is duly empowered by the Local Government Act (LGA) 1993 of NSW.

Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council;

- the ability to provide goods, services & facilities, and to carry out activities appropriate to the current & future needs of the local community and of the wider public,
- the responsibility for administering regulatory requirements under the LGA and
- a role in the management, improvement and development of the resources in the area.

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

(iii) All figures presented in these financial statements are presented in Australian Currency.

(iv) These financial statements were authorised for issue by the Council on 03 October 2013. Council has the power to amend and reissue these financial statements.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Understanding Council's Financial Statements

Introduction

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

What you will find in the Statements

The financial statements set out the financial performance, financial position & cash flows of Council for the financial year ended 30 June 2013.

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

About the Councillor/Management Statement

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

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. The Income Statement

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

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

2. The Statement of Comprehensive Income

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

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its Assets, Liabilities & "Net Wealth".

4. The Statement of Changes in Equity

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

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

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

About the Notes to the Financial Statements

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

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

In NSW, the Auditor provides 2 audit reports:

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

Who uses the Financial Statements ?

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

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

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

More information

A review of Council's financial performance and position for the 12/13 financial year can be found at Note 27 of the financial statements.

City of Canada Bay

General Purpose Financial Statements

for the financial year ended 30 June 2013

Statement by Councillors and Management

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

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

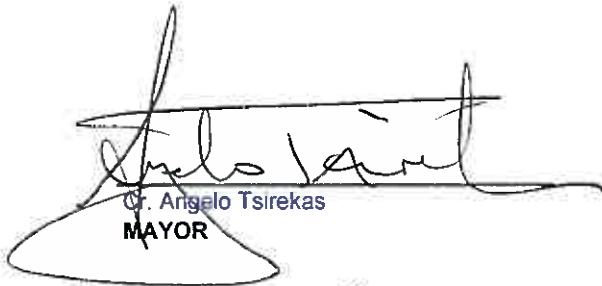
- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

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

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

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

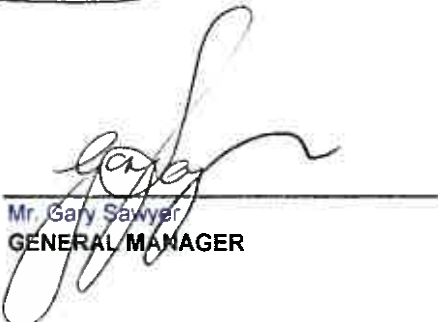
Signed in accordance with a resolution of Council made on 30 September 2013.



Cr. Angelo Tsirekas
MAYOR



Cr. Pauline Tyrrell
COUNCILLOR



Mr. Gary Sawyer
GENERAL MANAGER



Mr. Bruce Cook
RESPONSIBLE ACCOUNTING OFFICER

City of Canada Bay

Income Statement

for the financial year ended 30 June 2013

Budget ⁽¹⁾ 2013	\$ '000	Notes	Actual 2013	Actual 2012
Income from Continuing Operations				
Revenue:				
42,561	Rates & Annual Charges	3a	42,924	41,000
10,584	User Charges & Fees	3b	11,868	12,026
1,917	Interest & Investment Revenue	3c	3,525	3,049
4,991	Other Revenues	3d	9,874	5,448
3,108	Grants & Contributions provided for Operating Purposes	3e,f	4,881	5,638
10,187	Grants & Contributions provided for Capital Purposes	3e,f	17,743	14,121
Other Income:				
-	Net Share of interests in Joint Ventures & Associated Entities using the equity method	19	-	-
73,348	Total Income from Continuing Operations		90,815	81,282
Expenses from Continuing Operations				
28,199	Employee Benefits & On-Costs	4a	27,144	25,911
55	Borrowing Costs	4b	51	94
19,934	Materials & Contracts	4c	20,380	17,824
10,076	Depreciation & Amortisation	4d	10,225	13,381
10,451	Other Expenses	4e	12,155	11,002
-	Net Losses from the Disposal of Assets	5	423	149
68,715	Total Expenses from Continuing Operations		70,378	68,361
4,633	Operating Result from Continuing Operations		20,437	12,921
Discontinued Operations				
-	Net Profit/(Loss) from Discontinued Operations	24	-	-
4,633	Net Operating Result for the Year		20,437	12,921
4,633	Net Operating Result attributable to Council		20,437	12,921
-	Net Operating Result attributable to Non-controlling Interests		-	-
(5,554)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		2,694	(1,200)

(1) Original Budget as approved by Council - refer Note 16

City of Canada Bay

Statement of Comprehensive Income
for the financial year ended 30 June 2013

\$ '000	Notes	Actual 2013	Actual 2012
Net Operating Result for the year (as per Income statement)		20,437	12,921
Other Comprehensive Income:			
Amounts which will not be reclassified subsequently to the Operating Result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	(2,190)	-
Adjustment to correct prior period errors		(326)	-
Total Items which will not be reclassified subsequently to the Operating Result		(2,516)	-
Amounts which will be reclassified subsequently to the Operating Result when specific conditions are met			
Nil			
Total Other Comprehensive Income for the year		(2,516)	-
Total Comprehensive Income for the Year		17,921	12,921
Total Comprehensive Income attributable to Council		17,921	12,921

City of Canada Bay

Statement of Financial Position

as at 30 June 2013

\$ '000	Notes	Actual 2013	Actual 2012
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	29,296	32,856
Investments	6b	25,000	12,875
Receivables	7	5,627	4,668
Inventories	8	63	40
Other	8	754	349
Non-current assets classified as "held for sale"	22	-	-
Total Current Assets		60,740	50,788
Non-Current Assets			
Investments	6b	1,500	-
Receivables	7	36	55
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	3,417,198	3,415,345
Investments accounted for using the equity method	19	-	-
Investment Property	14	18,815	15,129
Intangible Assets	25	797	-
Total Non-Current Assets		3,438,346	3,430,529
TOTAL ASSETS		3,499,086	3,481,317
LIABILITIES			
Current Liabilities			
Payables	10	12,798	13,040
Borrowings	10	368	780
Provisions	10	8,267	7,263
Total Current Liabilities		21,433	21,083
Non-Current Liabilities			
Payables	10	-	-
Borrowings	10	-	368
Provisions	10	320	454
Total Non-Current Liabilities		320	822
TOTAL LIABILITIES		21,753	21,905
Net Assets		3,477,333	3,459,412
EQUITY			
Retained Earnings	20	1,941,387	1,921,276
Revaluation Reserves	20	1,535,946	1,538,136
Council Equity Interest		3,477,333	3,459,412
Non-controlling Interests		-	-
Total Equity		3,477,333	3,459,412

City of Canada Bay

Statement of Changes in Equity
for the financial year ended 30 June 2013

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non- controlling Interest	Total Equity
2013						
Opening Balance (as per Last Year's Audited Accounts)		1,921,276	1,538,136	3,459,412	-	3,459,412
b. Net Operating Result for the Year		20,437	-	20,437	-	20,437
c. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	(2,190)	(2,190)	-	(2,190)
- Other Movements (Correction of Prior Year Errors)	20 (c)	(326)	-	(326)	-	(326)
Other Comprehensive Income		(326)	(2,190)	(2,516)	-	(2,516)
Total Comprehensive Income (c&d)		20,111	(2,190)	17,921	-	17,921
d. Distributions to/(Contributions from) Non-controlling Interests		-	-	-	-	-
e. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		1,941,387	1,535,946	3,477,333	-	3,477,333

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non- controlling Interest	Total Equity
2012						
Opening Balance (as per Last Year's Audited Accounts)		1,908,355	1,538,136	3,446,491	-	3,446,491
b. Net Operating Result for the Year		12,921	-	12,921	-	12,921
c. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	-	-	-	-
- Other Movements	20b (ii)	-	-	-	-	-
Other Comprehensive Income		-	-	-	-	-
Total Comprehensive Income (c&d)		12,921	-	12,921	-	12,921
d. Distributions to/(Contributions from) Non-controlling Interests		-	-	-	-	-
e. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		1,921,276	1,538,136	3,459,412	-	3,459,412

City of Canada Bay

Statement of Cash Flows

for the financial year ended 30 June 2013

Budget 2013	\$ '000	Notes	Actual 2013	Actual 2012
Cash Flows from Operating Activities				
Receipts:				
42,524	Rates & Annual Charges		42,955	40,938
10,622	User Charges & Fees		11,344	12,123
1,903	Investment & Interest Revenue Received		2,744	2,065
13,599	Grants & Contributions		22,426	16,561
-	Bonds, Deposits & Retention amounts received		1,112	3,130
5,383	Other		5,647	5,518
Payments:				
(25,905)	Employee Benefits & On-Costs		(26,180)	(24,556)
(20,187)	Materials & Contracts		(21,628)	(18,271)
(55)	Borrowing Costs		(51)	(94)
-	Bonds, Deposits & Retention amounts refunded		(1,157)	(2,623)
(10,206)	Other		(11,571)	(10,570)
<u>17,678</u>	Net Cash provided (or used in) Operating Activities	11b	<u>25,641</u>	<u>24,221</u>
Cash Flows from Investing Activities				
Receipts:				
-	Sale of Investment Securities		2,006	649
1,300	Sale of Infrastructure, Property, Plant & Equipment		643	848
Payments:				
(2,212)	Purchase of Investment Securities		(14,750)	(22,468)
(15,012)	Purchase of Infrastructure, Property, Plant & Equipment		(16,320)	(8,313)
<u>(15,924)</u>	Net Cash provided (or used in) Investing Activities		<u>(28,421)</u>	<u>(29,284)</u>
Cash Flows from Financing Activities				
Receipts:				
Nil				
Payments:				
(810)	Repayment of Borrowings & Advances		(780)	(737)
<u>(810)</u>	Net Cash Flow provided (used in) Financing Activities		<u>(780)</u>	<u>(737)</u>
944	Net Increase/(Decrease) in Cash & Cash Equivalents		(3,560)	(5,800)
9,210	plus: Cash & Cash Equivalents - beginning of year	11a	32,856	38,656
<u>10,154</u>	Cash & Cash Equivalents - end of the year	11a	<u>29,296</u>	<u>32,856</u>
Additional Information:				
	plus: Investments on hand - end of year	6b	26,500	12,875
	Total Cash, Cash Equivalents & Investments		<u>55,796</u>	<u>45,731</u>

Please refer to Note 11 for information on the following:

- Non Cash Financing & Investing Activities.
- Financing Arrangements.
- Net cash flow disclosures relating to any Discontinued Operations

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

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n/a - not applicable

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

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

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

(a) Basis of preparation

(i) Background

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

- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board,
- the Local Government Act (1993) & Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

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

(ii) Compliance with International Financial Reporting Standards (IFRSs)

Because AASBs are sector neutral, some standards either:

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

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

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

(iii) New and amended standards adopted by Council

None of the new standards and amendments to standards that are mandatory for the first time for the financial year beginning 1 July 2013 affected any of the amounts recognised in the current period or any prior period and are not likely to affect future periods.

(iv) Early adoption of Accounting Standards

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2013.

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

(v) Basis of Accounting

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

- (i) financial assets and liabilities at fair value through profit or loss, available-for-sale financial assets and investment properties which are all valued at fair value,
- (ii) the write down of any Asset on the basis of Impairment (if warranted) and
- (iii) certain classes of Infrastructure, property, plant & equipment that are accounted for at fair valuation.

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

(vi) Changes in Accounting Policies

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

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

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

(vii) Critical Accounting Estimates

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

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

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

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are set out below.

- (i) Estimated fair values of investment properties
- (ii) Estimated fair values of infrastructure, property, plant and equipment.
- (iii) Estimated tip remediation provisions.

Critical judgements in applying the entity's accounting policies

- (i) Impairment of Receivables - Council has made a significant judgement about the impairment of a number of its receivables in Note 7.
- (ii) Projected Section 94 Commitments - Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

(b) Revenue recognition

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

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

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

Revenue is measured on major income categories as follows:

Rates, Annual Charges, Grants and Contributions

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

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

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

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

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

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(g).

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

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

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

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

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

User Charges, Fees and Other Income

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

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

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

Sale of Infrastructure, Property, Plant and Equipment

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

Interest and Rents

Rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

Interest Income from Cash & Investments is accounted for using the Effective Interest method in accordance with AASB 139.

(c) Principles of Consolidation

These financial statements incorporate (i) the assets and liabilities of Council and any Entities (or operations) that it **controls** (as at 30 June 2013) and (ii) all the related operating results (for the financial year ended the 30th June 2013).

The financial statements also include Council's share of the assets, liabilities, income and expenses of any **Jointly Controlled Operations** under the appropriate headings.

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

(i) The Consolidated Fund

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

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

The following entities have been included as part of the Consolidated Fund:

- *General Purpose Operations*
- *The total income and expenditure from continuing operations of the Five Dock Leisure Centre.*

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of or in accordance with the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these statements.

Trust monies and property held by Council but not subject to the control of Council, have been excluded from these statements.

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

(iii) Joint Ventures

Council has no interest in any Joint Venture Entities, Assets or Operations.

(iv) County Councils

Council is not a member of any County Councils.

(v) Additional Information

Note 19 provides more information in relation to Joint Venture Entities, Associated Entities and Joint Venture Operations where applicable.

