



**OUR COMMUNITY. OUR COMMITMENT.  
ENGAGE. CREATE. INNOVATE.  
ANNUAL REPORT 2014 - 2015**



## ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Council acknowledges the Guringai people as the Traditional Owners of the land of which the Ku-ring-gai local government area is a part, and pays its respects to their Elders, past and present.

## About this report

This is Ku-ring-gai Council's report to the Ku-ring-gai community on Council's performance during the 2014/15 financial year.

Our annual report summarises Council's 2014/15 activities, our achievements, our challenges and issues, as well as an overview of the year ahead.

Our performance is measured against what we said we would do in our four year Delivery Program 2013 – 2017 and one year Operational Plan 2014 -2015. This includes the delivery of projects, programs, tasks and performance measures as well as progress towards four year term achievements that Council set in June 2013.

The Annual Report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with Section 428 of the *Local Government Act 1993* and the Office of Local Government's Integrated Planning and Reporting guidelines.

This and earlier annual reports are available on our website [kmc.nsw.gov.au/annualreport](http://kmc.nsw.gov.au/annualreport)

## OUR COMMITMENT – THROUGH ENGAGING, CREATING AND INNOVATING

This report reflects Council's focus on maintaining long term financial and operational sustainability and strategic capacity during 2014/15. This was achieved through:

- extensive community engagement and consultation undertaken across projects and issues to determine community needs and views, then obtaining feedback on options moving forward
- an emphasis on creating new public places and spaces, revitalising existing centres as well as continuing to renew infrastructure assets, community facilities, parks and sporting facilities
- innovative approaches to delivering quality community services, projects and programs over the long term in cost effective ways.

There were successful outcomes across all performance areas in 2014/15, as well as significant challenges and issues which required comprehensive responses from Council.

*Further details can be found in this report.*



### KU-RING-GAI COUNCIL

818 Pacific Highway, Gordon NSW 2072

P 02 9424 0000 | E [kmc@kmc.nsw.gov.au](mailto:kmc@kmc.nsw.gov.au) | W [kmc.nsw.gov.au](http://kmc.nsw.gov.au)



FURTHER READING  
[kmc.nsw.gov.au/annualreport](http://kmc.nsw.gov.au/annualreport)

Cover images: *St Ives Chase Bobbin Head National Park* by Max Jensen and *North Turramurra* by Kay Watson



Lovers Jump Creek Waterfall Turramurra by James Vodicka

## Our community's vision and values

In 2008, following extensive research and community consultation, the Ku-ring-gai community and Council developed a vision and set of values to guide future strategic community planning and directions for Ku-ring-gai, as part of the development of its first 20 year Community Strategic Plan.

The vision and values have remained especially relevant to our community and were retained in the Ku-ring-gai community's revised Community Strategic Plan 2030, which was developed and adopted in 2013.

### VISION

Our community vision is a Ku-ring-gai that is a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future.

### VALUES

- Behave ethically
- Lead in sustainability
- Learn and share knowledge
- Take responsibility for our actions
- Respect the needs of future generations
- Care for the local environment and people



St Ives Medieval Faire September 2014

## Our organisation's corporate values

To deliver the Ku-ring-gai community's vision and values, the Community Strategic Plan 2030 includes 30 long term objectives and 69 term achievements grouped under the following six key themes:

### THEME 1

Community, people and culture

### THEME 2

Natural environment

### THEME 3

Places, spaces and infrastructure

### THEME 4

Access, traffic and transport

### THEME 5

Local economy and employment

### THEME 6

Leadership and governance

To guide the organisation's delivery of the themes, long term objectives and term achievements Council adopted the following corporate values in 2015:

#### DO WHAT IS RIGHT

- We act with integrity in everything that we do and say
- We make transparent, ethical and consistent decisions that support the vision of Council

#### SHOW RESPECT

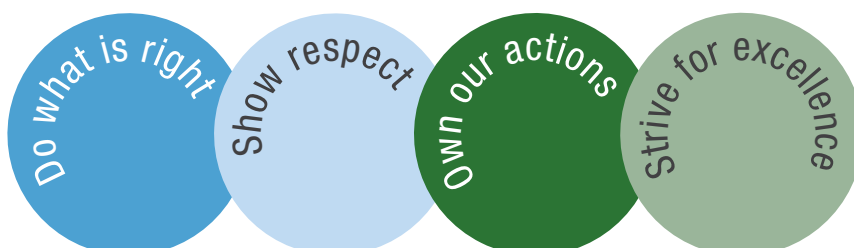
- We are considerate towards others ensuring fairness, dignity and equality
- We practice and encourage transparent communication

#### OWN OUR ACTIONS

- We are accountable for our decisions
- We take responsibility for the outcomes of our choices, behaviours and actions

#### STRIVE FOR EXCELLENCE

- We work together as a team to achieve our full potential
- We have the insight and passion to lead Council into the future





About this report .....	2	Organisational leadership .....	40
Our community's vision and values.....	3	Organisational structure .....	40
Our organisation's corporate values.....	4	Our leadership team.....	41
Key achievements and challenges 2014/2015 .....	6	Our people .....	42
Ku-ring-gai – at a glance .....	8	Learning and development .....	44
Ku-ring-gai – our place and people.....	10	Health and wellbeing .....	45
Our history .....	12	Work health and safety .....	46
Integrated planning and reporting framework.....	14	Our performance in 2014/2015 .....	49
Our stakeholders.....	15	Community, People and Culture .....	50
From the Mayor.....	16	Natural Environment .....	60
General Manager's Report.....	18	Places, Spaces and Infrastructure .....	72
Our financial performance - summary.....	20	Access, Traffic and Transport.....	84
Our corporate performance - summary.....	24	Local Economy and Employment.....	92
Awards and recognition.....	26	Leadership and Governance .....	100
Calendar of events in 2014/2015 .....	28	Financial Information.....	111
Our community leadership.....	30	Introduction .....	111
Council's role and responsibilities.....	30	Financial Statements.....	115
Our councillors.....	31	Special Purpose Financial Statements.....	202
The community's role.....	34	Special Schedules.....	218
Reference committees.....	34	Local government reporting .....	229
Engaging with our community .....	35	Indexes and glossary.....	239
Local government reforms.....	37	Global reporting initiative - content index.....	239
		Glossary of terms.....	242
		Report index .....	245

# Key achievements and challenges 2014/2015

## KEY ACHIEVEMENTS

## CHALLENGES

THEME 1	THEME 2	THEME 3
<b>COMMUNITY, PEOPLE AND CULTURE</b>	<b>NATURAL ENVIRONMENT</b>	<b>PLACES, SPACES AND INFRASTRUCTURE</b>
<b>Building a healthy, safe and diverse community that respects our history, and celebrates our differences in a vibrant culture of learning. (Refer to pages 50-59)</b>	<b>Working together as a community to protect and enhance our natural environment and resources. (Refer to pages 60-71)</b>	<b>Creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place. (Refer to pages 72-83)</b>
<ul style="list-style-type: none"> <li>■ Extensive community engagement completed across major projects and issues. P52</li> <li>■ Delivered innovative community events and attractions - over 51,000 people attended 294 events. P52</li> <li>■ Inaugural Medieval Faire received prestigious Parks and Leisure NSW Events Award in May 2015 - over 12,000 visitors. P52</li> <li>■ Spent \$1 million on new and upgraded local parks and playgrounds. P54</li> <li>■ Over 170,000 visits to popular Ku-ring-gai Fitness and Aquatic Centre since October 2014 opening. P54</li> <li>■ Second industry award received for the Ku-ring-gai Open Space Acquisition Program from Planning Institute Australia. P54</li> <li>■ \$94,000 funding provided to 48 community group projects. P56</li> <li>■ \$56,000 sponsorship funding provided to local community events. P96</li> <li>■ Access and Disability Inclusion Plan adopted to improve community accessibility. P55</li> </ul>	<ul style="list-style-type: none"> <li>■ Environmental benefits continued from \$2.6 million annual Environmental Levy program. P62</li> <li>■ Award winning Climate Wise Communities program receives National Community Resilience Innovation Program funding. P62</li> <li>■ Successful outcomes from Council's Corporate Sustainability programs. P63</li> <li>■ Outstanding success of Wild Things community program. P64</li> <li>■ Lead advocacy role in responding to the NSW's Government's 10/50 Vegetation Clearing Code of Practice. P67</li> <li>■ 714 active volunteers contributed over 12,000 volunteers hours to bushcare, streetcare and parkcare programs. P65</li> </ul>	<ul style="list-style-type: none"> <li>■ Progressed revitalisation plans for Lindfield and Turramurra local centres. P74</li> <li>■ Progressed masterplanning for Gordon Community Hub. P74</li> <li>■ Substantially completed new North Turramurra Recreation Area (NTRA). P76</li> <li>■ New Ku-ring-gai LEP gazetted and Development Control Plan approved – April 2015. P75</li> <li>■ New heritage items and conservation areas in place. P75</li> <li>■ South Turramurra land subdivision partnership with NSW Government completed. P77</li> <li>■ \$5.7 million spent on sportsfields and sporting facilities. P76</li> <li>■ Over \$8 million spent on roads and footpaths and drains. P73</li> </ul>
<ul style="list-style-type: none"> <li>■ Planning and resourcing the program of community engagement and consultation. P52</li> <li>■ Providing community services and facilities that meet changing population needs. P56</li> <li>■ Maintaining and upgrading community facility assets. P56</li> <li>■ Delayed development of Children's Needs Plan due to government policy changes. P56</li> <li>■ Investigating opportunities for expanded vacation care services. P57</li> <li>■ Maximising floorspace opportunities for activities at Lindfield, Turramurra and St Ives libraries. P56</li> <li>■ Cancelled or reduced program at popular major community events due to severe wet weather. P52</li> </ul>	<ul style="list-style-type: none"> <li>■ Significant impacts of the NSW Government's 10/50 Vegetation Clearing Code of Practice on Ku-ring-gai's established tree canopy. P67</li> <li>■ Council's Bushfire Prone Land map for the Ku-ring-gai LGA reviewed in response to the NSW RFS's revised methodology for 10/50 vegetation clearing. P67</li> <li>■ Severe storms in April caused significant numbers of fallen trees and branches with estimated clean-up cost of \$500,000.</li> <li>■ Illegal dumping actively addressed with increased surveillance and investigation. P68</li> </ul>	<ul style="list-style-type: none"> <li>■ Remediation of Council's former depot site to remove asbestos. P82</li> <li>■ Extended time taken for NSW Government to gazette new Ku-ring-gai LEP. P75</li> <li>■ Responding to increased breaches of environmental and construction standards. P79</li> <li>■ Assessing a significantly increased number of complex Development Applications. P78</li> <li>■ Responding to resident complaints on non-compliant development. P79</li> </ul>

	THEME 4	THEME 5	THEME 6
	<b>ACCESS, TRAFFIC AND TRANSPORT</b>	<b>LOCAL ECONOMY AND EMPLOYMENT</b>	<b>LEADERSHIP AND GOVERNANCE</b>
	Ensuring access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure. (Refer to pages 84-91)	Creating economic employment opportunities through vital, attractive centres, business innovation and technology. (Refer to pages 92-99)	Ensuring Ku-ring-gai is well led, managed and supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs. (Refer to pages 100-110)
<b>KEY ACHIEVEMENTS</b>	<ul style="list-style-type: none"> <li>Contributed to design success of new Gordon bus rail interchange and commuter parking. P87</li> <li>Completed traffic and transport studies for Lindfield Local Centre revitalisation. P86</li> <li>Completed 2.3 km of additional and reconstructed footpaths. P86</li> <li>Advocated on behalf of residents - North Connex motorway project. P88</li> <li>Improved access for pedestrians, bus passengers and cyclists. P88</li> </ul>	<ul style="list-style-type: none"> <li>Development of Ku-ring-gai Wildflower Garden and St Ives Showground precinct for tourism. P97</li> <li>Successful marketing of events and attractions with significantly increased numbers of visitors. P96</li> <li>Received Regional Tourism Award for inaugural St Ives Medieval Faire. P52</li> <li>Progression of Activate program - Lindfield and Turramurra Local Centres. P94-95</li> <li>\$56,000 sponsorship funding provided to organisations presenting special events/programs. P96</li> <li>Developed local and regional economic partnerships. P95</li> </ul>	<ul style="list-style-type: none"> <li>Successfully consulted and engaged community across major project areas and issues. P105</li> <li>Expanded innovative communication channels to growing community audience. P105</li> <li>Demonstrated long term financial sustainability and efficiency against industry benchmarks. P102</li> <li>Satisfied all Fit for the Future performance measures and benchmarks. P22</li> <li>Digital services expanded to the community - online payments and bookings, online Section 149 and Section 603 Certificates. P105</li> <li>Significantly reduced WHS injuries and costs. P46-48</li> <li>Adopted new corporate values. P4, 104</li> </ul>
<b>CHALLENGES</b>	<ul style="list-style-type: none"> <li>Addressing resident concerns in response to EIS for NorthConnex project motorway. P88</li> <li>Resolving issues for next stage of the Ku-ring-gai Bike Plan. P88</li> <li>Pursuing State and Federal government grant funding for road improvements. P88</li> <li>Managing parking availability. P86</li> </ul>	<ul style="list-style-type: none"> <li>Some delayed actions due to resourcing required to respond to the NSW Government's Fit for the Future proposals. P97</li> <li>Facilitating conditions to attract new businesses to the area. P94</li> <li>Supporting existing businesses. P94</li> </ul>	<ul style="list-style-type: none"> <li>Responding to NSW Government's Fit for the Future initiatives within extremely short timeframes. P37</li> <li>Council decision to defer relocation to new premises 828 Pacific Highway, Gordon. P103</li> <li>Continued identification and reallocation of savings from efficiencies to road renewal works. P102</li> <li>Some 2014/15 tasks not completed due to reallocation of staff resources from across the organisation to assist preparing Council's responses to the NSW Government's reform proposals P24</li> </ul>

# Ku-ring-gai – at a glance

Ku-ring-gai has a vibrant and increasingly diverse population spanning all generations. It is a popular area for families with attractive open spaces, a range of sporting facilities, access to schools and health services and close proximity to major employment areas. Our residents are well educated and generally employed as professionals in the health, social assistance and finance sectors.

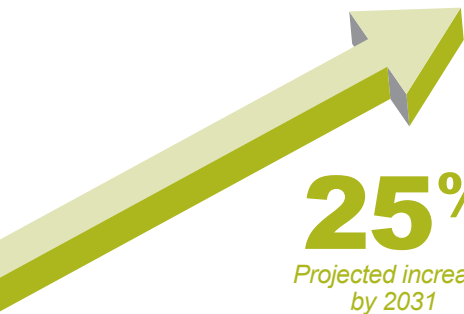
# 120,978



RESIDENTS (ERP 2014)

# 151,000

RESIDENTS BY 2031



**36%** BORN OVERSEAS  
Mainly China, Hong Kong, South Korea, India and Malaysia



# POSITIVE

NET OVERSEAS MIGRATION  
*The key driver of our population change*

**21%**  
SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME



**46%**  
HOUSEHOLDS ARE FAMILIES WITH CHILDREN



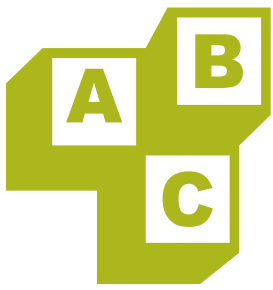
**26%** YOUNG RESIDENTS

**23%**  
OLDER AGE RESIDENTS



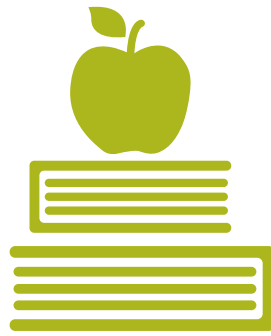
**54%**  
OF RESIDENTS AGED 15YRS+ HAVE A TERTIARY QUALIFICATION





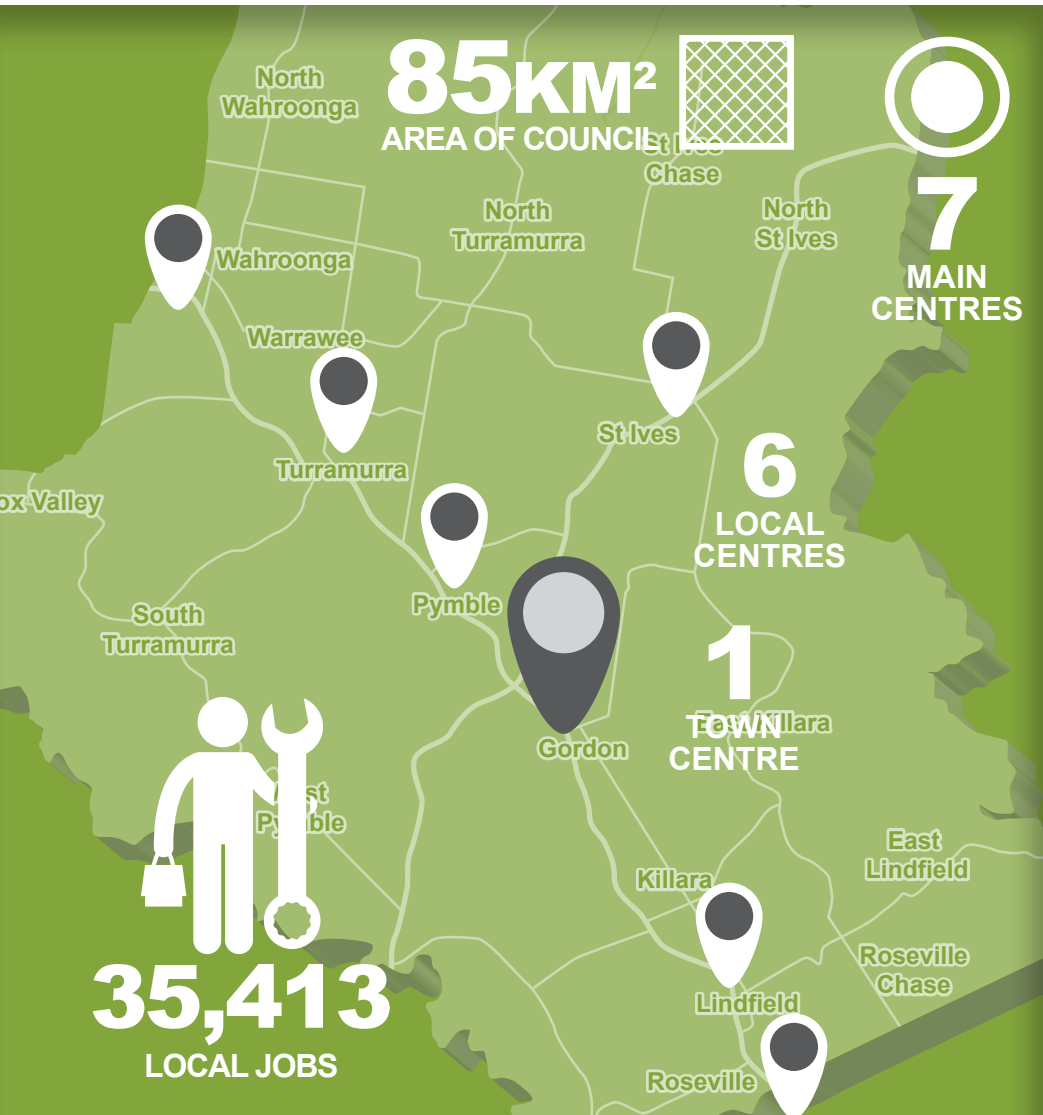
**50**  
CHILDCARE CENTRES  
AND PRESCHOOLS