(d) Leases

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

Finance Leases

Leases of property, plant and equipment where the Council 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 lower of the fair value of the leased property and the present value of the minimum lease payments.

The corresponding rental obligations, net of finance charges, are included in borrowings.

Each lease payment is allocated between the liability outstanding and the recognition of a finance charge.

The interest element of the finance charge is costed 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.

Property, plant and equipment acquired under finance leases is depreciated over the shorter of each leased asset's useful life and the lease term.

Operating Leases

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

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

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

(e) Cash and Cash Equivalents

Cash and cash equivalents includes;

- cash **on hand**,
- deposits held **at call** with financial institutions,
- other short-term, highly liquid investments **with maturities of three months or less** that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and
- bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the balance sheet but are incorporated into Cash & Cash Equivalents for presentation of the Cash Flow Statement.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

(f) Investments and Other Financial Assets

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

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

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

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

(i) Financial assets at fair value through profit or loss

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

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

Derivatives are classified as held for trading unless they are designated as hedges.

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

(ii) Loans and receivables

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

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

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

(iii) Held-to-maturity investments

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

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

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

(iv) Available-for-sale financial assets

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

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

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

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

Financial Assets – Reclassification

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

Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near term.

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

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

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

General Accounting & Measurement of Financial Instruments:

(i) Initial Recognition

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

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

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

(ii) Subsequent Measurement

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

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

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

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

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

Impairment

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

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

(iii) Types of Investments

Council has an approved Investment Policy in order to undertake its investment of money in accordance with (and to comply with) Section 625 of the Local Government Act and S212 of the LG (General) Regulation 2005.

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

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

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

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

(g) Fair value estimation

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

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

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

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

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

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

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

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

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

(h) Receivables

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

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

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

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

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

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

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

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

(i) Inventories

Raw Materials and Stores, Work in Progress and Finished Goods

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

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

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

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

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

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

Land Held for Resale/Capitalisation of Borrowing Costs

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

Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development.

When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made.

Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

(j) Infrastructure, Property, Plant and Equipment (I,PP&E)

Acquisition of assets

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

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

- **Investment Properties** – refer Note 1(p),
- **Operational Land** (External Valuation)
- **Buildings – Specialised/Non Specialised** (External Valuation)
- **Plant and Equipment** (as approximated by depreciated historical cost)
- **Roads Assets incl. roads, bridges & footpaths** (/Internal Valuation)
- **Drainage Assets** (Internal Valuation)

- **Community Land** (Deprival Valuation)
- **Land Improvements** (as approximated by depreciated historical cost)
- **Other Structures** (as approximated by depreciated historical cost)
- **Other Assets** (as approximated by depreciated historical cost)

Initial Recognition

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

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

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

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

Subsequent costs

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

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

Asset Revaluations (including Indexation)

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

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

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

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

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

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

Capitalisation Thresholds

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

Land

- council land	100% Capitalised
- open space	100% Capitalised
- land under roads	100% Capitalised

Plant & Equipment

Office Furniture	> \$1,000
Office Equipment	> \$1,000
Other Plant & Equipment	> \$1,000

Buildings & Land Improvements

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

Stormwater Assets

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

Transport Assets

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

Depreciation

Depreciation on Council's infrastructure, property, plant and equipment assets is calculated using the straight line method in order to allocate an assets cost (net of residual values) over its estimated useful life.

Land is not depreciated.

Estimated useful lives for Council's I,PP&E include:

Plant & Equipment

- Office Equipment	5 to 10 years
- Office furniture	10 to 20 years
- Computer Equipment	4 years
- Vehicles	5 to 8 years
- Heavy Plant/Road Making equip.	5 to 8 years
- Other plant and equipment	5 to 15 years

Other Equipment

- Playground equipment	5 to 15 years
- Benches, seats etc	10 to 20 years

Buildings

- Buildings : Masonry	50 to 100 years
- Buildings : Other	20 to 40 years

Stormwater Drainage

- Drains, Channels, GPTs, Pits	60 to 100 years
- Culverts	50 to 80 years
- Pipe	100 years

Transportation Assets

- Sealed Roads: Wearing Course	40 years
- Sealed Roads: Road Base	50 years
- Unsealed roads	20 years
- Bridge: Concrete	80 years
- Bridge: Other	30-50 years
- Kerb, Gutter & Paths	75 years

City of Canada Bay

Notes to the Financial Statements for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Detailed examination of the roads data held by Council's Asset Management Section was reviewed in 2013 to accurately reflect the depreciation charge for road assets in light of the enhanced maintenance and renewal program that Council has for these assets. Amended remaining useful lives were identified for the roads network. The amended useful life is then applied to the written down value of the individual roads and a more appropriate depreciation figure calculated.

All asset residual values and useful lives are reviewed and adjusted (where appropriate), at each Statement of Financial Position date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount – refer Note 1(s) on Asset Impairment.

For 2012-13, Council reviewed and amended the useful lives and residual value for its road, drainage, other structure and depreciable land improvement asset classes to more accurately reflect the consumption of these assets. This change in method of incorporating both a change in useful lives and the use of residual value resulted in a decrease in depreciation expense from the previous year and now more realistically represents the consumption of these assets. This review will also be conducted in future years.

Disposal and De-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

(k) Land

Land (other than Land under Roads) is in accordance with Part 2 of Chapter 6 of the Local Government Act (1993) classified as either Operational or Community.

This classification of Land is disclosed in Note 9(a).

(l) Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

(m) Intangible Assets

IT Development and Software

Costs incurred in developing products or systems and costs incurred in acquiring software and licences 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 periods generally ranging from 3-5 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.

(n) Crown Reserves

Crown Reserves under Council's care and control are recognised as assets of the Council.

While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Council and revenues relating the reserves are recognised within Council's Income Statement.

Representations are currently being sought across State and Local Government to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

(o) Investment property

Investment property comprises land &/or buildings that are principally held for long-term rental yields, capital gains or both that is not occupied by Council.

Investment property is carried at fair value, representing an open-market value determined annually by external valuers.

Annual changes in the fair value of Investment Properties are recorded in the Income Statement as part of "Other Income".

Full revaluations are carried out every three years with an appropriate index utilised each year in between the full revaluations.

The last full revaluation for Council's Investment Properties was dated 30/06/13.

(p) Non-Current Assets (or Disposal Groups) "Held for Sale" & Discontinued Operations

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either **(i)** their carrying amount and **(ii)** fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles which are turned over on a regular basis. Plant and motor vehicles are retained in Non Current Assets under the classification of Infrastructure, Property, Plant and Equipment - unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June.

For any assets or disposal groups classified as Non-Current Assets "held for sale", an impairment loss is

recognised at any time when the assets carrying value is greater than its fair value less costs to sell.

Non-current assets "held for sale" are not depreciated or amortised while they are classified as "held for sale".

Non-current assets classified as "held for sale" are presented separately from the other assets in the balance sheet.

A Discontinued Operation is a component of the entity that has been disposed of or is classified as "held for sale" and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are presented separately on the face of the income statement.

(q) Impairment of assets

All Council's I,PP&E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Where an asset is not held principally for cash generating purposes (for example Infrastructure Assets) and would be replaced if the Council was deprived of it then depreciated replacement cost is used as value in use, otherwise value in use is estimated by using a discounted cash flow model.

Non-financial assets (other than goodwill) that suffered a prior period impairment are reviewed for possible reversal of the impairment at each reporting date.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Goodwill & other Intangible Assets that have an indefinite useful life and are not subject to amortisation are tested annually for impairment.

(r) Payables

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year which are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

(s) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are subsequently measured at amortised cost.

Amortisation results in any difference between the proceeds (net of transaction costs) and the redemption amount being recognised in the Income Statement over the period of the borrowings using the effective interest method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

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

(t) Borrowing costs

Borrowing costs are expensed except to the extent that they are incurred during the construction of qualifying assets.

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.

(u) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events;
- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense.

(v) Employee benefits

(i) Short Term Obligations

Short term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

Liabilities for non vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no Liability has been recognised in these reports.

Wages & salaries, annual leave and vesting sick leave are all classified as Current Liabilities.

(ii) Other Long Term Obligations

The liability for all long service and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how Long Service Leave can be taken, all Long Service Leave for employees with 4 or more years of service has been classified as Current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it is not anticipated that all employees with more than 4 years service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death.

Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans – i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the "Local Government Superannuation Scheme – Pool B"

This Scheme has been deemed to be a "multi employer fund" for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

The last valuation of the Scheme was performed by Mr Martin Stevenson BSC,FIA,FIAA on 20/02/13 and covers the period ended 30/06/13.

However the position is monitored annually and the Actuary has estimated that as at 30 June 2013 the prior period deficit still exists.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a) for the year ending 30 June 2013 was \$585,572.

The amount of additional contributions included in the total employer contribution advised above is \$212,573.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils.

For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Defined Contribution Plans

Contributions to Defined Contribution Plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(iv) Employee Benefit On-Costs

Council has recognised at year end the aggregate on-cost liabilities arising from employee benefits, and in particular those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include Superannuation and Workers Compensation expenses which will be payable upon the future payment of certain Leave Liabilities accrued as at 30/6/13.

(w) Self insurance

A provision for self-insurance has been made to recognise outstanding claims the amount of which is detailed in Note 10.

(x) Allocation between current and non-current assets & liabilities

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the liability is classified as current even if not expected to be settled within the next 12 months.

In the case of inventories that are "held for trading", these are also classified as current even if not expected to be realised in the next 12 months.

(y) Taxes

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

Goods & Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the revenue / expense.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

Operating cash flows within the Cash Flow Statement are on a gross basis, ie. they are inclusive of GST where applicable.

Investing and Financing cash flows are treated on a net basis (where recoverable from the ATO), ie. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows which are recoverable from or payable to the ATO are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from (or payable to) the ATO.

(z) New accounting standards and UIG interpretations

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2013.

Council has not adopted any of these standards early.

Council's assessment of the impact of these new standards and interpretations is set out below.

Applicable to Local Government with implications:

AASB 9 Financial Instruments, associated standards, AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2012-6 Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and transitional disclosures (effective from 1 January 2015)

AASB 9 Financial Instruments addresses the classification, measurement and de-recognition of financial assets and financial liabilities.

The standard is not applicable until 1 January 2015 but is available for early adoption.

When adopted, the standard will affect in particular Council's accounting for its available-for-sale financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading.

Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss although there is currently a proposal by the IASB to introduce a Fair value through Other Comprehensive Income category for debt instruments.

There will be no impact on Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and Council does not have any such liabilities.

The de-recognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed.

AASB 13 Fair Value Measurement and AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 (effective 1 January 2013)

AASB 13 explains how to measure fair value and aims to enhance fair value disclosures.

Council has yet to determine which, if any, of its current measurement techniques will have to change as a result of the new guidance.

It is therefore not possible to state the impact, if any, of the new rules on any of the amounts recognised in the financial statements.

However, application of the new standard will impact the type of information disclosed in the notes to the financial statements.

Council does not intend to adopt the new standard before its operative date, which means that it would be first applied in the annual reporting period ending 30 June 2014.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Applicable to Local Government but no implications for Council;

AASB 2012-2 Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities [AASB 132 & AASB 7] (effective 1 January 2013)

This Standard amends the required disclosures in AASB 7 to include information that will enable users of an entity's financial statements to evaluate the effect or potential effect of netting arrangements, including rights of set-off associated with the entity's recognised financial assets and recognised financial liabilities, on the entity's financial position.

This Standard also amends AASB 132 to refer to the additional disclosures added to AASB 7 by this Standard.

The adoption of this standard will not change the reported financial position and performance of the entity, there are no impact on disclosures as there are no offsetting arrangements currently in place.

AASB 2012-3 Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132] (effective 1 January 2014).

This Standard adds application guidance to AASB 132 to address inconsistencies identified in applying some of the offsetting criteria of AASB 132, including clarifying the meaning of "currently has a legally enforceable right of set-off" and that some gross settlement systems may be considered equivalent to net settlement.

The adoption of this standard will not change the reported financial position and performance of the entity, there are no impact on disclosures as there are no offsetting arrangements currently in place.

Applicable to Local Government but not relevant to Council at this stage;

AASB 10 Consolidated Financial Statements, AASB 11 Joint Arrangements, AASB 12 Disclosure of Interests in Other Entities, revised AASB 127 Separate Financial Statements and AASB 128 Investments in Associates and Joint Ventures and AASB 2011-7 Amendments to

Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (effective 1 January 2013)

This suite of five new and amended standards address the accounting for joint arrangements, consolidated financial statements and associated disclosures.

AASB 10 replaces all of the guidance on control and consolidation in AASB 127 Consolidated and Separate Financial Statements, and Interpretation 12 Consolidation – Special Purpose Entities.

The core principle that a consolidated entity presents a parent and its subsidiaries as if they are a single economic entity remains unchanged, as do the mechanics of consolidation. However, the standard introduces a single definition of control that applies to all entities.

It focuses on the need to have both power and rights or exposure to variable returns.

Power is the current ability to direct the activities that significantly influence returns. Returns must vary and can be positive, negative or both.

Control exists when the investor can use its power to affect the amount of its returns.

There is also new guidance on participating and protective rights and on agent/principal relationships. Council does not expect the new standard to have a significant impact on its composition.

AASB 11 introduces a principles based approach to accounting for joint arrangements.