**38**  
PRIMARY AND HIGH SCHOOLS



**40.5%**  
OF RESIDENTS  
ARE EMPLOYED

*In the professional, scientific, technical,  
financial, insurance, healthcare and  
social assistance sectors*



**13,478**  
LOCAL BUSINESSES



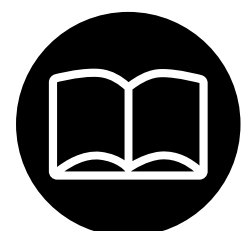
**12,314**  
RESIDENTS LIVE AND  
WORK IN KU-RING-GAI



**1**  
REGIONAL HOSPITAL



**86.9%**  
OF HOUSEHOLDS HAVE  
A BROADBAND INTERNET  
CONNECTION



FURTHER READING  
[kmc.nsw.gov.au/demographics](http://kmc.nsw.gov.au/demographics)



Gordon Walk below East Lindfield Oval by Penelope Brown

## Ku-ring-gai – our place and people

### KU-RING-GAI – OUR PLACE

The Ku-ring-gai local government area (LGA) is located in Sydney's northern suburbs, 16 kilometres north of the Sydney Central Business District.

The LGA was formed in March 1906 with six councillors, and a small council building was constructed in 1911 on the main road in Gordon.

Ku-ring-gai LGA covers about 85 square kilometres and includes 17 suburbs, 6 local centres and one town centre. See p9 for their locations. Each suburb has its own unique character reflecting the local natural bushland, heritage conservation areas or more recent post war development. Local business centres provide a wide range of local retail shops, professional and commercial services. Other land uses include public and private schools, private hospitals and retirement housing and a business office park.

#### ► Our name

The name 'Ku-ring-gai' is a derivation of the name of the Guringai people, the traditional owners of the land of which the Ku-ring-gai local government area is a part. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of Sydney Harbour. See p12 for further information on the Aboriginal and European history of the area.

#### ► Our defining features

The Ku-ring-gai area is geographically diverse, comprising significant areas of urban bushland with high conservation status and a visually significant tree canopy.

Known as the 'Green Heart' of Sydney, we are unique for a local government area situated so close to the centre of Sydney's CBD with:

- more than 150 bushland reserves covering approximately 1,150 hectares
- nationally significant ecological communities including remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest
- over 800 recorded native plant species and more than 400 species of native animals
- three adjoining National Parks (Ku-ring-gai Chase National Park, Garigal National Park and Lane Cove National Park).

## KU-RING-GAI - OUR PEOPLE

Ku-ring-gai has a population of 120,978 (ABS ERP 2014) representing 36,942 households of which 46% are couples with children, 25% couples without children and 16% lone person households.

### ► Age Structure

Ku-ring-gai Council area has higher proportions of school age children and persons at post retirement age than Greater Sydney and almost half the proportion of young workers aged 25 – 34 than Greater Sydney. See the table below showing Ku-ring-gai's age structure in comparison to Greater Sydney.

### ► Our growing diversity

In 2011 over 35% of residents were overseas born and over 20% of residents came from non-English speaking backgrounds, higher than Greater Sydney. Ku-ring-gai had a larger percentage of residents born in South Africa and the United Kingdom.

In 2011 over 21% of people spoke a language other than English at home. The dominant language spoken at home (other than English) was Cantonese, with 4.9% of the population, or 5,370 people,

followed by Mandarin at 3.8% and Korean at 2.1%. Other languages include Persian/Dari, Japanese, German, Hindi, Italian, Spanish and Greek.

The largest increases in languages spoken in the population between 2006 and 2011 were Mandarin, Korean, Cantonese and Hindi.

### ► Low level of disadvantage

Ku-ring-gai had the lowest level of disadvantage of all Council's in NSW in 2011 with a SEIFA score of 1,120.7 on the SEIFA Index of Disadvantage.

### ► Our workforce

More than 52,000 people living in Ku-ring-gai Council area in 2011 were employed, of which 61% worked full-time and 38% part-time. The most common occupational groups of our workforce are:

- Professionals at 38.9% compared to Greater Sydney at 25.5%
- Managers at 20.8% compared to Greater Sydney at 13.35%
- Clerical and administrative workers at 14.5% compared to Greater Sydney at 16.2%.

In combination these three occupations accounted for 37,344 people or 74.2% of the employed resident population. Residents with a tertiary qualification totalled 46,847 or 54% of the Ku-ring-gai population compared to 33.1% for Greater Sydney.

### ► Our dwellings and households

In 2011 over 22.3% of dwellings in Ku-ring-gai were medium or high density, compared to 40% in Greater Sydney. While separate houses remained the main dwelling type in 2011 at 77.5%, there has been a continued significant increase in medium to high density dwellings since 2011.

The number of persons usually resident in a household in Ku-ring-gai compared with Greater Sydney shows that there were a lower proportion of lone person households, and a higher proportion of larger households (those with 4 persons or more). Overall there were 16.2% of lone person households, and 36.9% of larger households, compared with 22.6% and 29.5% respectively for Greater Sydney. This reflects the continued predominance of families with children in the LGA.

KU-RING-GAI COUNCIL AREA – TOTAL PERSONS (USUAL RESIDENCE) - 2011			GREATER SYDNEY 2011
SERVICE AGE GROUP (YEARS)	NUMBER	%	%
Babies and pre-schoolers (0 to 4)	5,755	5.3%	6.8%
Primary schoolers (5 to 11)	11,315	10.4%	8.7%
Secondary schoolers (12 to 17)	11,036	10.1%	7.4%
Tertiary education and independence (18 to 24)	9,481	8.7%	9.5%
Young workforce (25 to 34)	7,865	7.2%	15.4%
Parents and homebuilders (35 to 49)	23,453	21.5%	21.9%
Older workers and pre-retirees (50 to 59)	15,130	13.8%	12.2%
Empty nesters and retirees (60 to 69)	11,357	10.4%	9.0%
Seniors (70 to 84)	10,435	9.5%	7.2%
Elderly aged (85 and over)	3,470	3.2%	1.8%
<b>Total population</b>	<b>109,297</b>	<b>100%</b>	<b>100%</b>

#### Sources:

- profile.id Community Profile – Ku-ring-gai Council
- economy.id Economic Profile lite - Ku-ring-gai Council
- ABS, Census of housing and Population 2011.



Post Office, Lindfield 1907

## Our history

### ABORIGINAL HERITAGE

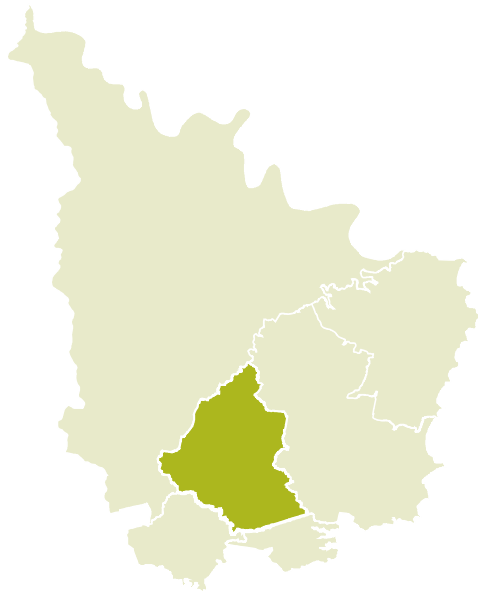
The original inhabitants of Ku-ring-gai – the Guringai people – have left behind many traces including middens, petro glyphs (rock drawings or carvings) and remains of shelters. It is estimated that as many as 650 sites of Aboriginal heritage may have existed within Ku-ring-gai. With approximately 75% of the land within Ku-ring-gai already developed, it is likely that a large number of Aboriginal sites have been destroyed. While 101 sites remain as recorded Aboriginal sites at least double that number is believed to remain. The Aboriginal sites within Ku-ring-gai are under constant threat from development, vandalism and natural erosion.

### EUROPEAN HISTORY

European settlement in Ku-ring-gai began in 1814. Isolated farming communities were transformed into residential suburbs with the construction of major transport routes and infrastructure. In 1906, Ku-ring-gai was established as a represented Municipal Council.

Almost all of Ku-ring-gai was designated for residential development, as opposed to commercial and industrial developments. The larger-than average suburban allotments, building covenants, fine gardens, retention of native flora and restriction of industrial and commercial development are indicative of Ku-ring-gai's heritage.

Today Ku-ring-gai is renowned for its architectural heritage, particularly those homes built during the Federation and interwar periods.



#### KU-RING-GAI'S SUBURBS

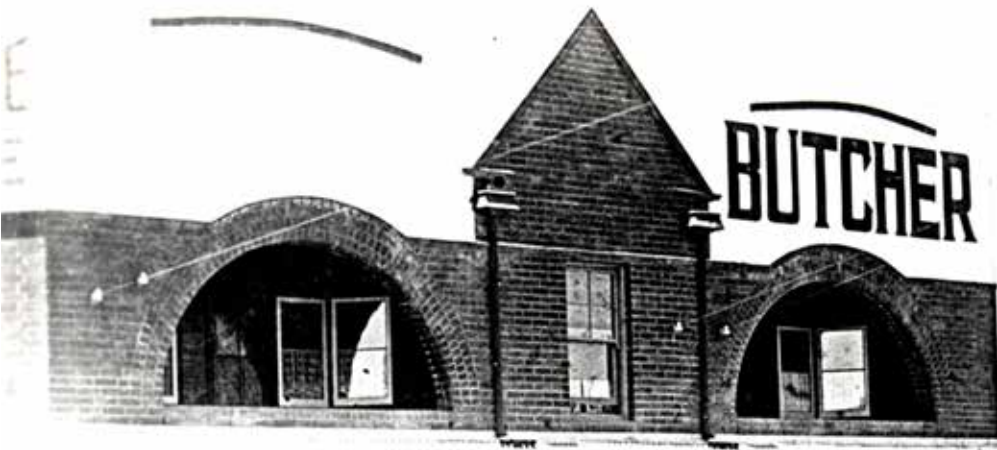
- ▶ Gordon
- ▶ Lindfield
- ▶ East Lindfield
- ▶ Pymble
- ▶ West Pymble
- ▶ Turramurra
- ▶ North Turramurra
- ▶ South Turramurra
- ▶ Roseville
- ▶ Roseville Chase
- ▶ Killara
- ▶ East Killara
- ▶ St Ives
- ▶ St Ives Chase
- ▶ Warrawee
- ▶ Wahroonga
- ▶ North Wahroonga



FURTHER READING  
[kmc.nsw.gov.au/historyandheritage](http://kmc.nsw.gov.au/historyandheritage)



Lover's Leap Creek, Turrumurra 1900



John W. Scott, Butcher, Roseville 1930

# Integrated Planning and Reporting

In 2009, the NSW Government introduced the Integrated Planning and Reporting (IP&R) Framework to assist local councils to prepare a hierarchy of long, medium and short term plans for their communities, supported by a long term financial plan, asset management strategy and workforce strategy. The purpose of the framework was to formalise best practice strategic planning across NSW councils to ensure a more sustainable local government sector. The diagram below illustrates the hierarchy of plans within the framework and the reporting cycle.

The framework requires Council to report regularly on its progress towards the achievement of Council's four year Delivery Program and one

year Operational Plan. The following summarises Council's reporting schedule for the 2014/15 year:

## QUARTERLY REPORTING

Quarterly progress reports are presented every three months to Council on the annual budget, including progress and expenditure on capital and operating projects. Progress on yearly Operational Plan tasks are also reported to senior management for the March and September quarters.

## BI-ANNUAL REPORTING

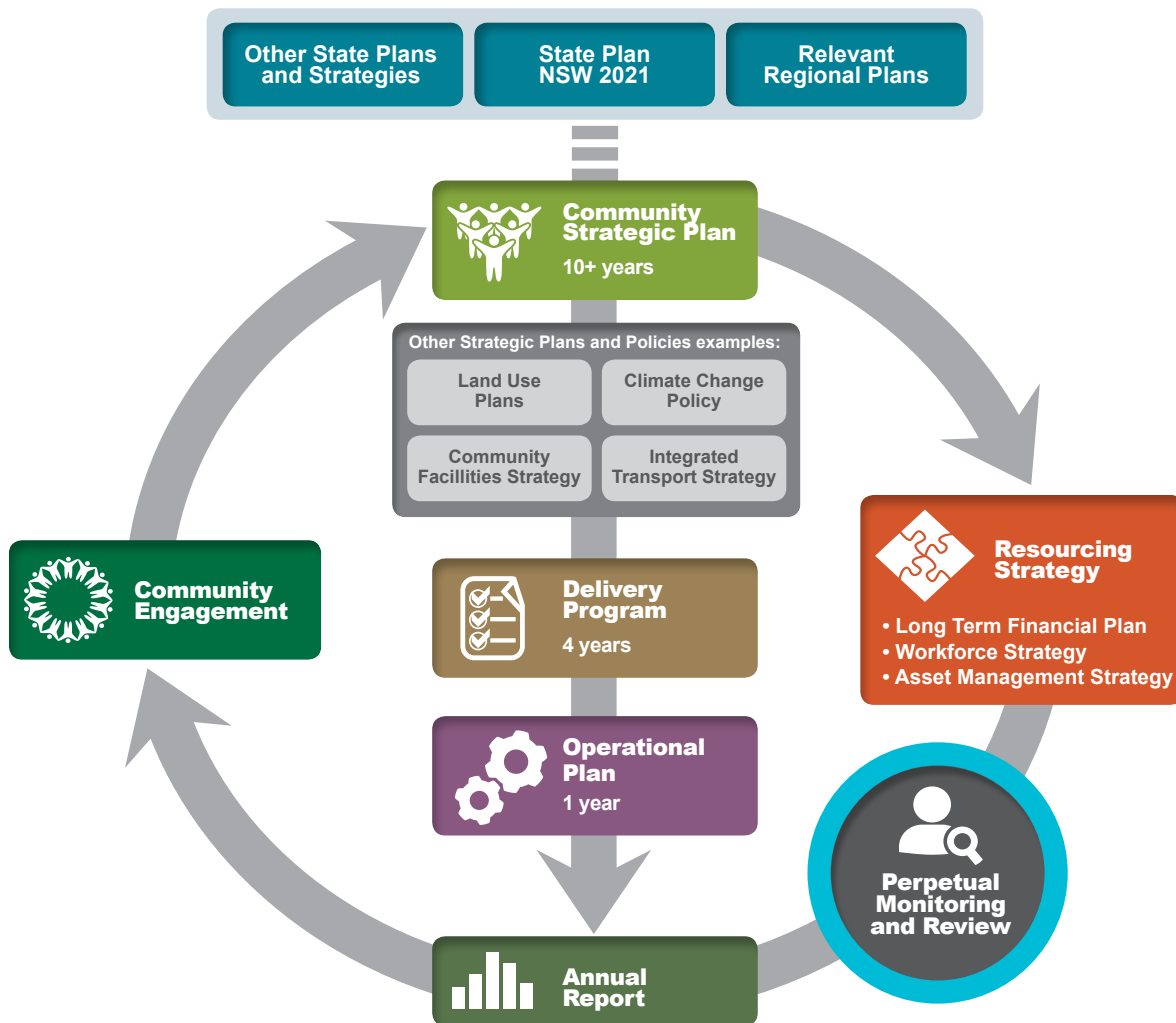
Bi-annual reports are presented to Council every six months. The December bi-annual report details progress of annual tasks and four

year critical actions while the June bi-annual report details Council's progress on annual tasks, four year critical actions, term achievements and performance indicators contained in Council's 4 year Delivery Program 2013-2017 and one year Operational Plan 2014-2015.

## ANNUAL REPORTING

At the end of the financial year we are required to present a set of audited financial statements and a summary of the work completed during the year, assessed against what we said we would do, to Council and the Kuring-gai community.

 FURTHER READING  
[kmc.nsw.gov.au/integratedplanning](http://kmc.nsw.gov.au/integratedplanning)



Source: NSW Office of Local Government – Integrated Planning and Reporting Framework. Website: [olg.nsw.gov.au](http://olg.nsw.gov.au)

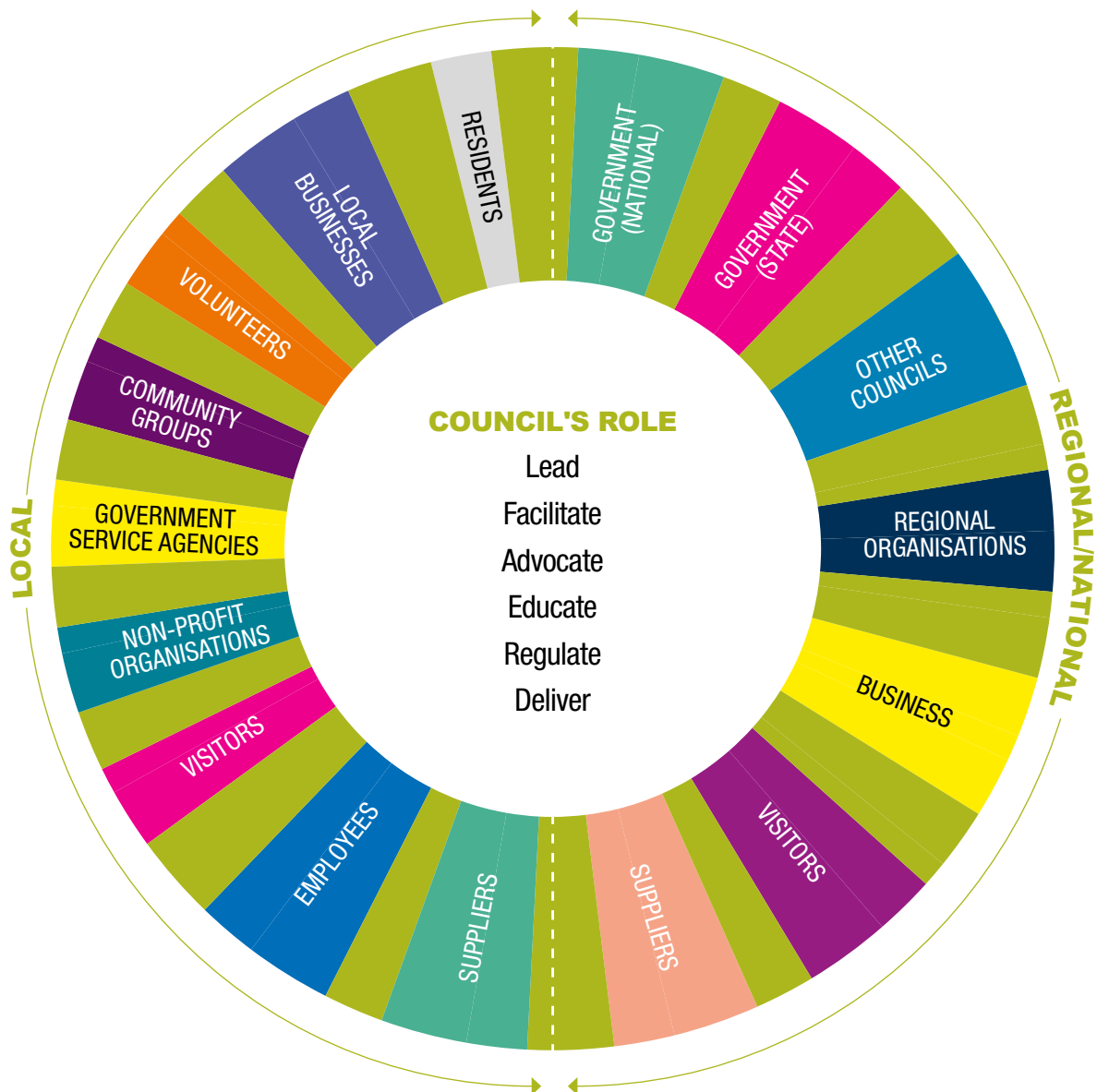
# Our stakeholders

While Council has a number of roles in progressing the long term objectives of the Ku-ring-gai community it does not have full responsibility for implementing or resourcing all of the community aspirations identified in the Community Strategic Plan and detailed in Council's Delivery Program and annual Operational Plans.

Other stakeholders, such as state agencies, non-government organisations, business, community groups and individuals also have a role to play in delivering these outcomes. This can be as contributors of ideas and views on proposed projects or service levels, partners in delivering specific outcomes, or delivering outcomes on behalf of Council.

Examples of the diverse contributions made by our stakeholders can be found in this Annual Report. Specific stakeholders are also listed for each Long Term Objective in the Community Strategic Plan 2030 at [kmc.nsw.gov.au/integratedplanning](http://kmc.nsw.gov.au/integratedplanning). The important relationship between Council and our stakeholders is illustrated below.

 FURTHER READING  
[kmc.nsw.gov.au/integratedplanning](http://kmc.nsw.gov.au/integratedplanning)





St Ives Medieval Faire

## From the Mayor



I am honoured to present Council's 2014-2015 Annual Report to the Ku-ring-gai community.

The report is the culmination of work undertaken by our organisation, elected councillors and the community during the year to progress the community's vision and long term objectives expressed in the Community Strategic Plan 2030.

The report includes information on Council's achievements and challenges during the year, as well as our audited financial accounts and our future plans.

Our focus during 2014/15 was on consulting and engaging with the community and other stakeholders on a diverse range of projects and issues, creating plans that respond to community ideas and delivering outcomes in innovative ways.

We substantially progressed a number of significant projects, including development of design

concepts for the Lindfield Village Green and Lindfield Community Hub, as part of the revitalisation of Lindfield Local Centre and master planning for Turramurra Local Centre, including a new park, town square, library and multipurpose centre. There was also substantial completion of the major new recreational area and sportsfields at North Turramurra and construction commenced on four new sportsfields at Koola Park, East Killara.

Planning and construction for these projects takes some years to complete. It is a testament to the strategic capacity of this elected council and the professional skills of our staff that we are able to successfully transform project concepts into reality in partnership with residents, the business community and other stakeholders.

Similarly, our long term environmental initiatives, funded from our environmental levy, continue to

improve our native bushland and waterways, protect our biodiversity and conservation values and reduce energy and water usage. Some initiatives, such as the Climate Wise Communities program and our Wild Things program, have received both national and international recognition for their innovation and positive results.

I am especially pleased with the outstanding success of two major projects that Council completed in 2014. Since its official opening in October 2014 the Ku-ring-gai Fitness and Aquatic Centre has achieved over 170,000 visits to the pool and fitness facilities and has 1300 school children enrolled in learn to swim classes. Gordon Library, which underwent redevelopment in 2013-2014, has also surpassed our expectations for library user numbers and customer satisfaction.

Another key achievement in 2014-2015 was the finalisation





*Ku-ring-gai Fitness and Aquatic Centre, West Pymble*

and gazettal of our new principal LEP and new DCP. These plans, incorporating new heritage controls, are essential if we are to manage new development to achieve outcomes of improved quality, while protecting Aboriginal and European heritage and the neighbourhood feel of residential areas. Other highlights included:

- over \$8 million spent on roadworks
- \$5.7 million spent on new and upgraded sportsfields and facilities
- over \$1 million spent on new and upgraded parks and playgrounds
- a very successful Medieval Faire which received the prestigious Parks and Leisure NSW Events Award in May 2015
- opening of the new visitors centre in the St Ives Tourism Precinct with an almost doubling of visitors to the Ku-ring-gai Wildflower Garden
- commencement of our special Centenary of Anzac commemorative program
- a gold award for excellence in Council's 2013-2014 Annual Report from the Australasian Reporting Awards Association.

Council's achievements over recent years culminated in Ku-ring-gai Council being named as the winner of the 2014 AR Bluett Memorial Award in September 2014. This is the highest award in NSW for excellence in local government. Ku-ring-gai Council was judged the winner for the diverse strategic projects and facilities that we delivered to the community and our strong performance across social, economic, environmental and governance areas.

These achievements are all the more satisfying when considered alongside the enormous body of work that Council completed, as part of its response to the NSW Government's Fit for the Future reform initiatives, which had recommended that Ku-ring-gai Council should amalgamate with Hornsby Shire Council.

As a result of Council's rigorous assessment process and comprehensive community information and engagement, seeking feedback on the options of amalgamation or standing alone, Council resolved to remain stand alone and submit an improvement proposal to the Independent Pricing and Review Tribunal (IPART) in

June 2015. Ku-ring-gai's submission showed that our Council met all of the State Government's financial benchmarks for financial sustainability, infrastructure and service management and efficiency.

It is important that we continue strategic long term planning for Ku-ring-gai in the coming years and create assets that will be enjoyed by future generations. Above all we need to conserve and create those things that are important to all generations of our community and continue our engagement with residents and the business community with a focus on the community's long term needs and wishes.

It gives me great pleasure to present Ku-ring-gai Council's achievements for 2014/15 and I commend this annual report to you.

*Jennifer G. Anderson*

**Jennifer Anderson**  
Mayor 2014/15



STEP Track, South Turrumurra funded by the Environmental Levy



## General Manager's Report

Welcome to Ku-ring-gai Council's 2014-2015 annual report. During this year we have achieved great results, pursued opportunities and experienced some major challenges.

This is the second annual report completed under Council's new Community Strategic Plan and four year Delivery Program. The report groups our performance and achievements into six key themes reflecting the Community Strategic Plan, namely:

- Community, People and Culture
- Natural Environment
- Places, Spaces and Infrastructure
- Access, Traffic and Transport
- Local Economy and Employment
- Leadership and Governance.

During 2014-2015 we focussed on engaging with the community to gain views and ideas on achieving strategic long term objectives for Ku-ring-gai. Important issues were

local government reforms, planned improvements to the Lindfield and Turrumurra local centres, new community and sporting facilities as well as the delivery of services in more efficient and innovative ways.

I am proud to say that throughout this reporting period Council and staff have exceeded in many areas of our service delivery. The combination of experienced professional staff, committed elected representatives and an engaged community is a vital element of our continuous improvement. This philosophy of continuous improvement was underlined by Ku-ring-gai Council being declared joint winner of the AR Bluett Award in 2014. This award is widely acknowledged as the most prestigious in NSW local government and is given to the council that has made the most relative progress in all aspects of its operations.

Council staff completed a significant body of work in assessing and responding to the NSW

Government's Fit for the Future reforms for local government and in particular, their implications for Ku-ring-gai Council. This involved investigation of the potential for mergers with adjoining councils, detailed analysis of the State Government's preferred option for Ku-ring-gai Council to amalgamate with Hornsby Shire Council, a review of Council's Long Term Financial Plan and asset management methodologies and assumptions and extensive community consultation. This culminated in the preparation and submission of a detailed response to the Independent Pricing and Review Tribunal, which was commissioned by the NSW Government to assess all local government submissions.

Financial sustainability and the capacity to deliver meaningful services to the community go to the heart of the proposed NSW Government reforms of local government. As responsible financial managers we must

ensure that opportunities to reduce expenditure and broaden income are maximised so we can improve local infrastructure.

As a result, innovative long term financial sustainability solutions have been developed to deliver services and facilities in inventive ways for our community and improve the condition of our assets. These strategies are detailed within our integrated planning & reporting documents and much of the work we have undertaken has established the platform for us to embrace the local government reform agenda without the need to merge with another council.

During 2014-2015 we completed and progressed major strategic projects, strengthened sustainability across financial, environmental, social, economic and governance areas, undertook extensive community consultation and engagement. This work was recognised through numerous industry awards reflecting the quality of our research, creativity and capacity.

Ku-ring-gai Council's healthy financial position has been maintained this year. The financial result from operating activities for 2014/2015 is a surplus of \$13.4 million (before capital grants and contributions), contributing to Council's capital program of \$28.4 million. Underlying working capital is \$4.67 million, a level considered to be sound by the Council's independent auditor.

Our objective is to maintain and enhance this positive financial position well into the future.

Other highlights include progressing the revitalisation of local centres in Lindfield and Turramurra through our Activate Ku-ring-gai program and the master plan for Gordon Town Centre. Lindfield, Turramurra and Gordon are the focus for transformational projects to convert land holdings such as car parks into new community facilities and vibrant town squares. These projects provide opportunities for the community to have an active role in shaping the future of these centres.

The revitalisation of these centres and delivery of key community facilities remains an enormous challenge. How we progress and fund these projects is an ongoing process and it is expected that these projects should be commercially feasible in their own right and will produce a dividend for Council above and beyond the community facilities incorporated in the centres.

Council has been laying the foundations for these projects for a number of years through the construction of a comprehensive and innovative development contributions plan, the acquisition of a number of sites to augment existing land holdings and the strategic management of a number of surplus assets as a source of funds.

Ku-ring-gai is often referred to as Sydney's Green Heart and we take that responsibility seriously. Our precious natural environment is well served by our culture of sustainability and stewardship.

The Environmental Levy has allowed us to implement far-reaching environmental initiatives. Innovative environmental programs and projects continue to make Ku-ring-gai a leader in sustainability through climate adaptation strategies, stormwater harvesting systems, bushland and waterway rehabilitation.

Over a number of years Council has committed to providing a safe and healthy workplace for staff, contractors and the community which has resulted in significant improvements across all WHS performance indicators.

There were a number of important achievements across Council services, programs and activities during the year which are showcased in this Annual Report. Some highlights include;

- formal endorsement from the NSW Government for the Ku-ring-gai Local Environmental Plan (LEP)
- Ku-ring-gai Council recognised as a leader among 72 NSW Councils for efficiency and

other key benchmarks in a study conducted by PricewaterhouseCoopers

- development of Business Continuity Framework with contingency plans to ensure that loss of service to residents and the community is minimised in the event of a catastrophic event in the Ku-ring-gai area
- extensive community consultation and engagement for the NSW Government's Fit for the Future initiatives, pre-master planning consultation for Gordon golf course, design options for Lindfield Village Green and Lindfield Community Hub, Turramurra and surrounding precincts
- development of Council's corporate values in consultation with Councillors and staff that support our vision, shape our culture and reflect what we truly value as an organisation
- staff training and development to ensure our workforce is skilled to meet future challenges in a rapidly changing sector
- new and improved corporate systems for risk management, asset management, corporate planning & reporting and performance assessment
- a gold award for excellence in Council's 2013-2014 Annual Report from the Australasian Reporting Awards Association.

As General Manager, I'm delighted to present our 2014-2015 Annual Report. I thank Councillors and Council staff for their valuable contribution across so many different areas. I believe we are in a strong position to continue to on the successes of the past year in delivering first-rate local government for our community.



**John McKee, General Manager**

# Our financial performance - summary

## OUR OBJECTIVES

Council's overall guiding principle is to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to financial control to ensure the effective and efficient delivery of services, facilities and infrastructure required by the community.

## WHAT WE DID

During 2014/15 we spent around \$110 million on services and operations and \$28 million on capital works to provide a diverse range of services to the community.

We manage \$1 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

Our income is from rates on property, government grants, interest on investments, user charges and fees. Our expenses are for construction, maintenance, wages, grants to community groups and many other services to the community like libraries, immunisation, bush regeneration and tree removal programs. The following provides a brief summary of our 2014/15 Financial Statements.

Further details of our financial position can be found in the Financial Information – Overview section to the Financial Statements on page 110. Full details of Council's Financial Statements are available in the Financial Section of this Report, on pages 115-228.

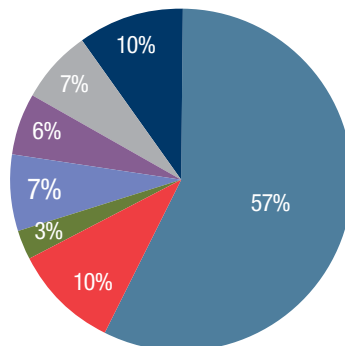
## WHERE DID OUR MONEY COME FROM?

### 2014/15 Total Income - \$133.32 million

Our main sources of income in 2014/15, other than rates and annual charges, were from:

- **Capital grants and contributions**  
\$9.12 million or 7% (\$12.92m in 2013/14)
- **User charges and fees**  
\$13.68 million or 10% (\$11.48m in 2013/14)  
(This includes community facility hire and regulatory/statutory fees.)
- **Operating Grants and contributions**  
Contributed \$7.7 million or 6% (\$4.7m in 2013/14)
- **Other revenues**  
\$9.53 million or 7% (\$9.30m in 2013/14)
- **Net gains from disposal of Assets**  
Contributed \$12.85 million or 10%
- **Total rates and annual charges**  
Contributed \$76.3 million or 57% (\$72.97m in 2013/14).
- **Interest and investment revenue**  
Contributed \$4 million or 3% (\$3.96m in 2013/14).

Total Income by category 2014/15



- Rates and annual charges
- User Charges & Fees
- Interest & Investment Revenue
- Other Revenues
- Grants & Contributions provided for Operating Purposes
- Grants & contributions provided for Capital Purposes
- Net Gains from the disposal of assets

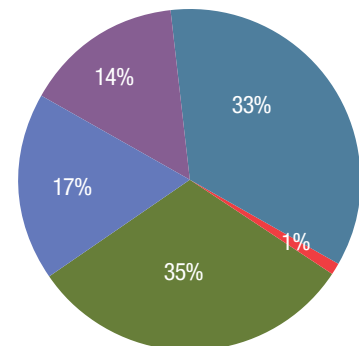
## WHERE WERE OUR FUNDS SPENT?

### 2014/15 Total Operating Expenses - \$110.73 million

The main expenditure items for the year were:

- **Capital Expenditure**  
\$28 million of capital expenditure was spent on our assets to ensure our long-term sustainability
- **Employee Costs**  
\$36.1 million or 33% (\$35m in 2013/14)
- **Borrowing Costs**  
\$1.56 million or 1% (\$1.46m in 2013/14)
- **Materials and Contracts**  
\$38.4 million or 35% (\$31.09m in 2013/14)
- **Depreciation**  
\$19.34 million or 17% (\$18.45m in 2013/14)
- **Other expenses**  
\$15.3 million or 14% (\$14.79m in 2013/14).

Total Expenses by category 2014/15



- Employee Benefits & On-Costs
- Borrowing Costs
- Materials & Contracts
- Depreciation & Amortisation
- Other Expenses

**HOW DID WE PERFORM?**

► **Achieved performance measures and benchmarks**

We achieved all of Council's performance measures and benchmarks, with the exception of Debt Service Cover Ratio. This was due to higher one-off loan principal repayments during 2014/15 which increased Council's debt servicing and has distorted the Debt Service Cover Ratio.