The focus is no longer on the legal structure of joint arrangements, but rather on how rights and obligations are shared by the parties to the joint arrangement.

Based on the assessment of rights and obligations, a joint arrangement will be classified as either a joint operation or a joint venture.

Joint ventures are accounted for using the equity method, and the choice to proportionately consolidate will no longer be permitted.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

Parties to a joint operation will account their share of revenues, expenses, assets and liabilities in much the same way as under the previous standard.

AASB 11 also provides guidance for parties that participate in joint arrangements but do not share joint control.

Council's investment in the joint venture partnership will be classified as a joint venture under the new rules.

As Council already applies the equity method in accounting for this investment, AASB 11 will not have any impact on the amounts recognised in its financial statements.

AASB 12 sets out the required disclosures for entities reporting under the two new standards, AASB 10 and AASB 11, and replaces the disclosure requirements currently found in AASB 127 and AASB 128.

Application of this standard by Council will not affect any of the amounts recognised in the financial statements, but will impact the type of information disclosed in relation to Council's investments.

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not remeasure its retained interest as part of ownership changes where a joint venture becomes an associate, and vice versa.

The amendments also introduce a "partial disposal" concept.

Council is still assessing the impact of these amendments.

Council does not expect to adopt the new standards before their operative date.

They would therefore be first applied in the financial statements for the annual reporting period ending 30 June 2014.

Revised AASB 119 Employee Benefits, AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) and AASB 2011-11 Amendments to AASB 119 (September 2011) arising from Reduced

Disclosure Requirements (effective 1 January 2013)

This revised standard on accounting for employee benefits requires the recognition of all re-measurements of defined benefit liabilities/assets immediately in other comprehensive income (removal of the so-called 'corridor' method) and the calculation of a net interest expense or income by applying the discount rate to the net defined benefit liability or asset.

This replaces the expected return on plan assets that is currently included in profit or loss.

The standard also introduces a number of additional disclosures for defined benefit liabilities/assets and could affect the timing of the recognition of termination benefits.

The amendments will have to be implemented retrospectively.

Council does not recognise defined benefit assets and liabilities for the reasons set out in paragraph (v) (iii) and so these changes will not have an impact on its reported results.

Not applicable to Local Government per se;

AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009–2011 Cycle (effective 1 January 2013)

AASB 1 - this standard clarifies that an entity can apply AASB 1 more than once. An entity can elect to apply AASB 123 from the transition date or an earlier date.

AASB 101 - clarifies that a third statement of financial position is required when the opening statement of financial position is materially affected by any adjustments.

AASB 116 - clarifies the classification of servicing equipment.

AASB 132 and Interpretation 2 - clarifies that income tax relating to distributions to holders of an equity instrument and to transaction costs of an equity

City of Canada Bay

Notes to the Financial Statements for the financial year ended 30 June 2013

Note 1. Summary of Significant Accounting Policies

transaction shall be accounted for in accordance with AASB 112 Income Taxes

AASB 134 - provides clarification about segment reporting.

The amendments arising from this standard are not expected to change the reported financial position or performance of the Council.

There are no other standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

(aa) Rounding of amounts

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

(ab) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(ac) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Notes to the Financial Statements

for the financial year ended 30 June 2013

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 & Non-current)	
	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Actual	Actual	Actual	Actual
	2013	2013	2012	2013	2013	2012	2013	2013	2012	2013	2012	2013	2012
Governance	8,827	13,030	12,147	12,947	3,045	2,418	(4,120)	9,985	9,729	-	-	317	3,055
Administration	3,306	8,172	5,780	16,178	17,906	17,529	(12,872)	(9,734)	(11,749)	8	273	97,719	79,301
Public Order & Safety	1,937	2,957	2,121	2,775	2,884	2,685	(838)	73	(564)	-	-	498	187
Health	166	155	177	280	299	272	(114)	(144)	(95)	-	3	144	127
Environment	12,922	15,322	11,599	13,307	15,427	11,245	(385)	(105)	354	2,185	155	75,326	-
Community Services & Education	1,601	1,854	1,712	2,662	2,694	2,531	(1,061)	(840)	(819)	434	325	7,884	7,384
Housing & Community Amenities	2,121	2,177	2,053	4,539	4,722	9,837	(2,418)	(2,545)	(7,784)	477	235	75,666	180,757
Recreation & Culture	5,279	7,360	6,482	11,461	13,927	10,253	(6,182)	(6,567)	(3,771)	2,487	1,181	2,089,765	2,059,834
Mining, Manufacturing & Construction	364	342	416	865	793	861	(501)	(451)	(445)	-	-	469	504
Transport & Communication	2,198	2,337	2,205	2,993	7,576	9,588	(795)	(5,239)	(7,383)	362	944	1,151,276	1,150,142
Economic Affairs	416	960	1,835	708	1,105	1,142	(292)	(145)	693	-	6	22	26
Total Functions & Activities	39,137	54,666	46,527	68,715	70,378	68,361	(29,578)	(15,712)	(21,834)	5,953	3,122	3,499,086	3,481,317
General Purpose Income ¹	34,211	36,149	34,755	-	-	-	34,211	36,149	34,755	2,562	3,107	-	-
Operating Result from Continuing Operations	73,348	90,815	81,282	68,715	70,378	68,361	4,633	20,437	12,921	8,515	6,229	3,499,086	3,481,317

1. Includes: Rates & Annual Charges (incl. Ex-Gratia), Untied General Purpose Grants & Unrestricted Interest & Investment Income.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 2(b). Council Functions / Activities - Component Descriptions

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

GOVERNANCE

Costs relating to the Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of council and policy making committees, area representation and public disclosure and compliance.

ADMINISTRATION

Corporate Support and Other Support Services (not otherwise attributed to the listed functions / activities).

PUBLIC ORDER & SAFETY

Fire protection, animal control, beach control, enforcement of local government regulations, emergency services, other.

HEALTH

Inspection, immunisations, food control, health centres, other, administration.

ENVIRONMENT

Noxious plants and insect/vermin control, other environmental protection, solid waste management, street cleaning, drainage, stormwater management.

COMMUNITY SERVICES & EDUCATION

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, Aboriginal services, other community services, education.

HOUSING & COMMUNITY AMENITIES

Housing, town planning, street lighting, other sanitation and garbage, public cemeteries, public conveniences, other community amenities.

RECREATION & CULTURE

Public libraries, museums, art galleries, community centres, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens (lakes), other sport and recreation.

MINING, MANUFACTURING & CONSTRUCTION

Building control, abattoirs, quarries & pits, other.

TRANSPORT & COMMUNICATION

Urban roads, sealed rural roads, unsealed rural roads, bridges, footpaths, aerodromes, parking areas, bus shelters and services, water transport, RTA works, other.

ECONOMIC AFFAIRS

Camping areas, caravan parks, tourism and area promotion, industrial development promotion, saleyards and markets, real estate development, commercial nurseries, other business undertakings.

City of Canada Bay

Notes to the Financial Statements for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations

\$ '000	Notes	Actual 2013	Actual 2012
(a) Rates & Annual Charges			
Ordinary Rates			
Residential		26,532	25,118
Business		4,333	4,237
Total Ordinary Rates		30,865	29,355
Special Rates			
Sustainable City Levy		-	741
Total Special Rates		-	741
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic Waste Management Services		11,378	10,230
Stormwater Management Services		681	674
Total Annual Charges		12,059	10,904
<u>TOTAL RATES & ANNUAL CHARGES</u>		<u>42,924</u>	<u>41,000</u>

Council has used 2009 year valuations provided by the NSW Valuer General in calculating its rates.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(b) User Charges & Fees			
Specific User Charges (per s.502 - Specific "actual use" charges)			
Waste Management Services (non-domestic)		521	477
Total User Charges		521	477
Other User Charges & Fees			
(i) Fees & Charges - Statutory & Regulatory Functions (per s.608)			
Building Regulation		270	285
Planning & Building Regulation		735	994
Private Works - Section 67		953	1,332
Registration Fees		24	17
Section 149 Certificates (EPA Act)		218	224
Section 603 Certificates		136	126
Section 611 Charges		53	49
Total Fees & Charges - Statutory/Regulatory		2,389	3,027
(ii) Fees & Charges - Other (incl. General User Charges) (per s.608)			
Admission & Service Fees		1,314	1,342
Aged Care		96	103
Child Care		1,278	1,175
Golf Course Fees		1,457	1,428
Halls & Meeting Rooms		275	244
Leaseback Fees - Council Vehicles		284	269
Leisure Centre		2,438	2,547
Library		11	14
Park Rents		266	278
Parking Fees		559	245
Restoration Charges		969	792
Sundry Sales		9	9
Other		2	76
Total Fees & Charges - Other		8,958	8,522
TOTAL USER CHARGES & FEES		11,868	12,026

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Interest & Investment Revenue (incl. losses)			
Interest & Dividends			
- Interest on Overdue Rates & Annual Charges (incl. Special Purpose Rates)		116	105
- Interest earned on Investments (interest & coupon payment income)		2,528	2,283
Fair Value Adjustments			
- Fair Valuation movements in Investments (at FV or Held for Trading)		881	661
<u>TOTAL INTEREST & INVESTMENT REVENUE</u>		<u>3,525</u>	<u>3,049</u>
Interest Revenue is attributable to:			
Unrestricted Investments/Financial Assets:			
Overdue Rates & Annual Charges (General Fund)		116	105
General Council Cash & Investments		2,606	2,250
Restricted Investments/Funds - External:			
Development Contributions			
- Section 94		510	530
- Voluntary Planning Agreements		293	121
Restricted Investments/Funds - Internal:			
Internally Restricted Assets		-	43
Total Interest & Investment Revenue Recognised		<u>3,525</u>	<u>3,049</u>
(d) Other Revenues			
Fair Value Adjustments - Investment Properties	14	3,686	-
Rental Income - Investment Properties	14	238	231
Rental Income - Affordable Housing	14	225	334
Rental Income - Other Council Properties		2,022	1,927
Fines - Building Compliance		55	48
Fines - Parking		2,827	2,046
Fines - Other		8	21
Legal Fees Recovery - Rates & Charges (Extra Charges)		82	126
Legal Fees Recovery - Other		2	112
Bad Debts Recovered		88	-
Commissions & Agency Fees		4	5
Diesel Rebate		6	8
Sale of Abandoned Vehicles		13	20
Sales - General		10	11
Sponsorships		49	51
Waste Management Performance Bonus		497	441
Other		62	67
<u>TOTAL OTHER REVENUE</u>		<u>9,874</u>	<u>5,448</u>

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	2013 Operating	2012 Operating	2013 Capital	2012 Capital
(e) Grants				
General Purpose (Untied)				
Financial Assistance - General Component	1,615	2,011	-	-
Financial Assistance - Local Roads Component	555	697	-	-
Pensioners' Rates Subsidies - General Component	392	399	-	-
Total General Purpose	2,562	3,107	-	-
Specific Purpose				
Pensioners' Rates Subsidies:				
- Domestic Waste Management	153	145	-	-
Community Care	674	553	-	-
Employment & Training Programs	8	45	-	-
Environmental Projects	7	109	2,025	-
Heritage & Cultural	46	50	-	-
Library	221	256	-	-
Planning	33	67	-	-
Recreation & Culture	8	42	-	-
Sport & Recreation	-	-	2,255	757
Street Lighting	158	154	-	-
Traffic Route Subsidy	27	27	-	-
Transport (Roads to Recovery)	338	-	-	290
Transport (Other Roads & Bridges Funding)	-	-	-	627
Total Specific Purpose	1,673	1,448	4,280	1,674
Total Grants	4,235	4,555	4,280	1,674
Grant Revenue is attributable to:				
- Commonwealth Funding	2,461	2,708	1,088	540
- State Funding	1,774	1,847	3,192	1,134
	4,235	4,555	4,280	1,674

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 3. Income from Continuing Operations (continued)

\$ '000	2013 Operating	2012 Operating	2013 Capital	2012 Capital
(f) Contributions				
Developer Contributions:				
(s93 & s94 - EP&A Act, s64 of the LGA):				
S 93F - Contributions using Planning Agreements	-	-	6,547	6,178
S 94 - Contributions towards amenities/services	-	-	5,400	4,638
S 94A - Fixed Development Consent Levies	-	-	1,031	1,330
Total Developer Contributions	17 -	-	12,978	12,146
Other Contributions:				
Development Assessment Contributions	105	-	-	-
Insurance Incentive Scheme Contribution	56	88	-	-
Insurance Pool Equity Contribution	-	234	-	-
Recreation & Culture	-	-	154	301
RMS Contributions (Regional Roads, Block Grant)	385	273	331	-
Transport Management Plan Contribution	-	323	-	-
Other - Environmental Contributions	50	25	-	-
Other	50	140	-	-
Total Other Contributions	646	1,083	485	301
Total Contributions	646	1,083	13,463	12,447
TOTAL GRANTS & CONTRIBUTIONS	4,881	5,638	17,743	14,121

\$ '000	Actual 2013	Actual 2012
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(g) Restrictions relating to Grants and Contributions

Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:

Unexpended at the Close of the Previous Reporting Period	19,322	11,359
add: Grants & contributions recognised in the current period but not yet spent:	17,125	10,429
less: Grants & contributions recognised in a previous reporting period now spent:	(7,756)	(2,466)
Net Increase (Decrease) in Restricted Assets during the Period	9,369	7,963
Unexpended and held as Restricted Assets	28,691	19,322
Comprising:		
- Specific Purpose Unexpended Grants	2,227	2,890
- Developer Contributions	26,464	16,432
	28,691	19,322

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 4. Expenses from Continuing Operations

\$ '000	Notes	Actual 2013	Actual 2012
(a) Employee Benefits & On-Costs			
Salaries and Wages		21,093	20,438
Travelling		16	20
Employee Leave Entitlements (ELE)		2,704	2,328
Superannuation - Guarantee Levy		1,734	1,603
Superannuation - Defined Benefit Plans		586	552
Workers' Compensation Insurance		801	700
Fringe Benefit Tax (FBT)		155	138
Payroll Tax		20	22
Training Costs (other than Salaries & Wages)		139	166
Protective Clothing		55	61
Maternity Leave		105	33
Other		103	105
Total Employee Costs		27,511	26,166
less: Capitalised Costs		(367)	(255)
<u>TOTAL EMPLOYEE COSTS EXPENSED</u>		<u>27,144</u>	<u>25,911</u>
Number of "Equivalent Full Time" Employees at year end		314	316
(b) Borrowing Costs			
(i) Interest Bearing Liability Costs			
Interest on Loans		51	94
Total Interest Bearing Liability Costs Expended		51	94
(ii) Other Borrowing Costs			
Nil			
<u>TOTAL BORROWING COSTS EXPENSED</u>		<u>51</u>	<u>94</u>

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Materials & Contracts			
Raw Materials & Consumables		2,006	1,802
Contractor & Consultancy Costs			
- Cleaning		423	324
- Golf Course Management		211	206
- Information Technology		350	517
- Leisure Centre Memberships Payment Agency		-	61
- Rate Payment Agencies		111	99
- Swimming Pool Management		150	150
- Waste Management		7,296	5,531
- Contractor & Consultancy Costs		-	8
- Other Contractor & Consultancy Costs		8,207	7,602
Auditors Remuneration ⁽¹⁾		54	54
Infringement Notice Contract Costs (SEINS)		409	304
Legal Expenses:			
- Legal Expenses: Planning & Development		213	284
- Legal Expenses: Debt Recovery		83	271
- Legal Expenses: Other		394	127
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payments ⁽²⁾		421	425
Other		52	59
<u>TOTAL MATERIALS & CONTRACTS</u>		<u>20,380</u>	<u>17,824</u>
1. Auditor Remuneration			
During the year, the following fees were incurred for services provided by the Council's Auditor (& the Auditors of other Consolidated Entities):			
(i) Audit and Other Assurance Services			
- Audit & review of financial statements: Council's Auditor		54	49
Remuneration for audit and other assurance services		<u>54</u>	<u>49</u>
(iii) Other Services			
- Section 94 Projections Review		-	5
Remuneration for other services		<u>-</u>	<u>5</u>
Total Auditor Remuneration		<u>54</u>	<u>54</u>
2. Operating Lease Payments are attributable to:			
Buildings		35	36
Computers		329	289
Other		57	100
		<u>421</u>	<u>425</u>

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Impairment Costs		Depreciation/Amortisation	
		Actual 2013	Actual 2012	Actual 2013	Actual 2012
(d) Depreciation, Amortisation & Impairment					
Plant and Equipment		-	-	695	685
Office Equipment		-	-	31	32
Furniture & Fittings		-	-	85	90
Land Improvements (depreciable) ¹		-	-	694	951
Buildings - Non Specialised		-	-	1,798	1,895
Buildings - Specialised		-	-	185	185
Other Structures ¹		-	-	1,882	2,325
Infrastructure:					
- Roads, Bridges & Footpaths ¹		-	-	3,853	5,916
- Stormwater Drainage ¹		-	-	749	1,124
Other Assets					
- Library Books		-	-	136	101
- Other		-	-	117	77
Intangible Assets	25	-	-	-	-
Total Depreciation & Impairment Costs		-	-	10,225	13,381
TOTAL DEPRECIATION & IMPAIRMENT COSTS EXPENSED		-	-	10,225	13,381

1. During the year, a review of the useful lives and residual value was conducted on these asset classes. The review resulted in a decrease in depreciation expense which more accurately reflects the assets consumption of future economic benefits.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(e) Other Expenses			
Other Expenses for the year include the following:			
Advertising		195	232
Agency Personnel		702	371
Bad & Doubtful Debts		38	-
Bank Charges		78	48
Child Care - Parent Fees		166	100
Computer Software Charges		810	750
Contributions/Levies to Other Levels of Government			
- Department of Planning Levy		149	144
- Emergency Services Levy		98	71
- NSW Fire Brigade Levy		1,298	1,269
- Waste Levy		1,893	1,322
Councillor Expenses - Mayoral Fee		37	36
Councillor Expenses - Councillors' Fees		148	153
Councillors' Expenses (incl. Mayor) - Other (excluding fees above)		8	6
Donations, Contributions & Assistance to other organisations (Section 356)			
- Meals on Wheels Volunteers		6	4
- Donations, Contributions & Assistance		311	293
Election Expenses		344	-
Electricity & Heating		839	620
Fuel & Oil		503	523
Insurance - Premiums		1,103	1,020
Insurance - Excess		167	162
Motor Vehicle Registrations		87	86
Postage		116	117
Printing & Stationery		131	158
Revaluation Decrements (Fair Valuation of Investment Properties)	14	-	613
Strata Levies		50	50
Street Lighting		1,321	1,279
Subscriptions & Publications		236	270
Telephone & Communications		359	353
Valuation Fees		101	95
Water		352	273
Other		509	584
<u>TOTAL OTHER EXPENSES</u>		<u>12,155</u>	<u>11,002</u>

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 5. Gains or Losses from the Disposal of Assets

\$ '000	Notes	Actual 2013	Actual 2012
Property (excl. Investment Property)			
Proceeds from Disposal - Property		4	4
less: Carrying Amount of Property Assets Sold / Written Off		-	-
Net Gain/(Loss) on Disposal		4	4
Plant & Equipment			
Proceeds from Disposal - Plant & Equipment		639	844
less: Carrying Amount of P&E Assets Sold / Written Off		(731)	(997)
Net Gain/(Loss) on Disposal		(92)	(153)
Infrastructure			
Proceeds from Disposal - Infrastructure		-	-
less: Carrying Amount of Infrastructure Assets Sold / Written Off		(335)	-
Net Gain/(Loss) on Disposal		(335)	-
Financial Assets*			
Proceeds from Disposal / Redemptions / Maturities - Financial Assets		2,006	649
less: Carrying Amount of Financial Assets Sold / Redeemed / Matured		(2,006)	(649)
Net Gain/(Loss) on Disposal		-	-
<u>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</u>		<u>(423)</u>	<u>(149)</u>

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 6a. - Cash Assets and Note 6b. - Investments

\$ '000	Notes	2013	2013	2012	2012
		Actual Current	Actual Non Current	Actual Current	Actual Non Current
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		1,568	-	669	-
Cash-Equivalent Assets ¹					
- Deposits at Call		1,962	-	3,663	-
- Short Term Deposits		25,766	-	28,524	-
Total Cash & Cash Equivalents		29,296	-	32,856	-
Investments (Note 6b)					
- Long Term Deposits		25,000	1,000	11,750	-
- Equity Linked Notes		-	-	988	-
- NCD's, FRN's (with Maturities > 3 months)		-	500	-	-
- CDO's		-	-	137	-
Total Investments		25,000	1,500	12,875	-
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS		54,296	1,500	45,731	-

¹ Those Investments where time to maturity (from 30 June) is < 3 mths.

Cash, Cash Equivalents & Investments were classified at year end in accordance with AASB 139 as follows:

Cash & Cash Equivalents

a. "At Fair Value through the Profit & Loss"		29,296	-	32,856	-
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Investments

a. "At Fair Value through the Profit & Loss"					
- "Held for Trading"	6(b-i)	-	-	1,125	-
b. "Held to Maturity"	6(b-ii)	25,000	1,500	11,750	-
Investments		25,000	1,500	12,875	-

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 6b. Investments (continued)

\$ '000	2013 Actual Current	2013 Actual Non Current	2012 Actual Current	2012 Actual Non Current
Note 6(b-i)				
Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	1,125	-	1,113	-
Revaluations (through the Income Statement)	881	-	661	-
Disposals (sales & redemptions)	(2,006)	-	(649)	-
Balance at End of Year	-	-	1,125	-
Comprising:				
- Equity Linked Notes	-	-	988	-
- CDO's	-	-	137	-
Total	-	-	1,125	-
Note 6(b-ii)				
Reconciliation of Investments classified as "Held to Maturity"				
Balance at the Beginning of the Year	11,750	-	10,306	-
Additions	13,250	1,500	1,444	-
Balance at End of Year	25,000	1,500	11,750	-
Comprising:				
- Long Term Deposits	25,000	1,000	11,750	-
- NCD's, FRN's (with Maturities > 3 months)	-	500	-	-
Total	25,000	1,500	11,750	-
Note 6(b-iii)				
Reconciliation of Investments classified as "Loans & Receivables"				
Nil				
Note 6(b-iv)				
Reconciliation of Investments classified as "Available for Sale"				
Nil				

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details

\$ '000	2013	2013	2012	2012
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Total Cash, Cash Equivalents and Investments	54,296	1,500	45,731	-
attributable to:				
External Restrictions (refer below)	34,248	1,500	25,954	-
Internal Restrictions (refer below)	12,795	-	10,790	-
Unrestricted	7,253	-	8,987	-
	54,296	1,500	45,731	-

2013	Opening	Transfers to	Transfers from	Closing
\$ '000	Balance	Restrictions	Restrictions	Balance

Details of Restrictions

External Restrictions - Included in Liabilities

Nil

External Restrictions - Other

Developer Contributions - General (D)	16,432	13,781	(3,749)	26,464
Specific Purpose Unexpended Grants (F)	2,890	-	(663)	2,227
Domestic Waste Management (G)	5,394	2,540	(1,501)	6,433
Stormwater Management (G)	448	680	(629)	499
Sustainability Levy (G)	790	-	(665)	125
External Restrictions - Other	25,954	17,001	(7,207)	35,748
Total External Restrictions	25,954	17,001	(7,207)	35,748

D Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).

F Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1)

G Water, Sewerage, Domestic Waste Management (DWM) & other Special Rates/Levies/Charges are externally restricted assets and must be applied for the purposes for which they were raised.

City of Canada Bay

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details (continued)

2013 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Internal Restrictions				
Plant & Vehicle Replacement	569	751	(614)	706
Infrastructure Replacement	-	391	(301)	90
Employees Leave Entitlement	1,532	174	-	1,706
Carry Over Works	690	852	(530)	1,012
Deposits, Retentions & Bonds	-	850	-	850
Affordable Housing	689	452	(11)	1,130
Building Reserve	242	100	(115)	227
Concord Library and Childcare Centre	290	114	(7)	397
Concord Oval	184	-	-	184
Drummoyne Oval Lights Reserve	43	177	(43)	177
Election of Councillors	450	-	(345)	105
Financial Assistance Grant Advance Payment	1,099	1,130	(1,099)	1,130
Financial Sustainability	2,462	1,566	(1,355)	2,673
Five Dock Leisure Centre	197	76	-	273
Investment Fund	1,283	118	(74)	1,327
Massey Park Golf Course	69	10	-	79
Rhodes Traffic Management Reserve	325	-	(239)	86
Risk Management Reserve	234	54	(111)	177
Strathfield Triangle Reserve	-	34	-	34
Workers Compensation	432	-	-	432
Total Internal Restrictions	10,790	6,849	(4,844)	12,795
TOTAL RESTRICTIONS	36,744	23,850	(12,051)	48,543

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 7. Receivables

\$ '000	Notes	2013		2012	
		Current	Non Current	Current	Non Current
Purpose					
Rates & Annual Charges		814	19	838	26
Interest & Extra Charges		74	17	54	29
User Charges & Fees		375	-	316	-
Private Works		347	-	74	-
Accrued Revenues					
- Interest on Investments		388	-	496	-
Employee Advances		41	-	39	-
General Debtors		783	-	437	-
Government Grants & Subsidies		936	-	738	-
Infringements		744	-	658	-
Loans to Non Profit Organisations		50	-	54	-
Property Leases		103	-	107	-
Net GST Receivable		449	-	447	-
Road Restorations		656	-	634	-
Other Debtors		16	-	-	-
Total		5,776	36	4,892	55
less: Provision for Impairment					
Other Debtors		(149)	-	(224)	-
Total Provision for Impairment - Receivables		(149)	-	(224)	-
<u>TOTAL NET RECEIVABLES</u>		<u>5,627</u>	<u>36</u>	<u>4,668</u>	<u>55</u>
Externally Restricted Receivables					
Domestic Waste Management		336	-	306	-
Stormwater Management		28	-	27	-
- Environmental Levy		-	-	1	-
- Sustainability Levy		2	-	16	-
Total External Restrictions		366	-	350	-
Internally Restricted Receivables					
- Affordable Housing *		296	-	283	-
Internally Restricted Receivables		296	-	283	-
Unrestricted Receivables		4,965	36	4,035	55
TOTAL NET RECEIVABLES		5,627	36	4,668	55

* Comprising \$240K disclosed in Government Grants and Subsidies and \$56K disclosed in General Debtors.