It is noted that Council's Debt Service Ratio is below and satisfies the NSW Government's Fit for the Future benchmark of "less than or equal to 20% average over 3 years".

See pages 113 and 154 for more detailed commentary on the Debt Service Cover Ratio Percentage.

See also pages 22 and 38 for details of Council's achievement of other financial indicators and benchmarks.

For the financial year ended 30 June 2015 Council had an operating surplus (excluding Grants and

Contributions provided for capital purposes) of \$13.46 million or an operating surplus of \$22.5 million (with inclusion of Grants and Contributions provided for capital purposes). The operating surplus means that Council's revenue exceeded both the cost of running its day to day operations and the depreciation of its assets. Council has maintained an operating surplus over previous years. A comparison of our Operating Result for 2014/15 to original budget and four previous years is provided in the table below. The surplus is available to be spent on capital works.

Major variations in expenditure and income compared to Council's original budget for 2014/15 are disclosed in Note 16 of the Financial Statements on page 159.

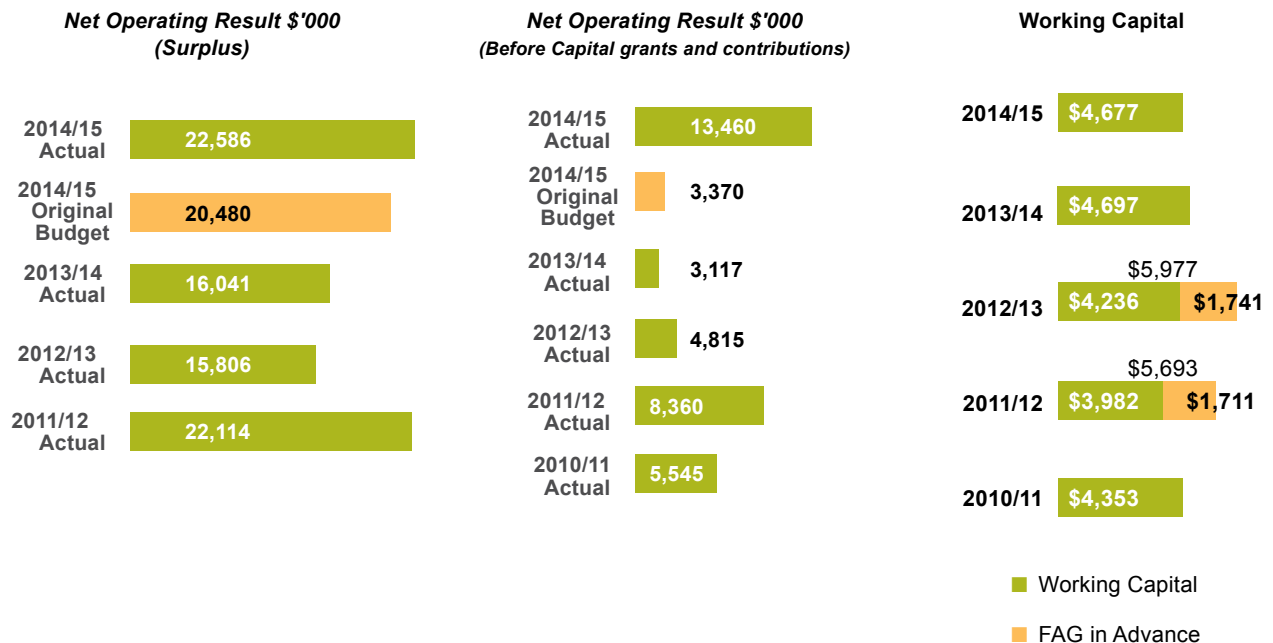
The Operating Result includes depreciation of assets and excludes capital expenditure (expenditure on assets).

► **Achieved sound working capital**

Working capital is a measure of Council's liquidity and ability to meet its financial obligations as they fall due. It is one of the primary measures of the overall financial position of Council, which allows for unforeseen expenditure or reductions in revenue.

Our available working capital at the end of the 2014/15 financial year was \$4.67m, in line with the target identified in Council's Annual Budget. This level of working capital highlights an adequate liquidity position with Council being able to meet its short term financial liabilities when they fall due.

The Chart below provides a comparison of Council's working capital for the last five financial years.



### ► Demonstrated achievement of all Fit for the Future financial benchmarks

The NSW Government's Fit for the Future program required Ku-ring-gai Council to submit either a Council Improvement Proposal to remain stand-alone, or a Council Merger Proposal by 30 June 2015. Following comprehensive research into both Council's future sustainability and merger options Council decided in June 2015 to remain stand-alone and submitted an Improvement Proposal. That Proposal demonstrated that:

- Council achieved four State Government benchmarks for financial sustainability and infrastructure asset management at the end of the 2013/14 year
- Council will meet all seven benchmarks by the Fit for the Future target year of 2016/17, and then maintain or improve the benchmarks thereafter.

Council's Improvement Proposal was assessed by the NSW Independent Pricing and Review Tribunal (IPART), which was appointed by the NSW Government in March 2015 to assess all Council proposals.

IPART's report on Ku-ring-gai Council, released in October 2015, found that Council meets all required financial benchmarks for financial sustainability, infrastructure and service management and efficiency.

Further information on the NSW Government's Fit for the Future initiatives and Council's proposal can be found on page 38.



### EXPENDITURE FROM SPECIAL RATES

In 2014/15 Council had four Special Rates as follows:

#### ► Infrastructure - Primary Rate

This rate is used to maintain, renew and upgrade Council's infrastructure including roads, footpaths and other infrastructure assets. The Infrastructure – Primary Rate is levied on all rateable land within the Ku-ring-gai local government area.

Funds of \$21 million were received from the Infrastructure Primary Rate in 2014/15.

#### ► Infrastructure - Special Rate Variation

The Infrastructure - Special Rate Variation is five per cent (5%) of the notional general income of Council and is levied on all rateable land within the Ku-ring-gai Local Government Area.

This rate is used to maintain, renew and upgrade Council's infrastructure (road improvements program). The Minister for Local Government initially approved a special rate variation for five years from 2001/02 to 2005/06. This was extended to 2012/13 following an application from Council in 2005/06.

Following community consultation and support Council applied to IPART for a continuation of this levy up to 30 June 2018. IPART subsequently granted a further one year extension of the levy until 30 June 2014.

As a result of further extensive community consultation and an 80% endorsement by a community representative group, Council made a further application to IPART in 2014 to continue the levy permanently. IPART approved Council's application with funds from the levy to be utilised for road improvements.

The levy contributes an additional \$2.7 million each year for improvements to local roads.

#### ► Environmental – Special Rate Variation

Council's Environmental Levy is a 5% levy on rates used to fund a range of environmental programs and initiatives. The Environmental Levy commenced in 2005 and, with strong community support, will continue until 2019.

Council's Environmental Levy contributes approximately \$2.6 million annually to environmental programs and initiatives in the following key areas:

- Biodiversity
- Water
- Energy
- Community engagement and environmental education
- Sustainable transport and recreation.

Further information on the expenditure of funds in 2014/15 can be found on page 58.

#### ► New Facilities – Special Rate Variation (North Turramurra Recreation Area)

This rate is being used to fund the \$28 million North Turramurra Recreational Area along with other funding from Section 94 Contributions, a \$2 million Federal Government grant and Council's Golf Course Improvement Reserve. The project is due to be completed in 2016.

The rate is three per cent (3%) of the notional general income of Council and is levied on all rateable land within the Ku-ring-gai local government area.

Initially approved for one year, the rate was extended in 2010 for a further five years, with community support, and has now expired at the end of 2014/15. The New Facilities – Special Rate Variation has assisted Council to complete the following works so far:

- construction of a water storage dam and sewage treatment plant
- reclaiming, stabilizing and capping the old North Turramurra landfill site
- bulk earthworks for playing fields
- water recycling system and wetlands
- recycled irrigation
- eleven new golf holes
- seven refurbished existing golf holes
- practice putting and chipping greens
- temporary relocation of golf pro shop

### ► Stormwater Management Charge

The Stormwater Management Charge is used to fund new and upgraded drainage works across the local government area and the environmental management of Council's drainage system impacting on watercourses. During 2014/15 this included:

- drainage upgrades at various locations
- water quality analysis and data monitoring.
- regular maintenance of 141 EnviroPods and 72 other gross pollutant traps as part of the stormwater pollution control device maintenance contract funded by the Stormwater Charge. This maintenance removed approximately 79.62 tonnes of pollutants (rubbish, leaf litter and sediment) from our waterways.

Funds of \$952,000 were received from the rate during 2014/15.

### ► Other Annual charges

Details of funds received from other annual charges for Waste Management and Section 611 – Gas Mains can be found on page 133 of the Financial Statements.

## MANAGING OUR ASSETS

Managing our asset portfolio, which is valued at \$1 billion, is important in meeting the needs and expectations of our community.

Ku-ring-gai Council delivers a variety of services to the community and in doing so, must ensure that the assets supporting these services are managed sustainably. Maintaining our infrastructure assets to an acceptable condition continues to be a key challenge in Ku-ring-gai. Recent community consultation identified roads, footpaths and stormwater drainage as the main Council service areas in need of additional resource allocation, with community building, parks and playgrounds also mentioned as priorities.

With the assistance of an independent consultant, Council

staff revised our technical and financial infrastructure asset data throughout 2014/15. The purpose of the review was to determine the true condition of our assets and to ensure that adequate funding was being allocated to maintenance and renewal. As a result, Council established that the condition of some asset classes was far better than previously assessed, and that a number of improvements had occurred over the years that had not been captured correctly in the technical and financial registers. Additionally, the independent review triggered further and ongoing investigation into how Council assesses satisfactory condition, the alignment between the technical and financial registers and improving asset inspection programs.

### ► Infrastructure backlog

Funding shortfalls for infrastructure asset renewal is a well-documented problem facing local government. In 2013/2014 Council's Special Schedule 7 reported the infrastructure backlog for all asset classes at \$165,000,000. During 2014/15, through the improvement of technical and financial asset information, Council's independent consultant established that Council's backlog is actually \$25,000,000 for the same period.

Further work is being undertaken to formulate new renewal and maintenance funding strategies and programs to achieve further reductions in the infrastructure backlog.

### ► Infrastructure renewal and maintenance funding

As a result of the review, additional renewal funding has been directed into improving our assets and additional operational expenditure has also been allocated towards asset maintenance.

### ► Asset Sales

Council has previously resolved to fund specific civic and community projects through the sale of under-utilised or surplus assets (property). These projects are intent on delivering new civic and community assets and infrastructure through the renewal of existing assets such as roads, footpaths, drains

and buildings, the acquisition and development of new facilities, and through Council's co-contribution to deliver facilities and infrastructure identified in the Ku-ring-gai Contributions Plan 2010. The Contributions Plan works program for the next 10 years requires a co-contribution from Council of \$15 million.

The reasoning for Council to divest of these assets is to ensure that our financial sustainability is maintained without the dependency on large long term borrowings and associated interest expense, that adequate funding is invested into asset renewal and upgrade of existing assets, and to reduce the impact of the financial burden on the community through additional levies.

Where Council plans a large scale "community hub" type project, such as are planned for Lindfield, Turramurra, the Gordon Civic Precincts, and the St Ives Shopping Village precinct, it is expected that these projects should be commercially feasible in their own right, such that they do not require the disposal of other assets, long term borrowings, or an impact on ordinary rates revenue. Where feasible, these projects will be expected to produce a return for Council above and beyond the community facilities incorporated in the precinct. Planning for these projects will consider the inclusion of commercial opportunities of sufficient return to cover ongoing operational costs of the public spaces in the revitalised precincts.

 FURTHER READING  
[kmc.nsw.gov.au/integratedplanning](http://kmc.nsw.gov.au/integratedplanning)



St Ives Showground show jumping by Stan Simpson

## Our corporate performance – summary

### HOW WE PERFORMED - COUNCIL'S DELIVERY PROGRAM AND OPERATIONAL PLAN

PERFORMANCE MEASURE	OUTCOME 2014/15	PREVIOUS 2013/14
Completion of 2014/15 Tasks (Total 297)#	81%	84%
Achievement of 2014/15 Performance Indicators (Total 77)	78%	86%
Progress on schedule - 4 year Critical Actions (Total 124)	80%	82%
Progress on schedule - 4 year Term Achievements (Total 69)	77%	83%

# 11 Operational Plan Tasks could not be progressed or completed due to Council's reliance on external organisations or external factors outside Council's control – see Theme sections for details on p49

The completion of 2014/15 tasks was less than the previous 2013/14 year due mainly to the delayed gazettal of the new Ku-ring-gai LEP, further review of heritage items and conservation areas, inclement weather and reallocation of staff resources to complete investigations necessary for Council to respond to the NSW Government's Fit for the Future proposals. This had a flow on affect to achieving some performance indicators and progressing 4 year Critical Actions and 4 year Term Achievements. Delayed actions will be addressed in the 2015/16 year.



## HOW WE PERFORMED - CORPORATE PERFORMANCE INDICATORS – QBL TREND SNAPSHOT

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key 'corporate' performance indicators for the 2014/2015 year compared to the previous four years.

KPI	QBL	Measure	Unit	2010/11	2011/12	2012/13	2013/14	2014/15	Trend
1	Gov	DA median processing time	Days	45	40	47	52	54	Increased (1)
2	Gov	Fulltime employee turnover rate	%	9	8	9	9.3	12	Increased (2)
3	Gov	Policies reviewed	No.	17	27	10	11	4	Decreased (3)
4	Soc	Provision of new local open space	m <sup>2</sup>	4,167	2,893	4000	3,400	0	Stable (4)
5	Soc	Major events attendance	No.	15,235	25,540	38,500	51,121	24,000	Decreased (5)
6	Soc	Library visitors	No.	655,750	581,441	563,357	456,287	533,106	Increasing (6)
7	Soc	Customer service requests received	No.	28,669	25,208	23,680	22,375	25,769	Increased (7)
8	Env	Hazard reduction burns	ha	72.4	1.36	7.066	33.94	53.36	Stable
9	Env	Bushland regeneration (area)	ha	69.3	67.7	68.3	58.6	51.00	Stable (8)
10	Env	Water consumption (Council)	kL	89,895	66,230	98,281	96,550	101,481	Stable (9)
11	Env	Energy consumption (Council) buildings	kWh	3,206,974	3,153,207	3,228,439	3,771,000	5,150,000	Increasing (10)
12	Env	Waste Kg/resident	kg	196.87	208.09	202.84	205.78	206	Stable (11)
13	Env	Recycling Kg/resident	kg	303.05	325.95	294.73	263.47	107.86	Stable (12)
14	Env	Green waste Kg/resident	kg	166.5	191.58	171.83	152.7	163.57	Increased (13)
15	Econ	Roads upgraded	\$	7,683,072	6,627,090	6,848,018	8,160,787	8,031,854	Stable (14)
16	Econ	Development related legal costs	\$	2,000,600	1,396,000	827,038	502,525	1,153,612	Increased (15)
17	Econ	Debt servicing	%	2.23	2.3	2.08	4.4	16.42	Increased (16)
18	Econ	Rate income	\$	49,396,000	51,944,000	53,696,000	56,144,000	57,773,000	Increasing
19	Econ	Return on investment	%	6.91	6.32	5.38	4.27	3.87	Decreasing (17)
20	Econ	Ratepayers	No.	39,688	40,299	40,914	41,418	41,975	Increasing
21	Econ	Source of revenue from rates and annual charges	%	56.6	58.57	61.69	62.4	57	Decreased
22	Econ	Available funds balance (Working Capital)	\$M	4.8	5.7	5.9	4.7	4.67	Stable (18)

(1) Increase median processing time is due to a greater proportion of complex applications which require more time to assess and liaise with applicants to achieve sound environmental outcomes. P78

(2) The above average movement of staff was mainly due to career progression and advancement opportunities outside Council. P42

(3) The total number of corporate and governance policies reviewed each year varies according to their review frequency. P107

(4) During 2014/15 existing parks were upgraded. Additional new local open areas are in planning phases to be completed in 2015/16. P35

(5) Numbers of participants were 20% below the annual target of 30,000 in 2014/15 due to inclement weather, which resulted in the cancellation of the Australia Day celebrations and reduced the scale of the Festival on the Green event at St Ives. P52

(6) Visits to the refurbished Gordon library are exceeding expectations due to space and fitout. P53

(7) Increase due to council exposure on social media. Residents have more avenues to report requests. Requests also increased due to some administrative changes throughout the year (TPO etc) also the storms of April 2015. P108

(8) The decrease in bushland area regenerated is due to the redefining of site boundaries to include area worked only. P65

(9) Data is for 12 months to March 2015, to match the invoicing cycle in Council's automated Sustainability Data Management System Envizi. P69

(10) Figure is for 12 months to May. The large increase in electricity consumption this year is due to the Ku-ring-gai Fitness and Aquatic Centre coming online and the first full 12 month contribution from the sewer treatment plants at Gordon Golf Course and North Turramurra Golf Course. P63

(11) Based on estimated resident population of 120,978 in 2014. P67

(12) Continued decrease in paper (362 tonnes down from 2013/14) offset by increased mixed recycling (up 189 tonnes from 2013/14). Based on estimated resident population of 120,978 in 2014. P67

(13) Increased green waste collection (up 1,612 tonnes from 2013/14) due to more favourable growing conditions. Based on estimated resident population of 120,978 in 2014. P67

(14) Significant additional Council funding continued to be redirected from organisational savings. The amount includes Federal and State government funding. P90

(15) Legal costs significantly increased in 2014/15 due to development related legal proceedings to the Land and Environment Court doubling in the same period. Council continues to focus on mediation as a means of resolving disputes with applicants, with the number of DA's proceeding to a full hearing reduced to 6, from 14 in 2013/14. P79, 231

(16) The increase is due to higher one-off principal repayments during the year. P21

(17) Decreasing due to lower interest rates and lower than anticipated return on investment portfolio. Nevertheless it exceeded the bank bill benchmark by 1.27% (2.6% UBS Bank Bill Index). P107

(18) Inline with the target identified in Council's Annual Budget. P21

# Awards and recognition

## ORGANISATIONAL AWARDS AND RECOGNITION

### ► 2014 AR Bluett Memorial Award - NSW Division of Local Government

#### *Winner*

Ku-ring-gai was the joint winner of the 2014 AR Bluett Memorial Award for being the highest achieving urban council in NSW. This award recognises NSW councils that are the most progressive across all aspects of their operations and service irrespective of size or resources. Council officially received this award at the Local Government Conference in October 2014.