Notes on Debtors above:

- (i) Rates & Annual Charges Outstanding are secured against the property.
- (ii) Doubtful Rates Debtors are provided for where the value of the property is less than the debt outstanding. An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates & charges at 10.00% (2012 11.00%). Generally all other receivables are non interest bearing.
- (iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

City of Canada Bay

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 8. Inventories & Other Assets

\$ '000	Notes	2013		2012	
		Current	Non Current	Current	Non Current
Inventories					
Stores & Materials		63	-	40	-
Total Inventories		63	-	40	-
Other Assets					
Prepayments		754	-	349	-
Total Other Assets		754	-	349	-
TOTAL INVENTORIES/OTHER ASSETS		817	-	389	-

Externally Restricted Assets

There are no restrictions applicable to the above assets.

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 9a. Infrastructure, Property, Plant & Equipment

\$ '000	as at 30/6/2012					Asset Movements during the Reporting Period						as at 30/6/2013				
	At	At	Accumulated		Carrying	Asset Additions	WDV of Asset Disposals	Depreciation Expense	WIP Transfers	Adjustments & Transfers (refer 20c)	Revaluation Increments to Equity (ARR)	At	At	Accumulated		Carrying
	Cost	Fair Value	Dep'n	Impairment	Value							Cost	Fair Value	Dep'n	Impairment	Value
Capital Work in Progress	2,680	-	-	-	2,680	1,096	-	-	(2,408)	-	-	1,368	-	-	-	1,368
Plant & Equipment	-	6,673	2,375	-	4,298	1,249	(731)	(695)	-	24	-	-	6,772	2,627	-	4,145
Office Equipment	-	1,215	972	-	243	-	-	(31)	-	-	-	-	1,215	1,003	-	212
Furniture & Fittings	-	1,145	639	-	506	38	-	(85)	-	-	-	-	1,183	724	-	459
Land:																
- Operational Land	-	39,499	-	-	39,499	-	-	-	-	20,443	2,438	-	62,380	-	-	62,380
- Community Land	-	2,055,555	-	-	2,055,555	-	-	-	-	(20,443)	-	-	2,035,112	-	-	2,035,112
- Land under Roads (pre 1/7/08)	-	895,327	-	-	895,327	-	-	-	-	-	-	-	895,327	-	-	895,327
- Land under Roads (post 30/6/08)	-	8,650	-	-	8,650	-	-	-	-	-	-	-	8,650	-	-	8,650
Land Improvements - depreciable	-	30,653	6,682	-	23,971	2,630	(56)	(694)	285	(24)	-	-	33,450	7,338	-	26,112
Buildings - Non Specialised	-	83,600	31,854	-	51,746	678	-	(1,798)	68	8,773	(5,640)	-	105,570	51,743	-	53,827
Buildings - Specialised	-	6,622	4,184	-	2,438	-	-	(185)	-	(267)	1,012	-	9,906	6,908	-	2,998
Other Structures	-	134,478	89,052	-	45,426	5,267	(279)	(1,882)	1,405	(8,832)	-	-	128,527	87,422	-	41,105
Infrastructure:																
- Roads, Bridges, Footpaths	-	327,106	100,251	-	226,855	3,942	-	(3,853)	444	-	-	-	331,492	104,104	-	227,388
- Stormwater Drainage	-	109,188	52,779	-	56,409	178	-	(749)	187	-	-	-	109,553	53,528	-	56,025
Other Assets:																
- Library Books	-	2,528	1,954	-	574	353	-	(136)	-	-	-	-	2,880	2,089	-	791
- Other	-	1,760	592	-	1,168	229	-	(117)	19	-	-	-	2,005	706	-	1,299
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIP.	2,680	3,703,999	291,334	-	3,415,345	15,660	(1,066)	(10,225)	-	(326)	(2,190)	1,368	3,734,022	318,192	-	3,417,198

Additions to Depreciable Land Improvements, Buildings, Other Structures & Infrastructure Assets are made up of Asset Renewals (\$5.908M) and New Assets (\$6.787M). Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

City of Canada Bay

Notes to the Financial Statements for the financial year ended 30 June 2013

Note 9b. Externally Restricted Infrastructure, Property, Plant & Equipment

\$ '000

Council has no Externally Restricted Infrastructure, Property, Plant & Equipment.

Note 9c. Infrastructure, Property, Plant & Equipment - Current Year Impairments

Council has recognised no impairment losses during the reporting period nor reversed any prior period losses.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 10a. Payables, Borrowings & Provisions

\$ '000	Notes	2013		2012	
		Current	Non Current	Current	Non Current
Payables					
Goods & Services - operating expenditure		2,069	-	3,294	-
Goods & Services - capital expenditure		137	-	-	-
Payments Received In Advance		397	-	589	-
Accrued Expenses:					
- Salaries & Wages		681	-	587	-
- Other Expenditure Accruals		1,159	-	170	-
Security Bonds, Deposits & Retentions		8,355	-	8,400	-
Total Payables		12,798	-	13,040	-
Borrowings					
Loans - Secured ¹		368	-	780	368
Total Borrowings		368	-	780	368
Provisions					
Employee Benefits;					
Annual Leave		2,320	-	1,977	-
Sick Leave		368	-	355	-
Long Service Leave		5,522	320	4,874	454
Sub Total - Aggregate Employee Benefits		8,210	320	7,206	454
Self Insurance - Other		57	-	57	-
Total Provisions		8,267	320	7,263	454
Total Payables, Borrowings & Provisions		21,433	320	21,083	822
 (i) Liabilities relating to Restricted Assets					
		2013		2012	
		Current	Non Current	Current	Non Current
Externally Restricted Assets					
Domestic Waste Management		730	-	598	-
Liabilities relating to externally restricted assets		730	-	598	-
Internally Restricted Assets					
Nil					
Total Liabilities relating to restricted assets		730	-	598	-
Total Liabilities relating to Unrestricted Assets		20,703	320	20,485	822
TOTAL PAYABLES, BORROWINGS & PROVISIONS		21,433	320	21,083	822

¹. Loans are secured over the General Rating Income of Council

Disclosures on Liability Interest Rate Risk Exposures, Fair Value Disclosures & Security can be found in Note 15.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 10a. Payables, Borrowings & Provisions (continued)

\$ '000	Actual 2013	Actual 2012
(ii) Current Liabilities not anticipated to be settled within the next 12 months		
The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employees Benefits	5,500	4,939
Payables - Security Bonds, Deposits & Retentions	5,000	5,000
	10,500	9,939

Note 10b. Description of and movements in Provisions

Class of Provision	2012		2013			
	Opening Balance as at 1/7/12	Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting	Unused amounts reversed	Closing Balance as at 30/6/13
Annual Leave	1,977	1,822	(1,479)	-	-	2,320
Sick Leave	355	13	-	-	-	368
Long Service Leave	5,328	869	(355)	-	-	5,842
Self Insurance	57	-	-	-	-	57
TOTAL	7,717	2,704	(1,834)	-	-	8,587

- a. Employees Leave Entitlements & On-Costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.
- b. Self Insurance Provisions represent both (i) Claims Incurred but Not reported and (ii) Claims Reported & Estimated as a result of Council's being a self insurer up to certain levels of Excess.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 11. Statement of Cash Flows - Additional Information

\$ '000	Notes	Actual 2013	Actual 2012
(a) Reconciliation of Cash Assets			
Total Cash & Cash Equivalent Assets	6a	29,296	32,856
Less Bank Overdraft	10	-	-
BALANCE as per the STATEMENT of CASH FLOWS		29,296	32,856
(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities			
Net Operating Result from Income Statement		20,437	12,921
Adjust for non cash items:			
Depreciation & Amortisation		10,225	13,381
Net Losses/(Gains) on Disposal of Assets		423	149
Non Cash Capital Grants and Contributions		-	(3,144)
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:			
- Investments classified as "At Fair Value" or "Held for Trading"		(881)	(661)
- Investment Properties		(3,686)	613
+/- Movement in Operating Assets and Liabilities & Other Cash Items:			
Decrease/(Increase) in Receivables		(865)	(945)
Increase/(Decrease) in Provision for Doubtful Debts		(75)	(46)
Decrease/(Increase) in Inventories		(23)	(11)
Decrease/(Increase) in Other Assets		(405)	234
Increase/(Decrease) in Payables		(1,225)	(136)
Increase/(Decrease) in other accrued Expenses Payable		1,083	165
Increase/(Decrease) in Other Liabilities		(237)	926
Increase/(Decrease) in Employee Leave Entitlements		870	775
NET CASH PROVIDED FROM/(USED IN) OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS		25,641	24,221

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 11. Statement of Cash Flows - Additional Information (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Non-Cash Investing & Financing Activities			
S94 Contributions "in kind"		-	2,524
S93F Property Contributions		-	620
Total Non-Cash Investing & Financing Activities		-	3,144
(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
Amounts utilised as at Balance Date:			
- Credit Cards / Purchase Cards		72	18
Total Financing Arrangements Utilised		72	18

1. The Bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.
Interest rates on overdrafts are Interest Rates on Loans & Other Payables are disclosed in Note 15.

(ii) Secured Loan Liabilities

Loans are secured by a mortgage over future years Rate Revenue only.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 12. Commitments for Expenditure

\$ '000	Notes	Actual 2013	Actual 2012
(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 & Equipment			
Buildings		2,737	1,665
Recreational Projects		2,242	5,011
Roads, Bridges & Footpaths		7,501	3,906
Stormwater Drainage		3,132	366
Total Commitments		15,612	10,948
These expenditures are payable as follows:			
Within the next year		15,612	10,948
Total Payable		15,612	10,948
Sources for Funding of Capital Commitments:			
Unrestricted General Funds		1,963	589
Future Grants & Contributions		3,544	1,339
Sect 64 & 94 Funds/Reserves		6,513	5,032
Externally Restricted Reserves		2,860	2,220
Internally Restricted Reserves		732	1,768
Total Sources of Funding		15,612	10,948

(b) Finance Lease Commitments

Nil

(c) 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	260	120
Later than one year and not later than 5 years	578	113
Later than 5 years	-	-
Total Non Cancellable Operating Lease Commitments	838	233

b. Non Cancellable Operating Leases include the following assets:

Computers and Office Equipment

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.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 13a(i). Statement of Performance Measurement - Indicators (Consolidated)

\$ '000	Amounts	Indicator	Prior Periods	
	2013	2013	2012	2011
Local Government Industry Indicators - Consolidated				
1. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	<u>26,126</u>	2.56 : 1	2.32	2.00
Current Liabilities less Specific Purpose Liabilities ^(2,3)	<u>10,203</u>			
2. Debt Service Ratio				
Debt Service Cost	<u>831</u>	1.17%	1.28%	1.39%
Income from Continuing Operations (excl. Capital Items & Specific Purpose Grants/Contributions)	<u>70,753</u>			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	<u>42,924</u>	47.27%	50.26%	53.17%
Income from Continuing Operations	<u>90,815</u>			
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	<u>924</u>	2.10%	2.25%	2.20%
Rates, Annual & Extra Charges Collectible	<u>44,069</u>			
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁴⁾	<u>5,908</u>	89.72%	40.04%	65.25%
Depreciation, Amortisation & Impairment	<u>6,585</u>			

Notes

⁽¹⁾ Refer Notes 6-8 inclusive.

Also excludes any Real Estate & Land for resale not expected to be sold in the next 12 months

⁽²⁾ Refer to Note 10(a).

⁽³⁾ Refer to Note 10(a)(ii) - excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

⁽⁴⁾ Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Asset Renewals include building and infrastructure assets only.