### ► 2015 Australasian Reporting Awards (ARA)

#### *Gold Award*

#### *Annual Report 2013/14*

For the first time Council's 2013/14 Annual Report received a Gold Award for overall excellence in annual reporting from the Australasian Reporting Awards (ARA) 2015 in the category of Public Administration – Local Government.

### ► 2015 Parks and Leisure Australia Awards

#### *NSW Event Award*

Awarded to Council for the inaugural St Ives Medieval Faire, held in September 2014 over two days, with over 12,000 people attending. The St Ives Medieval Faire won the NSW event award for originality, community engagement and its focus on sustainability. The events award category recognises 'events and/or festivals which promote and enhance opportunities for the good use of leisure time and social, environmental and economic benefits to the community'.

### ► 2014 NSW Local Government Excellence Awards

#### *Finalist*

#### *Excellence in Environmental Leadership and Sustainability*

Awarded to Council in the Excellence in Environmental Leadership & Sustainability category for the Loving Living Ku-ring-gai brand which represents Council's comprehensive and integrated range of environmental and sustainability programs and initiatives which are being delivered in response to the community's aspirations in Council's Community Strategic Plan 2030.

### ► 2014 Sustainable Cities Awards

#### *Highly Commended*

#### *Community Actions and Partnerships NSW*

Council received this award for the Loving Living Ku-ring-gai program within the Community Actions and Partnerships Award New South Wales category.

### ► 2014 Planning Institute Australia (NSW) - Planning Excellence Awards

#### *Commendation – Plan to Place*

From Plan to Place awarded to Council for the Ku-ring-gai Open Space Acquisition Strategy. Council officially received this award in November 2014.

### ► 2014 Planning Institute Australia (Australia) - Australian Award for Urban Design - Policies, Programs and Concepts - Small Scale

#### *Commendation – Urban Design Policies*

Awarded to Council for 'Thinking Outside the Box' - Key Design Elements for Apartments in Ku-ring-gai booklet.



Australasian Reporting Awards 2015

► **2015 NSW Revenue Professionals David Ellis Award**

*Winner*

*Robert Hay, Revenue Accountant,  
Ku-ring-gai Council*

Received by Robert in recognition of his contribution in setting up the new Revenue Professionals website. The website is used by members as an information source on all matters regarding revenue and rating management in Local Government.



**COMMUNITY AWARDS AND RECOGNITION**

The following members of the community were presented with awards or recognised for their contributions during 2014/15:

► **2015 Australia Day Awards**

In recognition of outstanding contributions to the Ku-ring-gai community:

*Citizen of the Year: Peter Wilkinson*

*Young Citizen of the Year: Oliver Moor*

*Outstanding Service to the Community  
(individual): Joceyln Brennan-Honey*

*Outstanding Service to the Community (group):  
Gordon Social Conversation Group*



► **2015 Mayoral Awards - Seniors Week**

In recognition of senior individuals and groups in Ku-ring-gai who have made an outstanding contribution to the community:

*Outstanding contribution to the community  
(individual/s): Jean Rixon*

*Outstanding contribution to the community  
(group/organisation):  
Hornsby and Ku-ring-gai Masonic Association*



► **2015 Gems of Ku-ring-gai - International Women's Day**

To celebrate International Women's Day in Ku-ring-gai, 53 women were nominated as the 2015 Gems of Ku-ring-gai. Gems are nominated by organisations involved in all areas of community service from health and education, environmental and humanitarian causes, through to sports and community support. Their efforts benefit the young, the old, families and isolated members of our community. They were presented with a certificate in appreciation of their valuable contribution to their organisations and the community.

*From the top: Mayor Jennifer Anderson and Susie Maroney presenting Peter Wilkinson the Citizen of the Year Award; Cr Chantelle Fornari-Orsmond and Susie Maroney presenting Oliver Moor the Young Citizen of the Year Award and Cr Jeffrey Pettett presenting Joceyln Brennan-Honey the Outstanding Service to the Community Award*

# Calendar of events 2014/15

## 2014

July	August	September	October	November	December
KWG: APS NSG	KWG: APS NSG	Afternoon storytime for Kindergarten	Propagating native plants for the garden	Bushcare end-of-year lunch for Volunteers	Christmas Storytime with Wendy Blaxland
Citizenship Ceremony	Citizenship Ceremony	Citizenship Ceremony	Beaumont Road Public School Visit	Snakes and reptiles of Sydney - Philip Topham	Chemical Collection
National Tree Day	Wildflower and Garden Festival	Greening Australia talk by Dr Paul Gibson-Roy	Citizenship Ceremony	Cayley's Pavilion and Visitor Centre opening	Christmas Craft
Native Plant ID workshop	Raingarden Design Workshop	Author Encounter with Michael Robothom	Lego Activity Workshop	Citizenship Ceremony	Citizenship Ceremony
WildThings talk: - Solitary Bee Diversity in Sydney - Life in the Trench	WildThings talk: <i>Urban mosquitoes</i>	Australian solitary bees: <i>The Aussie Loners</i>	Origami Workshop with Winnie Leung	Bush walk- Middle Harbour	Creative Writing with Wendy Fitzgerald
Bush Kids: - <i>Junior Rangers</i> - <i>Bug Hunting</i> - <i>Aboriginal Culture</i> - <i>Five Dangerous Things</i> - <i>Dreamtime Stories</i> - <i>Aboriginal Dance</i> - <i>Bush Skills &amp; Aboriginal Culture</i> - <i>Campfire &amp; Storytelling</i>	Employability workshop for skilled migrants	Reading Hour at the Library	E-resources Workshop	Toddlers & Tadpoles: <i>Waste Not, Want Not</i>	Energy Smart Savers workshop: <i>Advanced energy efficiency at home</i>
Ebook workshop	Energy Smart Savers program	WW1 talk	Ebook workshop	Toddlers & Tadpoles: <i>Flight of the Stingless Bees</i>	International Day of People with Disability
Free hearing checks	Energy Smart Savers information night for 1 million Women members	Toddlers & Tadpoles: <i>Springtime in the Bush!</i>	Ewaste Collection	WildThings talk: <i>Underwater Photography - Sydney Marine Life</i>	International Volunteers Day morning tea
Badge making - NAIDOC week	Ebook session	Toddlers & Tadpoles: <i>Getting Down and Dirty</i>	Max Your Marks and HSC Resources	Australian Hearing - Hearing tests	International Volunteers Day lunch
Stories & craft for special needs young adults	Storytime for Kindy	Tick information talk	HSC Lock-in	Volunteer Session Q & A with Alison Greelish at the Library	U3A Information session in the E-Zone
Employability workshop for skilled migrants	<i>Billabongs and Waterholes - A Solo</i> Exhibition by Thea Bourne	St Ives Medieval Fair	Q&A: Alison Grealish	Pinjarra Pre-school library visit	Seniors Falls prevention classes
KMC/Hornsby volunteer session	Book Week 2014	Seniors Falls prevention classes	Boundaries training for HACC volunteers	Sculpture and Painting Exhibition	Hunter Valley overnight excursion
Activate Turramurra	<i>Chinese Calendar Tales</i> with Sarah Brennan	Seniors in Action programs	Seniors falls prevention classes	Info talk with Ku-ring-gai bushfire Brigade	Xmas BBQ for Seniors Falls Prevention classes
Tour & Tips @ Library	Book Week 2014 Evening Storytime	Dementia training for HACC volunteers	International Day of Older Persons	Dick Whittaker thunderstorm talk	Water Smart talk
Author talk: Lyn Fergusson-FitzRoy: <i>Beyond the rumours</i>	Bookweek 2014 - Preschool visit to KU Saddington	Volunteer Session Q&A with Alison Grealish at the Library	Seniors in Action programs	Author Encounter: Tony Park	Christmas Craft Activity
Family Boardgames @ Library	Toddlers & Tadpoles <i>Stop! Who Goes There?</i>	Sustainable apartments program launch	WildThings talk	Kombucha workshop	Bush Kids: <i>Natural Christmas Decorations</i>
Family Evening Story Time	Seniors Falls prevention classes	Watercolour Exhibition	Toddlers & Tadpoles: <i>The Bush Laboratory</i>	Handmade gift-making workshop	Creative Writing Workshop
Creative writing workshop with Deb Abela	Seniors in Action programs	Evening Pyjama Storytime	Toddlers & Tadpoles: <i>Slugs &amp; snails</i>	Ebook workshop	<i>Christmas Rose Storytime</i> with Wendy Blaxland
Lego Workshop	Enablement training for HACC volunteers	Last Viking Returns	Twilight Concert	Lower your pool's energy bills	Toddlers & Tadpoles: <i>An Australian Bush Christmas</i>
Toddlers & Tadpoles	Toddlers & Tadpoles: <i>Bush Music Melodies</i>	Boardgames drop-in	Author Encounter: - Kate Forsyth - Isolde Martyn - Ber Carroll, Dianne Blacklock and Liane Moriarty - Leila Chung	Seniors Falls prevention classes	Rock N Tales
Bushcare's Major Day Out		Family Movie: <i>Despicable Me</i>	Mosaic, Glass and Painting Exhibition	Seniors in Action programs	Rock N Rhyme
Greening Aust Talk		Rock a Bye	Native plant propagation	Seniors in Action programs	Rock A Bye
Seniors Falls prevention classes		Rock n Rhyme	What weed?	Seniors Falls prevention classes	Summer Reading Club: <i>Final count</i>
Seniors in Action		Rock n Tales	Intro to Bushcare	Aged care and respite workshop for Mandarin speakers	Wendy Blaxland - Author Event
Family Movie: <i>Frozen</i>			Snakes and reptiles		Youth: David Taylor Music Show
			Kombucha workshop		
			Volunteers lunch		
			Energy Smart Savers		
			Ride2Work Day		
			Keeping chickens		
			Veggie Garden Workshop		
			Sounds of the Secret Garden		
			Droppin' Hammers		
					

2015

January	February	March	April	May	June
Australia Day Celebrations/ Citizenship Ceremony	Citizenship Ceremony Summer Reading Club Finale Event	Tick Talk with Dr Sheryl van Nunen and local vet	Ku-ring-gai's Got Talent APS NSG	Ku-ring-gai's Got Talent APS NSG	Citizenship Ceremony APS NSG
Bush Kids: <i>Starry Safari; Bush Survival Skills; Five Dangerous Things; Junior Rangers; Junior Rangers – The Littlies Session; Bush Fairy Secrets; Summer Spotlight; Bush Survival Skills; The Big Minibeast Hunt; Junior Rangers</i>	Solar Power Information Evening Welcome Bus Tour for New Residents Rainwater Tanks Workshop The Not So Secret Life of Parrots	APS NSG Citizenship Ceremony Conservation Gneetics for Bush Regenerators Building Sustainable Homes Internet and e-resources for Seniors	Anzac Day at the Wildflower Garden Bush Kids: <i>Big Bush Adventure for Little Kids; Dusk to Dark; Junior Rangers; The Big Minibeast Hunt; Bush Survival Skills</i> Citizenship Ceremony Ebook session Library info session	APS NSG Chemical Collection Citizenship Ceremony Composting Workshop Festival on the Green Basic Upholstery Workshop	Bush Kids: <i>Junior Rangers; Through the Magnifying Glass</i> Bronnie Masefau: <i>Entering the fabulous world of design</i> Writer's forum with Isolde Martyn, Lizzy Chandler & Jaye Ford Author Encounter with Angela Flack
Summertime Stories and Craft	Introduction to Bushcare and WH&S Talk	Activate Lindfield Launch event	Australia's Biggest Morning Tea Author Encounter with Stuart Pearson	Understanding fire in an urban context Seniors energy efficiency seminar	Winter Warmers: <i>Cuppa with librarians; Creative Writing course</i> 2 x Ebooks sessions
Lego: <i>Robots Vs Dinosaurs</i>	Toddlers & Tadpoles: <i>Toddling with Tadpoles</i>	<i>Understanding Mood disorders</i> with Lifeline	Harmony Day film	Edible weeds and foraging tour	Author Talk with Carol Baxter
Beebots Robotics	Toddlers & Tadpoles: <i>Fun in the Sun</i>	Author Encounter with Alice Champion	Keeping Backyard Chickens	Bruce Hamer Law talk	My Favourite apps
Madlabs Electronics	Basic Upholstery Workshop	Author Encounter with Suzanne Falkner	Story of a Pool-to-Pond Conversion	Legal Answers Tool Kit	Fabulous Fashionistas
Rock A Bye - <i>Early Literacy Program for babies</i>	<i>Floating on a Sea of Stories</i> with Bronwen Vaugnan	Free School back pack health check	Toddlers & Tadpoles: <i>Daytime and Night time</i>	Toddlers & Tadpoles: <i>Litter Critters</i>	Introduction to bushcare and WH&S Sustainable investing
Rock N Rhyme - <i>Early Literacy program for toddlers</i>	Creative Writing Competition - Awards evening	Toddlers & Tadpoles: <i>Scales and Tails</i>	Rock A Bye: <i>Early Literacy Program for babies</i>	Follow Your Nose	Toddlers & Tadpoles: <i>Waste Not, Want Not; Windy, Wintry Weather</i>
Rock N Tales - <i>Storytime for children</i>	Seniors Falls prevention classes	Toddlers & Tadpoles: <i>Easter Bilby</i>	Rock N Rhyme: <i>Early Literacy program for toddlers</i>	Library Talk at Rohini Village	Solitary native bees
Tween the Pages Book Club for Younger Teens	Seniors in Action programs	KFAC Ability Disability Fitness Program	Rock N Tales: <i>Storytime for children</i>	Pymble Ladies School visit	Aboriginal heritage walk
Family Movie Night: <i>Robots</i>	Movie Night for HACC volunteers	Earth Hour Dinner	Bedknobs & broomsticks	Australia's Biggest Morning Tea	Itsy Bitsy
Intro to Bushcare	Library Lovers Morning Tea	Dogs Day Out	Fairy Fanfare	Meals on Wheels Volunteer Appreciation Celebration	Young and the Restless
Conservation genetics		Little Bang Discovery	Harry Potter Trivia	HACC Volunteer Thank you Event	Author Talk Afternoon Tea
Seniors Digital photography class		The Big Swing	Introductory Bushwalk for Mandarin Speakers	Seniors Falls prevention classes	BCBA Judges Talk with Cathie Tasker
Youth: <i>Sound of the Secret Garden</i>		Author Encounter Meredith Sindel - <i>Caring for someone with dementia</i>	Keeping Backyard Chickens Wizard Craft	Seniors in Action Programs	Beaumont Road Public School
		Seniors Falls prevention classes	Understanding Fire Volunteers morning tea	Pop up Library @ the pool	Need to Read Book Club for younger teens
		Seniors Festival events	Seniors: <i>Excursion to Cabramatta; Falls prevention classes; Energy efficiency seminar</i>	Guringai Festival Event: <i>Children's Voices for Reconciliation</i>	Junior Rangers
		Boundaries training for HACC volunteers	HACC volunteers: <i>Boundaries training; CHSP training</i>		Seniors in Action Program excursion to Jewish Museum
		Manual Handling training for HACC volunteers	Intro to Bushcare		Seniors Falls prevention classes
		2015 Hornsby Ku-ring-gai Youth Forum	Youth: <i>Sounds of the Secret Garden; Discobility</i>		Through the Magnifying Glass Raingarden design



Photo by Stuart Dodson

# Our community leadership

Ku-ring-gai Council is a public statutory body incorporated under the *Local Government Act 1993*. The Act sets out the purpose and charter of Council and defines its powers and functions.

## COUNCIL'S ROLE

Council has an over-arching custodial role for the shared vision and aspirations of the Ku-ring-gai community. This includes caring for the environment, our people and places. Council has a number of roles in progressing the long-term objectives of the Community Strategic Plan. They include:

### ▶ LEAD

Council can act to draw together diverse interests and strive towards achieving common goals for Ku-ring-gai. Council also acts as a role model for others, through its own actions, strategic organisational responses and way of doing things.

### ▶ FACILITATE

Council can assist in the formation of partnerships aimed at promoting the area and achieving the plan's long-term objectives as well as assisting with interaction between stakeholders and community groups.

### ▶ ADVOCATE

Council seeks to improve services, facilities and opportunities for Ku-ring-gai and its communities by lobbying agencies and other levels of government. Council can also articulate Ku-ring-gai's long-term vision for its area to others and the opportunities that it presents for investment in the area.

### ▶ EDUCATE

Council can play an important role in educating the community and other stakeholders on important objectives such as sustainability, sound environmental management practices, quality urban design and alternative transport options. Opportunities also exist for Council to explain the community's vision and how it will be progressed.

### ▶ REGULATE

Council has a statutory responsibility to implement legislative provisions such as health and safety controls, development assessment controls, tree preservation, energy and water reduction measures, waste management, environmental management, and other state government requirements.

### ▶ DELIVER

Council has a vital role in delivering the services needed by the community, and ensuring that the community and Council's resources are responsibly managed. Council's role as a service provider aims to assist in building the long-term sustainability of the area.

## COUNCIL'S RESPONSIBILITIES

The responsibilities of Councillors are defined in the *Local Government Act 1993* and include:

- providing leadership and guidance to the community
- assisting the community in the development and review of long term strategic objectives for the local area – expressed in the Community Strategic Plan
- preparing a long term Resourcing Strategy to inform the community how the achievement of long term objectives will be resourced
- reviewing performance in the delivery of the Community Strategic Plan, four year Delivery Program, Resourcing Strategy, services, and revenue policies of the Council
- engaging and consulting with the community
- representing the interests of residents and ratepayers.