City of Canada Bay

Notes to the Financial Statements
for the financial year ended 30 June 2013

Note 13a(ii). Local Government Industry Indicators - Graphs (Consolidated)

<p>1. Unrestricted Current Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio : 1</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>1.63</td> </tr> <tr> <td>2011</td> <td>2.00</td> </tr> <tr> <td>2012</td> <td>2.32</td> </tr> <tr> <td>2013</td> <td>2.56</td> </tr> </tbody> </table>	Year	Ratio : 1	2010	1.63	2011	2.00	2012	2.32	2013	2.56	<p>Purpose of Unrestricted Current Ratio</p> <p>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 2.56 : 1</p> <p>The Unrestricted Current Ratio remains better than the industry benchmark of 1.50 and the DLG's preferred target of 2.0. The ratio is projected to be maintained above 2.0 for the duration of the current Long Term Financial Plan.</p>
Year	Ratio : 1											
2010	1.63											
2011	2.00											
2012	2.32											
2013	2.56											
<p>2. Debt Service Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>1.57%</td> </tr> <tr> <td>2011</td> <td>1.39%</td> </tr> <tr> <td>2012</td> <td>1.28%</td> </tr> <tr> <td>2013</td> <td>1.17%</td> </tr> </tbody> </table>	Year	Ratio %	2010	1.57%	2011	1.39%	2012	1.28%	2013	1.17%	<p>Purpose of Debt Service Ratio</p> <p>To assess the impact of loan principal & interest repayments on the discretionary revenue of council.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 1.17%</p> <p>Trend reflects decreasing loan servicing costs as a proportion of income (as per definition included in 13a(i) due to continued repayment of debt. A further \$780,000 of debt was repaid during 2013 resulting in outstanding loans as at 30 June 2013 of \$368,000.</p>
Year	Ratio %											
2010	1.57%											
2011	1.39%											
2012	1.28%											
2013	1.17%											
<p>3. Rates & Annual Charges Coverage Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>49.67%</td> </tr> <tr> <td>2011</td> <td>53.17%</td> </tr> <tr> <td>2012</td> <td>50.26%</td> </tr> <tr> <td>2013</td> <td>47.27%</td> </tr> </tbody> </table>	Year	Ratio %	2010	49.67%	2011	53.17%	2012	50.26%	2013	47.27%	<p>Purpose of Rates & Annual Charges Coverage Ratio</p> <p>To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 47.27%</p> <p>This ratio over the last four years has averaged 50.59%. It reflects the proportion of rates and annual charges to total income for the year.</p>
Year	Ratio %											
2010	49.67%											
2011	53.17%											
2012	50.26%											
2013	47.27%											
<p>4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>2.43%</td> </tr> <tr> <td>2011</td> <td>2.20%</td> </tr> <tr> <td>2012</td> <td>2.25%</td> </tr> <tr> <td>2013</td> <td>2.10%</td> </tr> </tbody> </table>	Year	Ratio %	2010	2.43%	2011	2.20%	2012	2.25%	2013	2.10%	<p>Purpose of Rates & Annual Charges Outstanding Ratio</p> <p>To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 2.10%</p> <p>This result is within Council's target of 3% and is significantly better than the industry benchmark of 5%. The average over the last 4 years is 2.25%</p>
Year	Ratio %											
2010	2.43%											
2011	2.20%											
2012	2.25%											
2013	2.10%											
<p>5. Building & Infrastructure Renewals Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>55.38%</td> </tr> <tr> <td>2011</td> <td>65.25%</td> </tr> <tr> <td>2012</td> <td>40.04%</td> </tr> <tr> <td>2013</td> <td>89.72%</td> </tr> </tbody> </table>	Year	Ratio %	2010	55.38%	2011	65.25%	2012	40.04%	2013	89.72%	<p>Purpose of Asset Renewals Ratio</p> <p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.</p>	<p>Commentary on 2012/13 Result</p> <p>2012/13 Ratio 89.72%</p> <p>Council's Resourcing Strategy plans for the allocation of additional funds for infrastructure renewal over the next ten years. This increased investment will improve the ratio towards the 100% benchmark. This additional expenditure should reduce the infrastructure backlog and ongoing maintenance costs.</p>
Year	Ratio %											
2010	55.38%											
2011	65.25%											
2012	40.04%											
2013	89.72%											

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 14. Investment Properties

\$ '000	Notes	Actual 2013	Actual 2012
(a) Investment Properties at Fair value			
<u>Investment Properties on Hand</u>		<u>18,815</u>	<u>15,129</u>
Reconciliation of Annual Movement:			
Opening Balance		15,129	15,742
- Net Gain/(Loss) from Fair Value Adjustments		3,686	(613)
CLOSING BALANCE - INVESTMENT PROPERTIES		<u>18,815</u>	<u>15,129</u>

(b) Valuation Basis

The basis of valuation of Investment Properties is Fair Value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

The 2013 revaluations were based on Independent Assessments made by:
Liquid Pacific Valuers. Principal Valuer - Martin Burns, certified and chartered practicing valuer .

(c) Contractual Obligations at Reporting Date

Refer to Note 12 for disclosures relating to any Capital and Service obligations that have been contracted.

(d) Investment Property Income & Expenditure - summary

Rental Income from Investment Properties:			
- Minimum Lease Payments		238	231
Direct Operating Expenses on Investment Properties:			
- that generated rental income		(41)	(38)
Net Revenue Contribution from Investment Properties		197	193
plus:			
Fair Value Movement for year		3,686	(613)
Total Income attributable to Investment Properties		<u>3,883</u>	<u>(420)</u>

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management

\$ '000

Risk Management

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

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

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

Financial risk management is carried out by Council's Finance Section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's Financial Assets & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2013	2012	2013	2012
Financial Assets				
Cash and Cash Equivalents	29,296	32,856	29,296	32,856
Investments				
- "Held for Trading"	-	1,125	-	1,125
- "Held to Maturity"	26,500	11,750	26,500	11,750
Receivables	5,663	4,723	5,663	4,723
Total Financial Assets	61,459	50,454	61,459	50,454
Financial Liabilities				
Payables	12,401	12,451	12,401	12,451
Loans / Advances	368	1,148	368	1,091
Total Financial Liabilities	12,769	13,599	12,769	13,542

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates mkt value.
- **Borrowings & Held to Maturity Investments** - are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified (i) **"at fair value through profit & loss"** or (ii) **Available for Sale** - are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management (continued)

\$ '000

(a) Fair Value Measurements

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

AASB 7 Financial Instruments: Disclosures, requires the disclosure of how fair valuations have been arrived at for all financial assets and financial liabilities that have been measured at fair value.

Arriving at fair values for financial assets & liabilities can be broken up into 3 distinct measurement hierarchies:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices)

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

The following table presents the financial assets and financial liabilities that have been measured & recognised at fair values:

2013	Level 1	Level 2	Level 3	Total
Financial Assets				
Investments				
- "Held for Trading"	-	-	-	-
Total Financial Assets	-	-	-	-
2012	Level 1	Level 2	Level 3	Total
Financial Assets				
Investments				
- "Held for Trading"	988	137	-	1,125
Total Financial Assets	988	137	-	1,125

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management (continued)

\$ '000

(b) Cash & Cash Equivalents, Financial assets 'at fair value through the profit & Loss' "Available-for-sale" financial assets & "Held-to-maturity" Investments

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

Council's Finance area manages the Cash & Investments portfolio with the assistance of independent advisors.

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and it's staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The major risk associated with Investments is 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.

Cash & Investments are also subject to interest rate risk - the risk that movements in interest rates could affect returns and income.

A further risk associated with Cash & Investments is 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.

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

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

	Increase of Values/Rates		Decrease of Values/Rates	
	Profit	Equity	Profit	Equity
2013				
Possible impact of a 10% movement in Market Values	-	-	-	-
Possible impact of a 1% movement in Interest Rates	558	558	(558)	(558)
2012				
Possible impact of a 10% movement in Market Values	112	112	(112)	(112)
Possible impact of a 1% movement in Interest Rates	446	446	(446)	(446)

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management (continued)

\$ '000

(c) Receivables

Council's major receivables comprise **(i)** Rates & Annual charges and **(ii)** User Charges & Fees.

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

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

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

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

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

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

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

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

	2013	2013	2012	2012
	Rates & Annual Charges	Other Receivables	Rates & Annual Charges	Other Receivables
(i) Ageing of Receivables				
Current (not yet overdue)	-	3,459	-	3,121
Past due by up to 30 days	532	469	624	399
Past due between 31 and 180 days	100	757	103	360
Past due between 181 and 365 days	60	48	90	93
Past due by more than 1 year	141	246	47	110
	<u>833</u>	<u>4,979</u>	<u>864</u>	<u>4,083</u>

(ii) Movement in Provision for Impairment of Receivables

	2013	2012
Balance at the beginning of the year	224	270
+ new provisions recognised during the year	38	140
- amounts already provided for & written off this year	(25)	(51)
- amounts provided for but recovered during the year	(88)	(135)
Balance at the end of the year	<u>149</u>	<u>224</u>

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 15. Financial Risk Management (continued)

\$ '000

(d) Payables & Borrowings

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

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

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

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the Liquidity Table below:

\$ '000	Subject to no maturity	payable in:						Total Cash Outflows	Actual Carrying Values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2013									
Trade/Other Payables	8,355	4,046	-	-	-	-	-	12,401	12,401
Loans & Advances	-	380	-	-	-	-	-	380	368
Total Financial Liabilities	8,355	4,426	-	-	-	-	-	12,781	12,769
2012									
Trade/Other Payables	8,400	4,051	-	-	-	-	-	12,451	12,451
Loans & Advances	-	831	380	-	-	-	-	1,211	1,148
Total Financial Liabilities	8,400	4,882	380	-	-	-	-	13,662	13,599

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs & debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities & interest rate structures.

The following interest rates were applicable to Council's Borrowings at balance date:

	2013		2012	
	Carrying Value	Average Interest Rate	Carrying Value	Average Interest Rate
Trade/Other Payables	12,401	0.0%	12,451	0.0%
Loans & Advances - Fixed Interest Rate	368	6.3%	1,148	6.0%
	<u>12,769</u>		<u>13,599</u>	

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 16. Material Budget Variations

\$ '000

Council's Original Financial Budget for 12/13 was adopted by the Council on 05 June 2012.

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

This Note sets out the details of MATERIAL VARIATIONS between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

Note that for Variations* of Budget to Actual :

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

F = Favourable Budget Variation, **U** = Unfavourable Budget Variation

\$ '000	2013 Budget	2013 Actual	2013 ----- Variance* -----	
REVENUES				
Rates & Annual Charges	42,561	42,924	363	1% F
User Charges & Fees	10,584	11,868	1,284	12% F
* Private works income for the year was originally budgetted for at \$405K. Actual Income of \$952K exceeded budget by \$547K. Majority of work relates to Ausgrid and Sydney Water Restorations outside of local government area.				
* Road Resoration Projects income for the year originally budgetted for at \$501K. Actual income of \$969K exceeded budget by \$468K. Majority of work relates to Ausgrid and Sydney Water Restorations.				
Interest & Investment Revenue	1,917	3,525	1,608	84% F
* Fair valuation movements in investments in the amount of \$881K was not budgetted for.				
* Interest on Investment income for the year was originally budgetted for at \$1.818M. Actual income of \$2.528M exceeded budget by \$710K.				
* Interest on Overdue Rates budgetted for at \$99K. Actual income of \$115K received exceeding budget by \$16K.				
Other Revenues	4,991	9,874	4,883	98% F
* Income from Parking Fines budgetted at \$1.8M. Actual income of \$2.8M accounts for the majority of the variance.				
Operating Grants & Contributions	3,108	4,881	1,773	57% F
* Advance payment of part of the 2013/14 Financial Assistance Grant was received in June 2013. The unanticipated amount of \$1.1M has been internally reserved. The funds will be utilised in the 2013/14 financial year.				
Capital Grants & Contributions	10,187	17,743	7,556	74% F
* The timing of receipt of Section 94 Developer Contributions along with payments in accordance with Voluntary Planning Contributions is difficult to anticipate. \$12.372M was received in 2013 of which \$8.776M was included in the Original Budget. The budget variation of \$3.596M is held in the Developer Contributions Reserve.				

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 16. Material Budget Variations (continued)

\$ '000	2013 Budget	2013 Actual	2013 Variance*		
EXPENSES					
Employee Benefits & On-Costs	28,199	27,144	1,055	4%	F
Borrowing Costs	55	51	4	7%	F
Materials & Contracts	19,934	20,380	(446)	(2%)	U
* Legal expenditure variance the result of legal matters not anticipated at time of Budget preparation. Variation amounts to \$233K.					
* Private works expenditure for the year was originally budgetted for at \$208K. Actual expenditure of \$611K exceeded budget by \$403K and is offset by additional private works income disclosed in "User Charges and Fees"					
* Road Resoration Projects expenditure for the year originally budgetted for at \$310K. Actual expenditure of \$759K exceeded budget by \$449K and is offset by additional resoration income disclosed in "User Charges and Fees" variations noted above.					
Depreciation & Amortisation	10,076	10,225	(149)	(1%)	U
* The revaluation to fair value of infrastructure road assets and other structures has had a greater than budgetted impact on depreciation for 2012/13.					
Other Expenses	10,451	12,155	(1,704)	(16%)	U
Net Losses from Disposal of Assets	-	423	(423)	0%	U
* Carrying value of \$279K for flood lights at Drummoyne Oval, Taplin Park and Goddard Oval written off as a result of asset replacement and upgrade.					
* Net loss on sale of property, plant and equipment amounting to \$89K not anticipated at time of budget preparation.					