## COUNCIL MEETINGS AND DECISION-MAKING

Ordinary Council meetings are held twice a month and we have committees that also meet regularly. Residents are welcome to attend these meetings. The dates of the meetings are available on our website and published in the local newspaper. Extraordinary Council Meetings are called at short notice from time to time to deal with particular issues. The dates of these meetings are published on our website and in the local newspaper (if timeframes permit).


The mayor and councillors can also raise matters to be debated at Council meetings through mayoral minutes, notices of motion and rescission motions. A decision is made when a majority of councillors vote in favour of a motion. All Council meeting proceedings are recorded. This is one important way of making our decision making processes are transparent.

Council meeting business papers are available to the public on our website, at our Customer Service Centre and all libraries on the Wednesday prior to the meetings and in the Council Chamber on meeting nights. Meeting minutes are available on our website.

## Our Councillors

The Ku-ring-gai local government area is divided into five wards – Roseville, Comenarra, Gordon, St Ives and Wahroonga.

Each ward is represented by two councillors. Council elections are held every four years with the last local government election being held on Saturday 8 September 2012. The Mayor is elected annually in September by the councillors.

 FURTHER READING  
kmc.nsw.gov.au/wards



### ROSEVILLE WARD



#### Mayor Jennifer Anderson

[janderson@kmc.nsw.gov.au](mailto:janderson@kmc.nsw.gov.au)

Cr Jennifer Anderson grew up in Chatswood and has lived in Killara for over 27 years with her husband and four children in a heritage listed home. Cr Anderson

has represented Roseville Ward since 2006.

Cr Anderson has qualifications in library and information science with appointments to the University of NSW, University of London and Lane Cove Council. Prior to election to Ku-ring-gai Council in 2006 she worked with former Bradfield MP, The Hon Dr Brendan Nelson.

Cr Anderson has served on the committees and boards of numerous local, regional and state level organisations. During 2014/15 she was one of Council's representatives on the Northern Sydney Regional Organisation of Councils (NSROC), as well as Council's representative on Eryldene Trust.

In 2014 Cr Anderson was announced as the Davidson NSW Woman of the Year winner and was also named as a Rotary International Paul Harris Fellow.

Cr Anderson served as mayor for two consecutive terms from 2013 to 2015, and also previously served as Mayor from 2011 to 2012.

 FURTHER READING  
kmc.nsw.gov.au/janderson



#### Cr David Armstrong

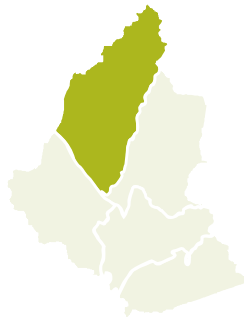
[darmstrong@kmc.nsw.gov.au](mailto:darmstrong@kmc.nsw.gov.au)

Cr David Armstrong has been a Ku-ring-gai resident for over 10 years and was elected to Council in 2012. He is an electrician and currently works for a private

company involved in railway signalling. Cr Armstrong is a member of the Ku-ring-gai branch of the Australian Labor Party and a member of the Multiple Births Association. He is particularly keen to improve services and facilities for young families in Ku-ring-gai. He represents Roseville Ward.

During 2014/15 Cr Armstrong was elected Chairperson of the Flood Risk Management Committee and Deputy Chairperson of the Ku-ring-gai Traffic Committee, as well as Council's alternate representative on the Rural Fire Service District Liaison Committee.

 FURTHER READING  
kmc.nsw.gov.au/darmstrong



## WAHROONGA WARD



**Deputy Mayor  
Chantelle Fornari-Orsmond**  
cforsmond@kmc.nsw.gov.au

Cr Fornari-Orsmond moved to Ku-ring-gai over 10 years ago with her husband and they are now raising their two daughters in Wahroonga. Cr Fornari-

Orsmond represents Wahroonga Ward.

Cr Fornari-Orsmond's interests have been at a grassroots level in a volunteer role as Project Eyewatch Coordinator for Wahroonga, a branch of Neighbourhood Watch that leverages social media to improve safety awareness in the local community.

Cr Fornari-Orsmond was appointed by Hornsby Police as a Volunteer in Police, which supports her passion for working as part of a team to improve safety in the local area and has previously represented Council on the Ku-ring-gai Police and Community Safety Committee.

Cr Fornari-Orsmond is a former sales manager in the corporate food industry and also served as Treasurer for the NSW Liberals Women's Council.

 FURTHER READING  
[kmc.nsw.gov.au/cfornari-orsmond](http://kmc.nsw.gov.au/cfornari-orsmond)



**Cr Duncan McDonald**  
dmcdonald@kmc.nsw.gov.au

Cr Duncan McDonald is a long-time Wahroonga resident and has represented Wahroonga Ward since 2009. He grew up in Wahroonga and returned in the early 1990s to raise his family.

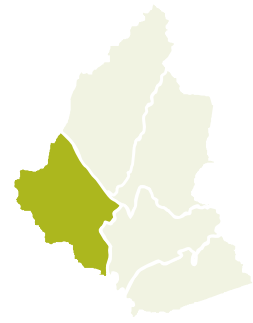
Cr McDonald has a degree in food science and a Masters of Business Administration (MBA), and is a graduate from the Institute of Company Directors (AICD). He has been involved in senior business management for over 28 years and runs his own company marketing food ingredients and brands, and has a new product development facility.

Cr McDonald is a strong advocate in supporting local community age care and has chaired, for the last several years, the Ku-ring-gai and Hornsby Meals on Wheels Board, located in Turramurra.

Cr McDonald is a Fellow of the Australian Institute of Food Scientists, member of the AICD and a member of the Australian National Trust.

During 2014/15 Cr McDonald was elected as a member of Council's Audit and Risk Committee.

 FURTHER READING  
[kmc.nsw.gov.au/dmcdonald](http://kmc.nsw.gov.au/dmcdonald)



## COMENARRA WARD



**Cr Elaine Malicki**  
emalicki@kmc.nsw.gov.au


Cr Elaine Malicki is Council's longest serving female councillor, having represented Comenarra Ward since 1991. She was Mayor during Ku-ring-gai's Centenary Year in 2006, in 2008 to 2009

and 2012 to 2013 and initiated programs such as ward and youth summits, a small business forum and a regional sporting forum.

Cr Elaine Malicki has been awarded the honorary title of Emeritus Mayor for serving a minimum of three one-year terms as Mayor. In 2014 Cr Malicki also received a 'Highly Commended' Award in recognition of her service as an elected representative on a metropolitan NSW council, as part of the 2014 Ministers' Awards for Women in Local Government.

Cr Malicki has supported significant improvements to facilities throughout her time on Council, while protecting the built and natural environment for future generations.

Cr Malicki has strong links to the community and sporting groups, and is an enthusiastic advocate for residents. During 2014/15 she was one of Council's representatives on the Northern Sydney Regional Organisation of Councils (NSROC) and the NSW Government appointed Joint Regional Planning Panel.

 FURTHER READING  
[kmc.nsw.gov.au/emalicki](http://kmc.nsw.gov.au/emalicki)



**Cr Jeffrey Pettett**  
jpettet@kmc.nsw.gov.au

Cr Jeffrey Pettett has represented Comenarra Ward since 2012. As a long-time resident of Wahroonga, Cr Pettett has strong links with the community and is actively involved with the development of

youth in Ku-ring-gai as a coach and the Junior President of the Kissing Point Angels Baseball Club.

Cr Pettett is a qualified accountant, a Fellow of the Institute of Accountants and a Chartered Tax Adviser with the Tax Institute of Australia. Financial analysis and responsible spending are two cornerstones which drive him in his work as a councillor. Improvements to facilities are one of his priorities.

During 2014/15 Cr Pettett was elected as a member of Council's Audit and Risk Committee.

 FURTHER READING  
[kmc.nsw.gov.au/jpettet](http://kmc.nsw.gov.au/jpettet)





## GORDON WARD




### Cr Cheryl Szatow JP

[cszatow@kmc.nsw.gov.au](mailto:cszatow@kmc.nsw.gov.au)

Cr Cheryl Szatow has lived in Killara for over 21 years and has represented Gordon Ward since 2008. She has professional experience in education, health, research, marketing and communication and holds a Bachelor Arts with English and History majors and a Master of Education (Administration) (Hons).

Cr Szatow is currently Patron of the Ku-ring-gai Historical Society, Patron-General of the Ku-ring-gai Amateur Swimming Club, Patron of the Northern Suburbs Dog Training Club, Patron of the Arthur Phillip Chapter of the Fellowship of the First Fleeters and a Council representative on the Joint Regional Planning Panel.

During 2014/15 Cr Szatow served as Chairperson of Council's Heritage Reference Committee as well as Council's representative on The Ku-ring-gai Police and Community Safety Committee, Metropolitan Public Libraries Association and Ku-ring-gai Youth Development Service Inc. (KYDS) Committee. Cr Szatow has also served as Sydney Convenor of the National Foundation for Australian Women and on the Board of KYDS. Her special interests on Council includes heritage, education and sustainability. Cr Szatow is also passionate about supporting the arts in Ku-ring-gai.

 FURTHER READING  
[kmc.nsw.gov.au/cszatow](http://kmc.nsw.gov.au/cszatow)



### Cr David Citer

[dciter@kmc.nsw.gov.au](mailto:dciter@kmc.nsw.gov.au)


Cr David Citer was elected to Council in 2012 as a Gordon Ward representative

Cr Citer spent the first 20 years of his life growing up in East Killara. Cr Citer has been working in adolescent mental health for the past 12 years in hospitals, residential mental health and drug and alcohol units and in outreach counselling services.

Cr Citer was previously the manager of the Ku-ring-gai Youth Development Service (KYDS) in Lindfield, a free youth counselling service.

Cr Citer has worked closely with students, principals, welfare teachers, school counsellors and parents' associations on early intervention programs for students. He has also been chair of The Hornsby/Ku-ring-gai Youth Network and chair of the Northern Sydney Mental Health Working Party.

During 2014/15 Cr Citer was Council's representative on the Hornsby/ Ku-ring-gai Bushfire Management Committee and the Rural Fire Service District Liaison Committee.

 FURTHER READING  
[kmc.nsw.gov.au/dciter](http://kmc.nsw.gov.au/dciter)



## ST IVES WARD



### Cr Christiane Berlioz


[cberlioz@kmc.nsw.gov.au](mailto:cberlioz@kmc.nsw.gov.au)

Cr Christiane Berlioz was elected to Council in 2012 and represents St Ives Ward.

A community group representative for over 10 years, Cr Berlioz has gained a sound knowledge of local issues and experience with Council procedures. Her focus is on representing the community voice to Council, honest and open governance, promoting development that respects environment and heritage values and most importantly preserving a sense of place and identity.

During 2014/15 Cr Berlioz was elected the Chairperson of the Ku-ring-gai Traffic Committee as well as the Deputy Chairperson for both the Flood Risk Management Reference Committee and Heritage Reference Committee. Cr Berlioz was also appointed the Council representative for the Greater Sydney Local Land Services Local Government Advisory Group and Council's alternate representative on the Sydney West Joint Regional Planning Panel.

Cr Berlioz is a qualified pharmacist and has worked in retail, hospital and industry.

 FURTHER READING  
[kmc.nsw.gov.au/cberlioz](http://kmc.nsw.gov.au/cberlioz)



### Cr David Ossip

[dossip@kmc.nsw.gov.au](mailto:dossip@kmc.nsw.gov.au)


Cr David Ossip was elected to Council in 2012 and represents St Ives Ward. Cr Ossip was born, raised and educated in St Ives and is presently studying for a Bachelor of Commerce and Bachelor of

Laws at the University of Sydney. Cr Ossip works full-time as a solicitor at a commercial law firm.

A recipient of numerous academic and community service awards, as well as being an accomplished public speaker, Cr Ossip has always been keenly involved in his community. In 2009, he received the Lions Regional Youth of the Year Award and an Order of Australia Association Certificate of Recognition for Service to the Community.

An active member of the Liberal Party, Cr Ossip states he is "a passionate and enthusiastic advocate for residents, and seeks to make a positive contribution to the future of our community".

Cr Ossip has previously represented Council on the Ku-ring-gai Youth Development Service Inc Management Committee (KYDS).

 FURTHER READING  
[kmc.nsw.gov.au/dossip](http://kmc.nsw.gov.au/dossip)

# The community's role

**Ku-ring-gai has an active and engaged community. Our residents and local stakeholders wish to participate in, and inform Council decision-making to ensure the delivery of high quality services and assets for the community.**

There are a number of ways in which local stakeholders are involved in policy formulation and decision-making.

## REFERENCE COMMITTEES

To assist in the decision making process and the operation of Council, reference committees may be established for a period of time to provide advice, assist in managing facilities or services and perform other functions. These groups often include members of the community as well as some or all councillors. As part of the decision making process, recommendations made by these formal and informal forums may be referred to an ordinary meeting of Council or general committee of Council for a decision. The following Reference Committees operated during 2014/15:

### ► Audit and Risk Committee

Our Audit and Risk Committee includes two external independent members (one of whom is the chair) and two Councillor representatives, as well as non-voting senior staff, other councillors and Council's external auditor. It provides independent assurance and assistance to our internal audit function in relation to risk management, internal control, governance, external accountability responsibilities, financial reporting, and compliance with laws and regulations. Additionally, the Committee also provides a level of oversight on the follow-up and completion of any issues or actions identified by internal and external audits, customer and Code of Conduct complaints as well as independent oversight of, and strategic input into our risk management framework.

The Audit and Risk Committee's work in 2014/15 included key reviews of project outcomes, revenue generation activities, financial statements, procurement compliance and an ongoing review of key controls and statutory audits.

See p104 for more information on Risk Management.

### ► Flood Risk Management Committee

The Flood Risk Management Committee includes councillors, residents, and representatives from business or industry bodies. In addition the committee has non-voting representatives from NSW Office of Water, NSW Department of Planning, NSW Police, NSW State Emergency Services, Sydney Water, Roads and Maritime Services and other ex-officio members. The committee is a technical review committee established under the NSW Government's Flood Prone Land Policy and has an advisory role to Council. The committee acts as a focus and forum for discussing differing views and objectives on technical, social, economic and environmental matters for floodplain management and flood risk.

### ► Heritage Reference Committee

The Heritage Reference Committee includes Councillors, a community representative and representatives from the National Trust Australia, Australian Institute of Architects and the Ku-ring-gai Historical Society. The committee was formed in June 2014 and provides advice to Council on heritage matters as well as promoting an understanding and appreciation of heritage through specific activities and events.

## OTHER COMMITTEES

### ► Ku-ring-gai Traffic Committee

The Ku-ring-gai Traffic Committee is a technical body including representatives of Council, NSW Police, Roads and Maritime Services and the local Member of State Parliament. The Committee is not a committee of Council, being established under delegation of the Roads and Maritime Services. As such, the committee's role is to consider and advise Council on traffic related matters.

### ► Economic and Social Development Advisory Committee (ESDAC)

The Economic and Social Development Advisory Committee is an advisory group including Councillors and Directors, and is not considered a formal reference committee. The Committee was established to discuss ideas and initiatives, and make recommendations on where and how Council should invest resources to support our economic development program.



FURTHER READING  
[kmc.nsw.gov.au/committeemeetings](http://kmc.nsw.gov.au/committeemeetings)

# Engaging with our community

## Our consultation policy ensures engagement with the community is equitable and accessible.

To do this we employ a range of methods to connect with our local stakeholders including:

- Proactive communication and reporting.
- Community meetings, forums, workshops and information sessions.
- Innovative web based tools such as online forums and surveying.
- Reference committees to bring together subject matter experts and interested participants.
- Large scale and demographically representative summits for major planning initiatives.

Council is providing innovative and effective consultation by taking new ideas and master plans directly to the community through forums, workshops, special events and information stalls.

All consultation includes a multi-modal approach to communications and engagement. This can include special events, have your say pages on the website, forums or workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff.

During 2014/15 we undertook extensive community engagement and consultation for a number of major projects and issues facing Ku-ring-gai. This included the following:

### ► Activate Lindfield Local Centre Program

A community 'Family Fun Day' event was originally held at Lindfield Local Centre in 2014 to engage the local community in planning for community facilities in the centre. The purpose of the event was to discuss ideas and options for the proposed Lindfield Village Green and Community Hub projects and obtain feedback via a survey on these projects as part of our planning for the revitalisation of Lindfield local

centre. The event was well received by participants and over 120 surveys were completed. Given its success a series of similar events are being planned for other centres.

During 2014/15 consultation for Lindfield Village Green and Community Hub included an on-site exhibition manned by staff three times a week during April and May 2015, 4 community workshops held in May 2015, meetings and discussions with landowners adjoining the master plan sites and meetings with representatives of Transport for NSW and other government agencies including Ausgrid. See pages 52, 74 for more details.

### ► Activate Turramurra Local Centre Program

An Activate Turramurra event was hosted at Ray Street, Turramurra to help identify community values and ideas for a new precinct, including a village green, greater shopping variety, residential, library and new open space. The results formed part of the concept design process. Stakeholders consulted included local community, business groups key state agencies, community groups and landholders. Consultation also took place with Transport for NSW regarding planning for commuter car parking and Sydney Trains regarding the rail corridor. Discussions were also held with representatives of Coles Group (owners of 1 Ray Street, Turramurra) regarding master planning requirements.

### ► Gordon Golf Course master planning

Community consultation was undertaken prior to the commencement of the preparation of a masterplan for Gordon Golf Course. In October and November 2014 forums were hosted with local residents, golfers and interested stakeholders on the proposed new regional park for Gordon Golf Course. Over sixty people attended these events as Council staff discussed issues and concerns with participants and identified opportunities and uses for the new regional park.