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

Cash Flows from Operating Activities	17,678	25,641	7,963	45.0%	F
* The original budget did not account for the favourable cash flows as detailed in the explanations provided above for "User Charges and Fees", "Interest and Investment Income (excluding the impact of the non-cash fair valuation movements)", "Other Revenues", and "Operating and Capital Grants and Contributions".					
Cash Flows from Investing Activities	(15,924)	(28,421)	(12,497)	78.5%	U
* Greater than anticipated purchase of term deposit investments with maturities greater than 90 days. Overall total Cash and Investments as at 30 June have increased from \$46M to \$56M.					
Cash Flows from Financing Activities	(810)	(780)	30	(3.7%)	F

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 17. Statement of Developer Contributions

\$ '000

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	2,753	1,074	-	112	(114)	-	3,825	1,731	(5,556)	-	-
Parking	144	-	-	4	(18)	-	130	187	(317)	-	-
Open Space	5,830	2,464	-	200	(1,461)	-	7,033	8,365	(15,398)	-	-
Community Facilities	5,203	1,751	-	186	(324)	-	6,816	5,897	(12,713)	-	-
Other	-	111	-	2	-	-	113	1,006	(1,119)	-	-
S94 Contributions - under a Plan	13,930	5,400	-	504	(1,917)	-	17,917	17,186	(35,103)	-	-
S94A Levies - under a Plan	209	1,031	-	6	(1,040)	-	206				
Total S94 Revenue Under Plans	14,139	6,431	-	510	(2,957)	-	18,123				
S93F Planning Agreements	2,293	6,547	-	293	(792)	-	8,341	10,500	(18,841)	-	-
Total Contributions	16,432	12,978	-	803	(3,749)	-	26,464	27,686	(53,944)	-	-

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 17. Statement of Developer Contributions (continued)

\$ '000

S94 CONTRIBUTIONS - UNDER A PLAN

CONTRIBUTION PLAN - Concord Area (General)

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	335	416	-	18	(114)	-	655	-	(655)	-	-
Open Space	659	779	-	40	(55)	-	1,423	-	(1,423)	-	-
Community Facilities	1,036	(279)	-	21	(4)	-	774	-	(774)	-	-
Total	2,030	916	-	79	(173)	-	2,852	-	(2,852)	-	-

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	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	2,292	649	-	92	-	-	3,033	504	(3,537)	-	-
Parking	60	-	-	2	-	-	62	-	(62)	-	-
Open Space	4,880	1,228	-	147	(1,406)	-	4,849	1,548	(6,397)	-	-
Community Facilities	4,114	1,207	-	158	(320)	-	5,159	1,548	(6,707)	-	-
Total	11,346	3,084	-	399	(1,726)	-	13,103	3,600	(16,703)	-	-

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	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	126	9	-	2	-	-	137	1,227	(1,364)	-	-
Parking	21	-	-	-	-	-	21	187	(208)	-	-
Open Space	291	457	-	13	-	-	761	6,817	(7,578)	-	-
Community Facilities	53	217	-	4	-	-	274	2,457	(2,731)	-	-
Other	-	111	-	2	-	-	113	1,006	(1,119)	-	-
Total	491	794	-	21	-	-	1,306	11,694	(13,000)	-	-

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 17. Statement of Developer Contributions (continued)

\$ '000

S94 CONTRIBUTIONS - UNDER A PLAN

CONTRIBUTION PLAN - Drummoyne Area

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Community Facilities	-	1	-	-	-	-	1	-	(1)	-	-
Parking - Victoria Road	63	-	-	2	(18)	-	47	-	(47)	-	-
Total	63	1	-	2	(18)	-	48	-	(48)	-	-

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	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Community Facilities	-	605	-	3	-	-	608	1,892	(2,500)	-	-
Total	-	605	-	3	-	-	608	1,892	(2,500)	-	-

S94A LEVIES - UNDER A PLAN

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Community Facilities	209	1,031	-	6	(1,040)	-	206	1,152	(1,491)	-	-
Total	209	1,031	-	6	(1,040)	-	206				-

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 17. Statement of Developer Contributions (continued)

\$ '000

S93F 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	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Strathfield Triange	346	128	-	14	-	-	488	-	(488)	-	-
Drummoyne General	91	(91)	-	-	-	-	-	-	-	-	-
Rhodes General	1,007	5,654	-	118	(716)	-	6,063	10,500	(16,563)	-	-
Concord General	113	(113)	-	-	-	-	-	-	-	-	-
Canada Bay General	736	969	-	161	(76)	-	1,790	-	(1,790)	-	-
Total	2,293	6,547	-	293	(792)	-	8,341	10,500	(18,841)	-	-

City of Canada Bay

Notes to the Financial Statements for the financial year ended 30 June 2013

Note 18. Contingencies & Other Assets/Liabilities Not Recognised

\$ '000

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

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) Defined Benefit Superannuation Contribution Plans

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees.

Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The Schemes most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Schemes Defined Benefit member category with member Councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its Defined Benefit Scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable - similar to the accounting for Defined Contributions Plans.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the Net Assets or Liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the Fund Years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) 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.

(iv) Other Guarantees

Council has provided no other Guarantees other than those listed above.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 18. Contingencies & Other Assets/Liabilities Not Recognised (continued)

\$ '000

LIABILITIES NOT RECOGNISED (continued):

2. Other Liabilities

(i) Third Party Claims

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

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

(ii) S94 Plans

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Councils intention to spend funds in the manner and timing set out in those Plans.

(iii) Potential Land Acquisitions due to Planning Restrictions imposed by Council

Council has classified a number of privately owned land parcels as Public Open Space and Infrastructure.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (& subsequent land asset) from such potential acquisitions has not been possible.

(iv) Legal Matters

Council is defending proceedings in respect of a previous judgement handed down in the Court of Appeal on 1 April 21010 regarding lease and advertising signage.

Council was previously successful in defending the claim lodged by phoenix Commercial Enterprises however the claim has now been lodged by the former Directors of that Company.

Council is also defending a mattering commenced by three related companies - Omayo Investments Pty Ltd, Omayo Holding Pty Ltd, and Arinson Pty Limited. The matter concerns the related companies claiming a right to purchase 1A Chapman Street and /or easements over 1A Chapman Street.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 19. Controlled Entities, Associated Entities & Interests in Joint Ventures

\$ '000

Council has no interest in any Controlled Entities, Associated Entities or Joint Ventures.

Note 20. Equity - Retained Earnings and Revaluation Reserves

	Notes	Actual 2013	Actual 2012
(a) Retained Earnings			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year (from previous years audited accounts)		1,921,276	1,908,355
c. Other Comprehensive Income (Prior year errors)		(326)	-
b. Net Operating Result for the Year		20,437	12,921
Balance at End of the Reporting Period		<u>1,941,387</u>	<u>1,921,276</u>

(b) Reserves**(i) Reserves are represented by:**

- Infrastructure, Property, Plant & Equipment Revaluation Reserve		1,535,946	1,538,136
Total		<u>1,535,946</u>	<u>1,538,136</u>

(ii) Reconciliation of movements in Reserves:

Infrastructure, Property, Plant & Equipment Revaluation Reserve			
- Opening Balance		1,538,136	1,538,136
- Revaluations for the year	9(a)	(2,190)	-
- Balance at End of Year		<u>1,535,946</u>	<u>1,538,136</u>
TOTAL VALUE OF RESERVES		<u>1,535,946</u>	<u>1,538,136</u>

(iii) Nature & Purpose of Reserves**Infrastructure, Property, Plant & Equipment Revaluation Reserve**

- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 20. Equity - Retained Earnings and Revaluation Reserves (continued)

\$ '000	Notes	Actual 2013	Actual 2012
(c) Correction of Error/s relating to a Previous Reporting Period			
Correction of errors disclosed in this year's financial statements:			
As part of Council's revaluation cycle to measuring all its I,PP&E at Fair Values, Council this year revalued and brought to account Fair Values for the following Asset Classes:			
<ul style="list-style-type: none"> - Buildings - Non-Specialised Asset Class - Buildings - Specialised Asset Class 			
As part of that evaluation & measurement process, the remaining useful life of each asset has been reassessed to actual.			
This reassessment has resulted in a material difference as to where some assets actually sit in relation to their asset life cycle relative to what the value of accumulated depreciation in Council's Financial Reports had previously indicated.			
Council does not have sufficient and reliable information that will allow the restatement of information prior to 30/6/12 (the closing date for the comparative figures in this report).			
As a result, Council has adjusted the accumulated depreciation for the following asset classes as at 30/6/12 to reflect the correct value of accumulated depreciation;			
Buildings - Non-Specialised (increase)/decrease to accumulated depreciation		63	
Buildings - Specialised (increase)/decrease to accumulated depreciation		(389)	
This adjustment resulted in a net (decrease) in Council's Retained Earnings as at 1/7/12		(326)	

(d) Voluntary Changes in Accounting Policies

Council made no voluntary changes in any accounting policies during the year.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 21. Financial Result & Financial Position by Fund

\$ '000

Council utilises only a General Fund for its operations.

Note 22. "Held for Sale" Non Current Assets & Disposal Groups

Council did not classify any Non Current Assets or Disposal Groups as "Held for Sale".

Note 23. Events occurring after the Reporting Period

Events that occur between the end of the reporting period (ending 30 June 2013) and the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 03/10/13.

Events that occur after the Reporting Period represent one of two types:

(i) Events that provide evidence of conditions that existed at the Reporting Period

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2013.

(ii) Events that provide evidence of conditions that arose after the Reporting Period

These financial statements (& figures therein) do not incorporate any "non-adjusting events" that have occurred after 30 June 2013 and which are only indicative of conditions that arose after 30 June 2013.

Council is unaware of any material or significant "non-adjusting events" that should be disclosed.

Note 24. Discontinued Operations

Council has not classified any of its Operations as "Discontinued".

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 25. Intangible Assets

\$ '000

Intangible Assets represent identifiable non-monetary asset without physical substance.

	Actual 2013 Carrying Amount	Actual 2012 Carrying Amount
Intangible Assets are as follows;		
Opening Values:		
Gross Book Value (1/7/12)	-	-
Accumulated Amortisation (1/7/12)	-	-
Accumulated Impairment (1/7/12)	-	-
Net Book Value - Opening Balance	-	-
Movements for the year		
- Purchases	797	-
- Amortisation charges	-	-
Closing Values:		
Gross Book Value (30/6/13)	797	-
Accumulated Amortisation (30/6/13)	-	-
<u>TOTAL INTANGIBLE ASSETS - NET BOOK VALUE</u> ¹	<u>797</u>	<u>-</u>

¹ The Net Book Value of Intangible Assets represent:

- Software and IT System Development Costs	797	-
	<u>797</u>	<u>-</u>

Note 26. Reinstatement, Rehabilitation & Restoration Liabilities

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

City of Canada Bay

Notes to the Financial Statements

for the financial year ended 30 June 2013

Note 27. Financial Review

\$ '000

Key Financial Figures of Council over the past 5 years (consolidated)

Financial Performance Figures	2013	2012	2011	2010	2009
Inflows:					
Rates & Annual Charges Revenue	42,924	41,000	39,224	37,583	34,816
User Charges Revenue	11,868	12,026	10,785	10,557	7,404
Interest & Investment Revenue (Losses)	3,525	3,049	1,528	1,120	(145)
Grants Income - Operating & Capital	8,515	6,229	6,682	6,134	7,581
Total Income from Continuing Operations	90,815	81,282	73,766	75,664	64,209
Sale Proceeds from I,PP&E	643	848	937	2,218	817
Outflows:					
Employee Benefits & On-cost Expenses	27,144	25,911	24,119	23,497	20,700
Borrowing Costs	51	94	135	178	219
Materials & Contracts Expenses	20,380	17,824	17,469	18,400	17,333
Total Expenses from Continuing Operations	70,378	68,361	61,163	58,963	53,473
Total Cash purchases of I,PP&E	16,320	8,313	9,588	12,677	14,087
Total Loan Repayments (incl. Finance Leases)	780	737	696	710	739
Operating Surplus/(Deficit) (excl. Capital Income)	2,694	(1,200)	427	(816)	(3,074)
Financial Position Figures	2013	2012	2011	2010	2009
Current Assets	60,740	50,788	33,344	21,969	17,066
Current Liabilities	21,433	21,083	19,675	18,620	16,658
Net Current Assets	39,307	29,705	13,669	3,349	408
Available Working Capital (Unrestricted Net Current Assets)	1,760	912	(1,039)	(1,522)	(3,884)
Cash & Investments - Unrestricted	7,253	8,987	7,035	5,144	2,980
Cash & Investments - Internal Restrictions	12,795	10,790	6,918	4,229	2,573
Cash & Investments - Total	55,796	45,731	29,051	17,487	15,034
Total Borrowings Outstanding (Loans, Advances & Finance Leases)	368	1,148	1,885	2,581	3,291
Total Value of I,PP&E (excl. Land & Earthworks)	733,921	707,648	700,642	543,682	471,244
Total Accumulated Depreciation	318,192	291,334	278,560	176,972	203,580
Indicative Remaining Useful Life (as a % of GBV)	57%	59%	60%	67%	57%

Source: Published audited financial statements of Council (current year & prior year)

City of Canada Bay

Notes to the Financial Statements for the financial year ended 30 June 2013

Note 28. Council Information & 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
Detail Opening Hours here

Telephone: 02 9911 6555

Facsimile: 02 9911 6550

Internet: www.canadabay.nsw.gov.au

Email: council@canadabay.nsw.gov.au

Officers

GENERAL MANAGER

Mr. Gary Sawyer

RESPONSIBLE ACCOUNTING OFFICER

Mr. Bruce Cook

PUBLIC OFFICER

Mr. Bob Pigott

AUDITORS

PricewaterhouseCoopers
Darling Park Tower 2
201 Sussex Street
GPO Box 2650
SYDNEY NSW 1171

Elected Members

MAYOR

Cr. Angelo Tsirekas

COUNCILLORS

Cr. Tanveer Ahmed
Cr. Mirjana Cestar
Cr. Tony Fasanella
Cr. Neil Kenzler
Cr. Helen McCaffrey
Cr. Michael Megna
Cr. Marian O'Connell
Cr. Pauline Tyrrell

Other Information

ABN: 79 130 029 350



City of Canada Bay Council

Independent auditor's report to the Council – s417(2) Report on the general purpose financial statements

Report on the financial statements

We have audited the accompany financial statements of City of Canada Bay Council, which comprise the statement of financial position as at 30 June 2013 and the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, accompanying notes to the financial statements and the Statement by Councillors and Management in the approved form as required by Section 413(2) of the Local Government Act 1993.