In addition to the forums, 400 randomly selected telephone surveys were carried out across the Ku-ring-gai community, stakeholder meetings were held with Gordon Golf Club and opportunities were provided for the community to give their comments through 'Have your say' pages on Council's website and availability of online and hard copy surveys. Outcomes of the consultation were reported to Council in 2015/2016.

### ► Marian Street Theatre

A comprehensive community engagement program was undertaken for Marian Street Theatre seeking community input on Marian Street Theatre's future and considering options for its refurbishment or construction of a new venue. Outcomes of the consultation were reported to Council in 2015/2016.

### ► Information Stall Program

An information stall program was commenced at Wahroonga Village Shops during 2014/15. The successful event sought community views and provided information on major projects such as the North Turramurra Recreation Area and Wahroonga Park Masterplan, opinion and ideas for the upgrading of Marian Street Theatre and a new regional park for Gordon Golf Course as well as feedback on the cleanliness and litter campaign at Wahroonga Shops.

### ► Community feedback on programs

During 2014/15 a series of surveys were conducted of user groups for specific Council programs and initiatives. Their purpose was to assess the level of user satisfaction with the programs and identify opportunities for improvements or change to suit user group needs. The majority of these surveys were undertaken online and included environmental initiative programs, community education programs for fire preparedness, children's services and workshops and programs for older people.



Activate Turrumurra

► **Consultation on NSW Government's Fit for the Future initiatives**

Since 2013 Council has carried out a range of communication and engagement activities in response to the NSW government reform initiatives. This included:

- Informing the community about the NSW Government's Fit for the Future proposals and what they may mean for Ku-ring-gai
- Consulting with the community to gauge opinions about the proposals, particularly in relation to the proposed amalgamation of Ku-ring-gai with Hornsby Shire Council
- Informing Council staff about the Fit for the Future proposals and potential impacts.

Over a two month period from May to June 2015 Council completed comprehensive community consultation focussed on two options; whether Ku-ring-gai should remain a stand-alone council or amalgamate with Hornsby Shire Council. This latter option was proposed by the Independent Local Government Review Panel specifically set up by the NSW Government to examine council reform.

The following community consultation results showed that the community prefers Ku-ring-gai to remain a stand alone council:

- A telephone survey of 402 residents with maximum sampling error of plus or minus 4.9% at 95% confidence. The survey results showed that 79% of those surveyed indicated

a preference to stand alone while only 21% preferred to amalgamate with Hornsby Council

- An opt-in community survey available online and in print with 2077 responses received. The survey results showed that 77% indicated a preference to stand alone while 23% preferred to amalgamate with Hornsby Council
- A community meeting attended by 29 community members.
- The results of a ballot paper completed by 26 people attending the meeting showed that 92% (24 people) opposed amalgamation while 4% (1 person) supported amalgamation and 4% (1 person) did not know.

# Local Government reforms

## Since 2012 the NSW Government has initiated four major reform proposals for consideration by local councils and their communities.

Council prepared a comprehensive submission for each proposed reform to advise the government of those proposed changes that we supported and more particularly those changes that would have significant impacts on the residents of Ku-ring-gai. These included:

- The Independent Local Government Review Panel's Future Directions for NSW Local Government
- Revitalising Local Government – Final Report of the NSW Independent Local Government Review Panel
- A New Planning System for NSW – White Paper
- Draft Metropolitan Strategy for Sydney to 2031, now A Plan for Growing Sydney
- Local Government Act Review

In September 2014 the NSW Government released its 'Fit for the Future' roadmap on local government reforms.

Council's comprehensive response to the NSW Government on the potential amalgamation with Hornsby Shire Council was submitted to IPART in June 2015.

## NSW GOVERNMENT'S 'FIT FOR THE FUTURE' PROPOSAL

In 2013 the NSW Government appointed Independent Local Government Review Panel (ILGRP) published its Future Directions report for NSW local government.

The report recommended significant reform to the local government sector, most significantly a reduction in the number of councils across metropolitan Sydney. Then in October 2013, the ILGRP released its final report Revitalising Local Government. The final report recommended the amalgamation of Ku-ring-gai and Hornsby Shire councils to provide a projected population of 348,000 by 2030.

In September 2014 the NSW Government released its 'Fit for the Future' roadmap supporting the recommendations contained in the ILGRP's final report. The roadmap required all councils in the Sydney metropolitan area to submit details, by 30 June 2015, on how they will meet specific benchmarks for financial sustainability, infrastructure and service delivery, and the need to demonstrate scale and strategic capacity over the medium to long term. The proposal effectively gave Ku-ring-gai Council two options—to submit a Merger Proposal to amalgamate with Hornsby Shire Council (as recommended by ILGRP) or demonstrate that Council has sufficient scale and strategic capacity to stand alone and submit an Improvement Proposal.

In April 2015, the NSW Government then appointed the Independent Pricing and Regulatory Tribunal (IPART), to act as the Expert Advisory Panel in assessing all councils' Fit for the Future proposals.

On 5 June 2015, IPART released its methodology for assessing council proposals. This included using the population projections (taken from recommended amalgamations) as the threshold for assessing the appropriate level of scale for councils, followed by other benchmarks and strategic capacity criteria.

IPART advised councils that submitting proposals other than those recommended by the ILGRP, will need to demonstrate they are broadly consistent with ILGRP's objectives for scale and strategic capacity.

### ► Ku-ring-gai Council's adopted position

Ku-ring-gai Council has consistently advised the NSW Government, that the option for Ku-ring-gai to amalgamate with Hornsby Shire Council, has not been substantiated by any analysis of the costs and benefits of an amalgamation.

In response to the Fit for the Future proposal, Ku-ring-gai Council carried out a comprehensive review of the required elements of the Government's proposal. Based on the findings of Council's rigorous assessment process on the 28 April 2015 Council resolved that:

- An amalgamation with Hornsby Shire Council would be highly unfavourable for the residents and ratepayers of Ku-ring-gai and would not be further considered;
- Council satisfies the stated criterion for scale and strategic capacity without the need for structural change and will submit an Improvement Proposal to meet the requirements of Fit for the Future.

Council also completed a comprehensive community information and engagement process with residents and ratepayers, seeking feedback on the options of amalgamation or standing alone. The results clearly showed that Ku-ring-gai residents and ratepayers prefer Ku-ring-gai Council to remain stand-alone and not amalgamate with Hornsby Shire Council.

In June 2015 Council submitted an Improvement Proposal to IPART.

### ► Council's current position

On 16 October 2015 IPART released their report titled "Assessment of Council Fit for the Future Proposals – Local Government – Final Report – October 2015" to the State Government. The State Government released the IPART report to the public on 20 October 2015.

IPART assessed that Ku-ring-gai Council meets all financial benchmarks for Financial Sustainability, Financial Infrastructure and Service Management and for Efficiency. However Council was assessed as being "Not Fit" as it did not satisfy the "Scale and Capacity" criteria.

"Scale and Capacity" was set as a threshold criterion by the NSW Government. This criterion was not well defined except by reference to the recommended merger option put forward by the Independent Local Government Review Panel. That is, a council has scale and capacity if it adopted the recommended merger option, or another option that was as good as or better.

IPART found that as Ku-ring-gai's population is forecast to be approximately 151,100 by 2031 compared with the combined population of 352,850 if it merged with Hornsby Shire, Council does not have sufficient Scale and Capacity. For this reason IPART considered that Council does not have sufficient scale to partner effectively with the government compared to the merger option.

IPART found that all Councils who did not adopt the State Government preferred merger option, or an alternative merger option, were unfit, as they did not have Scale and Capacity. This is despite the fact that IPART found that the vast majority of these unfit councils met the required financial criteria.

IPART also assessed Hornsby Shire Council as being unfit due to a lack of Scale and Capacity, while meeting all financial benchmarks.

The State Government subsequently invited councils declared unfit by IPART to nominate merger partners by 18 November 2015.

At an Extraordinary Meeting of Council held on Tuesday 17 November 2015 Council resolved, based on previous Council resolutions on Fit for the Future and amalgamations, to advise the NSW Government that:

Ku-ring-gai Council strongly opposes any proposal for it to amalgamate with Hornsby or any other council. Ku-ring-gai, a highly performing council that fully discharges its functions under the Local Government Act, exceeding the IPART financial benchmarks, is already large by national and international standards. Its community overwhelmingly opposes amalgamation.

The NSW Government has advised that it will respond to local councils before the end of 2015.



### A NEW PLANNING SYSTEM FOR NSW - WHITE PAPER

The NSW Government's White Paper, released in 2013, built on the major reforms and changes proposed in the Green Paper, which was released in July 2012. The White Paper proposed reforms around the following five fundamental land-use planning areas:

- changing the planning culture at the state government level, and its relationship with local government;
- community participation;
- strategic planning;
- development assessment; and
- infrastructure.

These reforms will directly affect the way councils consult with the community, prepare town planning documents and assess applications

for development in local government areas. Major proposed changes that are of concern to Council included:

- **Consultation with the community would occur at an earlier, strategic level, when councils are planning for an entire community, but not at the individual proposal stage.**

While there may be merit in streamlining the approvals process, this should not be at the expense of community involvement at the development application stage. It is estimated that at least 80% of all applications would fit into the category of no requirement to consult with neighbours.

- **Increased role for the private certification process where the developer pays for someone to approve an application and oversee works on the ground.**

Council is concerned that private certifiers lack skills to assess complex development. Council has already lodged many formal complaints about private certifiers who have approved unauthorised or illegal work. Council has requested the Minister to apply stronger penalties to offenders.

- **Development contributions used for the provision of infrastructure**

The White Paper proposed that some of the development contributions currently used for providing new facilities in the local area should go to the State Government to provide regional infrastructure. This means that there will be less money available for local infrastructure.

Details of these concerns and others were included in Council's submission. There have been no further NSW Government announcements regarding the White Paper.





North Turramurra Bobbin Head, by Glen Leo

## A PLAN FOR GROWING SYDNEY

The former Draft Metropolitan Strategy for Sydney to 2031 included proposals to significantly increase housing across the Sydney metropolitan area. This potentially includes additional housing targets for northern Sydney local government areas including Ku-ring-gai.

Council has raised concern that Ku-ring-gai local government area has already supplied significant new housing over the past few years and further significant increases will have impacts on infrastructure and service provision for residents. Council's submission formally requested that no decision be made on additional future housing targets, or future employment targets, for individual areas within each subregion without close liaison with each local government authority. A Plan for Growing Sydney was released in late 2014. The plan identifies the main northern rail line an "Urban Renewal Corridor". Based on population projections for Sydney recently released by the Department of Planning and Environment, it is anticipated that additional growth will need to be accommodated above and beyond that which Council has only recently be required to accommodate.



**FURTHER READING**  
[planning.nsw.gov.au/Plans-for-Your-Area/Sydney/A-Plan-for-Growing-Sydney](http://planning.nsw.gov.au/Plans-for-Your-Area/Sydney/A-Plan-for-Growing-Sydney)

## LOCAL GOVERNMENT ACT REVIEW

In 2012, the Minister for Local Government, appointed a four member Taskforce to review the *Local Government Act, 1993*. The Taskforce looked at ways to modernise the legislation to ensure that it would meet the future needs of councils and their communities.

The Taskforce looked at options to develop a new, modern Local Government Act that would meet the future needs of the local government sector and the community. It conducted several rounds of consultation to discuss options for streamlining the legislation and cutting red tape. The feedback received from councils, business and community members helped to inform the Taskforce's final recommendations.

The Taskforce completed its work in late 2013, and its final report and recommendations were exhibited for public comment in early 2014, with councils invited to make submissions to the Taskforce in March 2014. Following consideration of submissions the Taskforce delivered its response to the NSW Government in September 2014.

The NSW Government broadly supported the recommendations of the Taskforce and advised that it would commence work, in consultation with the local government sector and key stakeholders, to develop a new Act with the aim of phasing it in from 2016/2017.

The new Act will be designed to:

- Give more prominence to the Integrated Planning & Reporting (IP&R) sections of the Act and use IP&R as its central framework.
- Reduce unnecessary red tape and prescription.
- Enhance community engagement.
- Embed the principle of fiscal responsibility.
- Improve financial and asset planning.
- Strengthen representation and leadership.
- Enables Government to have a differential approach to councils that have undergone the necessary changes to become 'Fit for the Future'.
- Include the agreed recommendations of the Independent Local Government Review Panel.
- Take account of the expected reports by IPART into red tape and licensing and the recommendations made by the Joint Select Committee into the 2012 Local Government elections.

Ku-ring-gai Council is awaiting further update from the NSW Government on the date that the new legislation will be tabled in Parliament.



**FURTHER READING**  
[olg.nsw.gov.au/strengthening-local-government/local-government-reform/local-government-acts-taskforce](http://olg.nsw.gov.au/strengthening-local-government/local-government-reform/local-government-acts-taskforce)

# Organisational leadership

## ORGANISATIONAL STRUCTURE

Ku-ring-gai's organisational structure is made up of six departments - civic management, community, corporate, development and regulation, operations and strategy & environment.

The General Manager, along with five directors, lead the departments and make up the executive management team. The directors assist the General Manager in the development of long term strategic plans and their

delivery, ensure the organisation is meeting its obligations and are responsible for the day to day management of the departments. The General Manager is responsible for the overall operation of the organisation and for ensuring the implementation of decisions of Council. The performance of the General Manager is measured through a performance agreement as part of the contract of employment.

### JOHN MCKEE GENERAL MANAGER

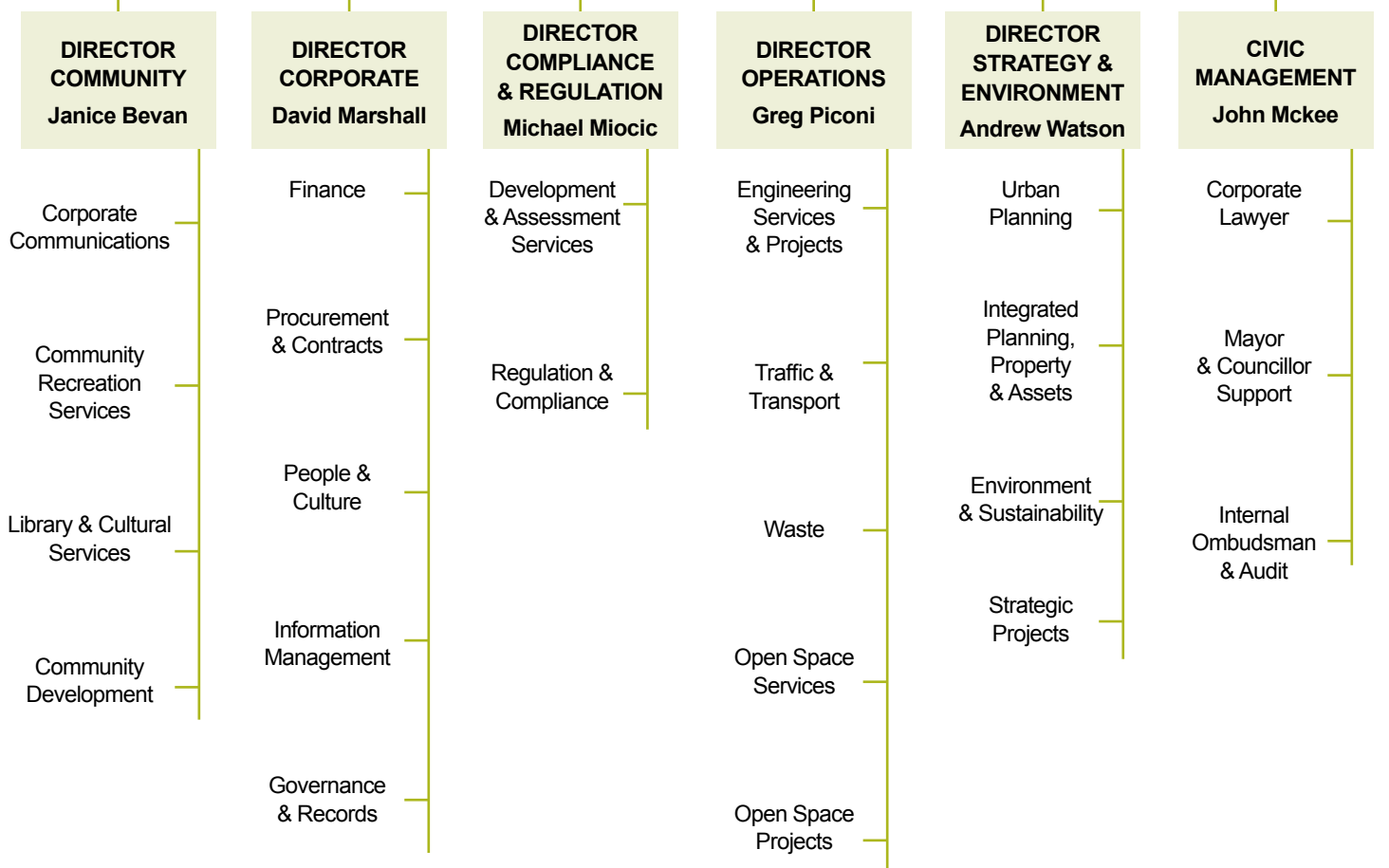
Bachelor of Business, Member Local Government Managers Association

John McKee has been General Manager at Ku-ring-gai Council since March 2006. Prior to his appointment John held the position of Council's Director Finance and Business for five years. John has worked in local government for 25 years. In his role as General Manager, John is responsible for overall organisational leadership, the financial, governance, operational and service performance of Council and organisational support for the elected Council.

During John's leadership, Council has significantly improved its long term financial and asset management capability, been recognised as an industry leader through awards for recreation park design, open space acquisition, sustainability and climate change adaptation and most recently won the 2014 AR Bluett Memorial Award for the most progressive urban council in NSW.