Councillors' responsibility for the financial statements

The Councillors of the Council are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993 and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Councillors, as well as evaluating the overall presentation of the financial statements.

When this audit report is included in an Annual Report, our procedures include reading the other information in the Annual Report to determine whether it contains any material inconsistencies with the financial statements.

Our audit responsibility does not extend to the Original Budget Figures included in the Income Statement, Statement of Cash Flows and the Original Budget disclosures in notes 2(a) and 16 and the



Projections disclosed in note 17 to the financial statements, nor the attached Special Schedules, and accordingly, we express no opinion on them.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Auditor's opinion:

In our opinion:

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2 (the Division); and
- (b) the financial statements:
 - (i) have been presented, in all material respects, in accordance with the requirements of this Division
 - (ii) are consistent with the Council's accounting records
 - (iii) present fairly, in all material respects, the Council's financial position as of 30 June 2013 and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial statements that have come to light during the course of the audit.

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PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'Peter Buchholz', written in a cursive style.

Peter Buchholz
Partner

Sydney

18 October 2013



The Mayor
Councillor Angelo Tsirekas
City of Canada Bay
Locked Bag 1470
DRUMMOYNE NSW 1470

Dear Councillor Tsirekas

Report on the conduct of the audit of the city of Canada Bay for year ended 30 June 2013 – Section 417(3)

We have completed our audit of the financial reports of the City of Canada Bay for the year ended 30 June 2013, in accordance with Section 415 of the Local Government Act, 1993.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial reports are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial reports, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial reports are presented fairly in accordance with Australian Accounting Standards as well as statutory requirements so as to present a view which is consistent with our understanding of the Council's financial position, the results of its operations and its cash flows.

This report should be read in conjunction with our audit opinion on the general purpose financial statements provided under Section 417(2) of the Local Government Act 1993.

Flowing from our audit there are a number of comments we wish to raise concerning the trends in Council's finances. These are set out below.

Operating Result

Council's operating surplus increased from \$13m to \$20m during the period under review. The Operating Result before capital was a surplus of \$2.6m against the previous year's \$1.2m deficit.

Cash Position

Council's overall cash position increased from \$46 million to \$56 million during the period under review, as the table below demonstrates:

	June 2013 \$m	June 2012 \$m
Externally Restricted	35.7	25.9
Internally Restricted	12.8	10.8
Unrestricted	7.3	9.0
Total	55.8	45.7

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The significant increase in external restrictions was the result of higher Section 94 and DWM funds held at year end.

Working Capital

Council’s net current assets increased from \$30 million to \$41 million during the period under review.

The value of net current assets needs to be adjusted in order to establish Council’s available working capital.

	June 2013 \$'000	June 2012 \$'000
Net Current Assets	39,307	29,705
Less:		
External Restrictions	34,238	25,954
Internal Restrictions	12,795	10,790
Sub Total	(7,726)	(7,039)
Add:		
Current Liabilities to be funded from other sources	10,500	9,939
Available Working Capital	\$2,774	\$2,900

The Available Working Capital upon which Council could build its 2013/14 budget was \$2.8 million.

Performance Indicators

The financial reports disclose a number of indicators in Note 13 and these are detailed below:

	June 2013 %	June 2012 %
Unrestricted Current Ratio	256	232
Debt Service Ratio	1.17	1.28
Rate Coverage Ratio	47	50
Rates Outstanding Ratio	2.10	2.25
Asset Renewals Ratio	89	40

The Unrestricted Current Ratio improved and remained well above the industry benchmark of 100%.

The Debt Service Ratio improved to 1.17% of operating revenue reflecting the drop in outstanding loans from \$1.1 million to \$400k. The ratio is well below the industry benchmark of 10% and Council expects to be debt free by the end of 2013/14.

The Rate Coverage Ratio declined to 47% of total revenue, reflecting higher capital grants and contributions received during the period.



The Rates Outstanding Ratio improved to 2.1% of collectables and remains better than the industry benchmark of 5%.

The Asset Renewals Ratio indicates that key infrastructure is being renewed at 89% of the rate at which it is depreciating.

Council is considered to be in a sound and stable financial position. All indicators stand better than accepted industry benchmarks.

General

The books of accounts and records inspected by us have been kept in an accurate and conscientious manner.

We thank the General Manager and his staff for the co-operation and courtesy extended to us during the course of our audit.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'PricewaterhouseCoopers', written in a cursive style.

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'P L Buchholz', written in a cursive style.

P L Buchholz
Partner
18 October 2013



Special schedules

City of Canada Bay

Special Schedules

for the financial year ended 30 June 2013

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¹ Special Purpose Schedules are not audited.

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,
 - the Department of Environment, Climate Change and Water, and
 - the Division of Local Government (DLG).
- (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 No. 1 - Net Cost of Services
for the financial year ended 30 June 2013

\$'000

Function or Activity	Expenses from. Continuing. Operations.	Income from continuing operations		Net Cost. of Services.
		Non Capital.	Capital.	
Governance	3,045	53	12,977	9,985
Administration	17,906	8,172	-	(9,734)
Public Order and Safety				
Fire Service Levy, Fire Protection, Emergency Services	1,453	81	-	(1,372)
Beach Control	-	-	-	-
Enforcement of Local Govt. Regulations	1,421	2,849	-	1,428
Animal Control	10	27	-	17
Other	-	-	-	-
Total Public Order & Safety	2,884	2,957	-	73
Health	299	155	-	(144)
Environment				
Noxious Plants and Insect/Vermin Control	-	-	-	-
Other Environmental Protection	1,228	35	2,025	832
Solid Waste Management	11,486	12,557	-	1,071
Street Cleaning	1,438	-	-	(1,438)
Drainage	1,049	-	-	(1,049)
Stormwater Management	226	681	24	479
Total Environment	15,427	13,273	2,049	(105)
Community Services and Education				
Administration & Education	520	40	-	(480)
Social Protection (Welfare)	-	-	-	-
Aged Persons and Disabled	548	289	-	(259)
Children's Services	1,626	1,525	-	(101)
Total Community Services & Education	2,694	1,854	-	(840)
Housing and Community Amenities				
Public Cemeteries	-	-	-	-
Public Conveniences	321	-	-	(321)
Street Lighting	1,403	158	-	(1,245)
Town Planning	2,309	1,554	-	(755)
Other Community Amenities	689	465	-	(224)
Total Housing and Community Amenities	4,722	2,177	-	(2,545)
Water Supplies	-	-	-	-
Sewerage Services	-	-	-	-

City of Canada Bay

Special Schedule No. 1 - Net Cost of Services (continued)

for the financial year ended 30 June 2013

\$'000

Function or Activity	Expenses from. Continuing. Operations.	Income from continuing operations		Net Cost. of Services.
		Non Capital.	Capital.	
Recreation and Culture				
Public Libraries	2,943	253	-	(2,690)
Museums	22	-	-	(22)
Art Galleries	-	-	-	-
Community Centres and Halls	495	263	-	(232)
Performing Arts Venues	-	-	-	-
Other Performing Arts	-	-	-	-
Other Cultural Services	632	101	-	(531)
Sporting Grounds and Venues	4,768	2,784	1,625	(359)
Swimming Pools	397	3	29	(365)
Parks & Gardens (Lakes)	2,015	74	-	(1,941)
Other Sport and Recreation	2,655	1,485	743	(427)
Total Recreation and Culture	13,927	4,963	2,397	(6,567)
Mining, Manufacturing and Construction				
Building Control	793	342	-	(451)
Other Mining, Manufacturing & Construction	-	-	-	-
Total Mining, Manufacturing and Const.	793	342	-	(451)
Transport and Communication				
Urban Roads (UR) - Local	3,182	333	308	(2,541)
Urban Roads - Regional	435	311	-	(124)
Sealed Rural Roads (SRR) - Local	-	-	-	-
Sealed Rural Roads (SRR) - Regional	-	-	-	-
Unsealed Rural Roads (URR) - Local	-	-	-	-
Unsealed Rural Roads (URR) - Regional	-	-	-	-
Bridges on UR - Local	38	-	-	(38)
Bridges on SRR - Local	-	-	-	-
Bridges on URR - Local	-	-	-	-
Bridges on Regional Roads	36	-	-	(36)
Parking Areas	20	11	12	3
Footpaths	2,024	1,020	-	(1,004)
Aerodromes	-	-	-	-
Other Transport & Communication	1,841	342	-	(1,499)
Total Transport and Communication	7,576	2,017	320	(5,239)
Economic Affairs				
Camping Areas & Caravan Parks	-	-	-	-
Other Economic Affairs	1,105	960	-	(145)
Total Economic Affairs	1,105	960	-	(145)
Totals – Functions	70,378	36,923	17,743	(15,712)
General Purpose Revenues⁽²⁾		36,149		36,149
Share of interests - joint ventures & associates using the equity method	-	-		-
NET OPERATING RESULT⁽¹⁾	70,378	73,072	17,743	20,437

(1) As reported in the Income Statement

(2) Includes: Rates & Annual Charges (incl. Ex Gratia, excl. Water & Sewer), Non Capital General Purpose Grants, Interest on Investments (excl. Ext. Restricted Assets) & Interest on overdue Rates & Annual Charges

Special Schedule No. 2(a) - Statement of Long Term Debt (all purpose)

for the financial year ended 30 June 2013

\$'000

Classification of Debt	Principal outstanding at beginning of the year			New Loans raised during the year	Debt redemption during the year		Transfers to Sinking Funds	Interest applicable for Year	Principal outstanding at the end of the year		
	Current	Non Current	Total		From Revenue	Sinking Funds			Current	Non Current	Total
Loans (by Source)											
Commonwealth Government	-	-	-	-	-	-	-	-	-	-	-
Treasury Corporation	-	-	-	-	-	-	-	-	-	-	-
Other State Government	-	-	-	-	-	-	-	-	-	-	-
Public Subscription	-	-	-	-	-	-	-	-	-	-	-
Financial Institutions	780	368	1,148	-	780	-	-	51	368	-	368
Other	-	-	-	-	-	-	-	-	-	-	-
Total Loans	780	368	1,148	-	780	-	-	51	368	-	368
Other Long Term Debt											
Ratepayers Advances	-	-	-	-	-	-	-	-	-	-	-
Government Advances	-	-	-	-	-	-	-	-	-	-	-
Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Deferred Payments	-	-	-	-	-	-	-	-	-	-	-
Total Long Term Debt	-	-	-	-	-	-	-	-	-	-	-
Total Debt	780	368	1,148	-	780	-	-	51	368	-	368

Notes: Excludes (i) Internal Loans & (ii) Principal Inflows/Outflows relating to Loan Re-Financing.

This Schedule is prepared using the **face value** of debt obligations, rather than **fair value** (which are reported in the GPFS).

City of Canada Bay

Special Schedule No. 8 - Financial Projections

as at 30 June 2013

\$'000	Actual ⁽¹⁾ 12/13	Forecast ⁽³⁾ 13/14	Forecast ⁽³⁾ 14/15	Forecast ⁽³⁾ 15/16	Forecast ⁽³⁾ 16/17	Forecast ⁽³⁾ 17/18	Forecast ⁽³⁾ 18/19	Forecast ⁽³⁾ 19/20	Forecast ⁽³⁾ 20/21	Forecast ⁽³⁾ 21/22	Forecast ⁽³⁾ 22/23
(i) OPERATING BUDGET											
Income from continuing operations	90,815	77,319	86,258	85,372	88,309	91,302	93,977	96,770	99,651	102,480	105,314
Expenses from continuing operations	70,378	72,418	74,954	77,234	80,150	82,655	85,623	88,689	92,112	94,954	98,268
Operating Result from Continuing Operations	20,437	4,901	11,304	8,138	8,159	8,647	8,354	8,081	7,539	7,526	7,046
(ii) CAPITAL BUDGET											
New Capital Works ⁽²⁾	9,380	8,547	13,872	3,411	1,247	3,827	3,945	4,066	4,192	4,305	4,421
Replacement/Refurbishment of Existing Assets	6,280	9,830	9,891	8,497	7,486	9,567	9,760	9,959	10,163	10,373	10,588
Total Capital Budget	15,660	18,377	23,763	11,908	8,733	13,394	13,705	14,025	14,355	14,678	15,009
Funded by:											
– Loans	-	-	-	-	-	-	-	-	-	-	-
– Asset sales	1,093	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
– Reserves	9,892	12,702	17,527	5,110	2,224	3,874	3,874	4,374	4,374	4,374	4,374
– Grants/Contributions	5,102	3,544	3,959	4,219	3,744	4,019	4,113	4,210	4,310	4,413	4,518
– Recurrent revenue	482	831	977	1,279	1,465	4,201	4,418	4,141	4,371	4,591	4,817
– Other	-	-	-	-	-	-	-	-	-	-	-
	16,569	18,377	23,763	11,908	8,733	13,394	13,705	14,025	14,355	14,678	15,009

Notes:

(1) From 12/13 Income Statement.

(2) New Capital Works are major non-recurrent projects, eg new Leisure Centre, new Library, new Swimming pool etc.

(3) Financial projections included in Council's Integrated Planning and Reporting framework have been revised to reflect projections based on actual 12/13 results.