## GENERAL MANAGER John McKee







### **MICHAEL MIOCIC** **DIRECTOR DEVELOPMENT AND REGULATION**

Bachelor of Town Planning

Michael was appointed to the position of Director Development and Regulation in 2003. Prior to joining Ku-ring-gai, Michael held the position of Manager Development Control at Woollahra Council from 1996. Michael also previously worked as a town planner with the City of Sydney and in the private sector as a planning consultant and has over 25 years experience in development assessment, regulatory services, strategic planning and planning and environmental law. In his current role at Ku-ring-gai Michael is responsible for development assessment and compliance/regulation services. This includes development and heritage assessment, Land and Environment Court appeals, building certificates, fire safety and food safety compliance, pool safety compliance, investigation of illegal or unauthorised works, investigation of environmental pollution, area ranger services, parking ranger service and pet registration.

### **JANICE BEVAN** **DIRECTOR COMMUNITY**

Bachelor of Arts (Library and Information Science), Masters studies in cultural and media policy

Janice was appointed Director Community in 2000. Prior to her appointment Janice held senior community services positions in Hunter Region Councils. During her career, which spans over 20 years in local government, Janice has had extensive experience in the disciplines of library management, cultural planning, communications and marketing. She has also held positions on regional organisations of councils representing libraries and cultural development. In her current role at Ku-ring-gai Janice is responsible for Council's community

and cultural services, including libraries, children's and youth services, aged and disability services and the Ku-ring-gai Art Centre. She is also responsible for economic development and tourism, festivals and events, communications, media liaison, customer service and community consultation. The Community department also manages Council's community buildings and sports and recreation facilities, including the new fitness and aquatic centre, sports fields and tennis courts and golf courses and the St Ives Precinct which comprises the Wildflower Garden and the St Ives Show Ground. Janice was awarded the Minister's Award for Women in Local Government in 2014 in recognition of her role as a senior staff member at a Metropolitan Council.

### **ANDREW WATSON** **DIRECTOR STRATEGY AND ENVIRONMENT**

Bachelor of Town Planning, Graduate Diploma of Local Government Management, Certificate of Mediation, Member of Planning Institute of Australia

Andrew was appointed to the position of Director Strategy and Environment in 2008. Before joining Ku-ring-gai Andrew worked for the NSW Department of Planning for five years, here he held the position of Regional Director for planning in South and Western Sydney and the Central Coast. Andrew brings extensive experience in planning to Council, having worked in the private sector and in local and state government in Western Australia, New South Wales and Tasmania. In his current role at Ku-ring-gai Andrew is responsible for long-term planning for a number of Council activities. This includes Integrated Planning and Reporting, asset management planning, property acquisition and management, land use and heritage planning, centre planning and design, open space planning and design,

sport and recreation planning, traffic and transport planning, natural area and catchment planning.

### **GREG PICONI** **DIRECTOR OPERATIONS**

Bachelor of Engineering, Post graduate qualification in Management, Member Local Government Engineers Association

Greg was appointed to the position of Director Technical Services in 2002 and Director Operations in 2005. Before joining Ku-ring-gai he held the positions of Works Manager and later Executive Manager Engineering Services at Ashfield Council. Prior to this Greg had extensive experience working for State Government agencies in areas including roads, engineering and civic capital works. In his current role at Ku-ring-gai, Greg is responsible for the delivery of Council's capital works programs, infrastructure and building asset upgrade and maintenance programs, maintenance of open space areas, emergency management, bushland maintenance and hazard reduction, tree preservation, waste and recycling, litter and street cleaning and graffiti removal.

### **DAVID MARSHALL** **DIRECTOR CORPORATE**

Master of Business Administration (MGSM), Certified Practising Accountant, Graduate Diploma Accounting, Bachelor of Engineering (Hons)

David was appointed Director Corporate in 2013. David is responsible for financial management, procurement, human resources, risk management, governance, records and information technology. Before joining Ku-ring-gai Council, David held the position of Director Corporate and Information Services at Leichardt Council for 15 years, where he was responsible for finance, information technology, records, governance, property, customer service, recreation facilities and libraries.



FURTHER READING  
[kmc.nsw.gov.au/organisationalstructure](http://kmc.nsw.gov.au/organisationalstructure)

# Our people

**Council can only achieve the outcomes it seeks for the community with the aid of a skilled and motivated organisation focussed on working in the community's interest and continuously improving its delivery of services.**

Council values its people and appreciates their contribution. It will continue to recognise the obligation for them to be provided with a safe, secure and satisfying workplace, treated equitably and with respect and properly rewarded.

Due to Ku-ring-gai's size, the diversity and technical interest of the projects we are undertaking, our reputation, and our successes, Ku-ring-gai has been able to recruit and retain a variety of technically and professionally qualified staff across a broad range of service areas as well as a full range of traditional local government roles.

Together with a robust talent management program we aim to continue to be well positioned to be an employer of choice in an increasingly competitive market place in coming years and well able to deliver an empowered, skilled and knowledgeable workforce to deliver our services to the community.

## KEY ACHIEVEMENTS 2014/15

- Improved communication channels within the organisation
- Completed innovative consultation with all staff to develop new corporate values for the organisation.
- Continued a diverse learning and development program with support for over 687 training or conference attendances, Induction and Code of Conduct training and Bullying & Harassment training
- Continued leadership development program through the Australian School of Applied Management for directors and senior managers
- Implemented new staff performance assessment system
- Completed our annual Health and Wellbeing program that aims to create positive employee morale, reduce absenteeism and sick leave, reduce workplace accidents, improve safety and staff productivity.
- Reduced 'Hours Lost to Injury' by 85.5% and Worker's Compensation Claims' by a further 20%.

## EMPLOYEE PROFILE

As at 30 June 2015, Ku-ring-gai Council employed 440 full and part-time people and 483 casual employees in a diverse range of service areas including engineering and open space operations, traffic and transport, waste operations, customer service, finance, human resources, administration and governance, community and recreation services, aged and disability services, youth and children services, library and cultural services, regulation and compliance, development assessment, projects design and construction, urban and heritage planning, environment and sustainability, integrated planning, property and assets.

The table below shows the total number of Council employees.

### Workforce total headcount by employment type as at 30 June 2015

	Employees
Full time	377
Part time	63
<b>Total Full and Part time</b>	<b>440</b>
Plus Casuals	483

The median age range of our workforce was 45 – 54 years with 49 per cent of our employees aged between 45 and 65 years, and 46 per cent of employees aged less than 44 years.

There was a small decrease in staff in the 45 – 54 age bracket and a corresponding increase in the younger age bracket from 2013/14, reflecting staff movements.

The gender profile of our workforce is 42 per cent female and 57 per cent male with employee positions spread across employment bands.

### Workforce % by Age & Gender

Age	Male	Female	Total No.	Total %
15 -24	7	3	10	2.3%
25 - 34	52	42	94	21.5%
<b>35 - 44</b>	<b>58</b>	<b>39</b>	<b>97</b>	<b>22.0%</b>
45 - 54	62	53	115	26.2%
55 - 64	63	37	100	22.8%
65 +	12	12	14	3.2%
<b>Total</b>	<b>254</b>	<b>186</b>	<b>440</b>	<b>100%</b>



Staff health Expo May 2015

Consistent with the changing population trends in the Ku-ring-gai local government area and Greater Sydney region the organisation's demographic profile increasingly includes employees who were born overseas or who speak a second language.

There was a continued increase in women in senior roles (Technical Band 6 and above). At 30 June 2015 women made up 10.9% of the total workforce (up from 10.0% in 2013/14) compared to men at 16.1% (down from 17.2% in 2013/14). The table below shows the trends for the period 2010/10 to 2014/15. See table below for a comparison with previous years.

**Total % of Women in senior positions (band 6 and above) for the past 6 years**

Financial Year End	Total workforce	Women Band 6+ % of total workforce	Men Band 6+ % of total workforce
2010	446	7.4%	15.0%
2011	454	8.2%	15.8%
2012	453	8.4%	15.6%
2013	428	9.1%	15.8%
2014	441	9.9%	17.2%
2015	440	10.9%	16.1%

Council's retention rate decreased slightly to 88% (turnover rate of 12%), from 91% in previous years. This above average movement of staff was mainly due to career progression and advancement opportunities outside Council as well as some older workers retiring.

Council's average years of service per staff member remained at 9.3 years indicating that Council's organisation remains an attractive employer for prospective applicants. See table below for a comparison of average service years between departments.

**Workforce total headcount by years of service as at 30 June 2015 (data only)**

Department	Average years service with Council	No of people in Department
Civic	14	5
Community	7	106
Corporate	10	52
Development and Regulation	8	69
Operations	11	161
Strategy and Environment	6	47
<b>Total Council</b>	<b>9.3</b>	<b>440</b>

**A snapshot of our employee profile at 30 June 2015**

Employee profile - snapshot	2014/15
Number employees (full and part-time)	440
Median age range (years)	45 – 54 years
Retention rate	88%
Percentage of females	42%
Percentage of males	57%
Females in Band 6+	10.9%
Males in Band 6+	16.1%

# What we achieved in 2014/15

## IMPROVED COMMUNICATION

Following completion of an Employee Opinion Survey in 2014 an organisational action plan was developed to address staff feedback and is being progressively implemented in the workplace. The action plan is addressing:

- Ways to further improve cooperation and communication between work teams
- Opportunities for regular information sharing between departments
- Opportunities for regular reviews of achievements across departments
- Building on the identified top performing areas of the organisation which included workplace health and safety, team work, work life balance and supportive team leaders.

## DEVELOPED NEW CORPORATE VALUES

Taking a strategic approach to leadership development based on the colloquium program concepts all staff and elected Councillors were engaged in the development of our new corporate values. This involved innovative sessions where staff were able to share their values and why they are important. Following these sessions smaller teams of staff analysed the results and developed four core values. The values were finalised and launched in July 2015 with in-house workshops delivered by the leadership team.

Revised our Workforce Action Plan and EEO Management Plan

The Workforce Action Plan was reviewed in line with Integrated Planning and Reporting timeframes and a draft 4 year Equal Employment Opportunity (EEO) Management Plan was developed and is to be presented to the EEO Committee for assessment and further recommendations. See page 234 for more information on Council's EEO activities.

## LEARNING AND DEVELOPMENT

During 2014/15 we supported over 687 training or conference attendances as staff participated in a wide range of learning and development activities.

Following the restructure of the People & Culture service area the position of Learning & Development Coordinator has been created to focus on Councils learning and development function.

### ► Training Needs

A training needs analysis has been completed, following the 2015 Performance Assessment process with identified training to be delivered to staff across the 2016 calendar year. The General Manager and Directors receive quarterly reports on the learning and development activities across Council.

All training events scheduled for the 2014/2015 financial year have been successfully delivered. A training calendar and plan focusing on both Operational and Corporate training requirements is currently being developed for the 2015/2016 financial year.

A new Performance Assessment process was developed and adopted during the 2014/2015 financial year, with a broader approach to reward and recognition.

### ► Leadership Development

Key to the delivery of our services is the development of our workforce both as individuals and as part of a complex organisation.

During 2014/15 the Directors and Senior Management team continued leadership development through the Australian Applied School of Management. The program, called the Management Colloquium, employs a blended learning methodology based around peer knowledge-sharing, experiential exercises, practical workplace application and reflection.

Throughout the program, learning's are related back to the day-to-day realities and challenges of each participant. This process is enhanced through participant-generated

discussions that unlock their existing skills and experience.

Achievements during the year included the introduction of 'Colloquium' principles into regular manager group meetings and combined meetings with senior management.

It is anticipated that the Management Colloquium approach will be rolled out to the organisation's supervisory level during 2015/16.

### ► E-learning

Assessment of e-learning opportunities continued to develop a comprehensive e-learning program that will deliver a wide range of online and blended e-learning solutions to address increasingly complex learning and development requirements and information delivery options.

### ► Induction and Code of Conduct

All new employees participated in a multifaceted induction process that includes comprehensive information about Ku-ring-gai Council, the terms and conditions of their employment and performance expectations.

A comprehensive site induction is completed by the manager or supervisor on the employees first day of work which includes information about the new employee's job, performance expectations, team and work site.

An online induction is then completed in the first week of employment which includes information about the structure, terms and conditions of employment and performance expectations.

Staff then attend a face to face corporate induction process where discussions focus on Information Management, Privacy, Equal Employment Opportunity, Bullying and Harassment, Work Health and Safety and Risk Management.

The process is completed with face to face Code of Conduct training where staff discuss and gain an understanding of their responsibilities and accountabilities under our Code of Conduct.

### ► Study Assistance

We support permanent part-time and full-time employees who wish to undertake a course of study which will enhance work related knowledge and skills, improve job performance and ensure employees are trained for specific workforce requirements both now and in the future. Employees have a dual responsibility in ensuring the success of their study program and in sharing the 'investment' in terms of time and cost. During 2014/15 12 employees undertook external studies supported by the program.

### ADDRESSED STAFF HEALTH AND WELLBEING

#### ► Health & Wellbeing programs

We value our staff and recognise the importance and benefits of creating a happy and healthy workplace. We have an ongoing Health and Wellbeing Program that aims to:

- Lift employee morale
- Reduce absenteeism and sick leave
- Reduce employee turnover
- Reduce workplace accidents and improve safety
- Encourage staff networking and communication
- Improve staff productivity.

Working under the four themes of 'Keep Active', 'Think Positive', 'Eat Fresh' and 'Build Relationships' our program delivered a range of benefits for our staff during 2014/15 including:

- A health and wellbeing rebate continued for 110 staff to promote physical activity and psychological wellbeing across a range of beneficial activities such as gym memberships, quit smoking programs and exercise classes.
- Influenza vaccinations in the workplace to support vaccination rates in the local community

- Discounted local gym memberships at no cost to Council
- Organised lunchtime exercise classes including yoga paid for by Council staff.

#### ► Work Life Balance

We recognise that work is just one part of our employees' lives. Policies such as Transition to Retirement and Self-funded Leave have been two of the programs that have assisted in staff retention and enabled a better work-life balance.

In 2014/15, 15 staff (3%) used self-funded leave to enhance their work life balance. It is anticipated that, as the workforce ages, there will be greater use of these policies which will enable council to retain valued staff and provide opportunities for mentoring roles as older staff transition to retirement and mentor and coach new staff to take up their roles and responsibilities.

As the population of Ku-ring-gai increases the potential for Council to source skilled employees from the local community will also provide greater opportunities for individuals to improve their work life balance through local employment opportunities.

See table below for a comparison of different types of employment.

#### Workforce employment type by department as at 30 June 2015

(full time, part time, temporary, casual)

Employment type	Full time	Full time - temp	Part time	Part time - temp	Total	Casuals
Civic	4	-	1	-	5	-
Community	69	3	34	-	106	442
Corporate	44	1	6	1	52	2
Development and Regulation	58	4	4	3	69	-
Operations	152	6	3	-	161	1
Strategy and Environment	21	15	7	4	47	38
<b>Total</b>	<b>348</b>	<b>29</b>	<b>55</b>	<b>8</b>	<b>440</b>	<b>483</b>

# Work Health & Safety

Ku-ring-gai is dedicated to continuous improvement of our work health and safety performance. In the past six years (June 2009 to June 2015) we have demonstrated this improvement across a range of WHS indicators including:

- a 53.1% reduction in WHS incidents
- a 64.3% reduction in Lost Time Injuries
- a 72.0% reduction in the number of Workers Compensation Claims
- a 95.7% reduction in hours lost to injury
- a 60.7% reduction in the Lost Time Injury Frequency rate
- a 95.3% reduction in the Lost time Injury Severity rate.

During 2014/15 Council also increased WHS incident reporting by 13.3% while reducing hours lost to injury by 85.5%.

At Ku-ring-gai Council we have the following five strategic goals which assist in facilitating staff engagement with Work Health and Safety (WHS). These are the focus of our WHS activities and represent significant drivers in the prevention of injury and disease.

## ► Strategic Goal 1 – Culture

“To develop the acceptance of work health and safety as a core organisational value in the minds of our people and move from a ‘compliance’ mindset to one where our own and others work efficiency and effectiveness is held as a core value and accountability for all our activities.”

## ► Strategic Goal 2 – Communication

“To ensure that all workers are provided with the necessary information, advice and guidance to enable them to participate consultatively in meeting their WHS responsibilities and to contribute to council’s evolving work health and safety culture.”

## ► Strategic Goal 3 – Risk Management:

“To develop a risk management culture where risk is assessed and mitigated in a systematic and ad hoc manner to minimise the economic, social, legal and humanitarian costs of injury.”

## ► Strategic Goal 4 – Skills and Work Practices

“To continue to develop work health and safety skills and documentation to ensure staff are competent in executing their roles and capable of identifying and acting on high risk activities to avoid injury, illness or disease.”

## ► Strategic Goal 5 – Reporting and Monitoring:

“To ensure that all incidents are reported and mitigating actions identified and implemented which also facilitates council’s systematic monitoring, review and communication of work health and safety performance to facilitate continual improvement.”

## 2014/15 WORK HEALTH AND SAFETY ACTIVITIES

During 2014/15 the following WHS activities contributed to on-going improvement in our WHS performance:

### ► SafeStart Program

As part of our commitment to implementing successful strategies to support employees health and safety the Safestart Human Error Reduction Program was introduced in February 2012 and has since become an integral part of our approach to injury prevention.

Recognising that human error is a major contributor to injury, the Safestart teaches a set of skills to employees that enable them to avoid making the types of mistakes that could lead to injury. With an emphasis on personal responsibility and skills development, in the first year of its implementation Ku-ring-gai experienced a 10% drop in incidents, a 30% drop in workers compensation claims and a 50% in hours lost to injury.

The overall severity of incidents has also decreased. With Safestart’s training program employees learn to think not only about ‘hazards’ and ‘controls’ but also about ‘states’ and ‘errors’ to avoid injury in the workplace, at home and on the roads. Each July staff new to Operations in the previous 12 months are provided with the 5 core Safestart units that comprise the main program.

### ► WHS Learning and Development

We delivered 40 mandatory WHS training courses covering some 319 separate attendances at training. Training in the Safestart extended application units program was delivered to all staff in the Operations department in February 2015.

### ► Pre-employment Health Assessment

Job specific pre-employment screening is conducted on all potential new employees. The screening provider has attended the workplace and understands

the physical requirements of our varied workplaces. With specific knowledge about the physical requirements of our work the health assessment process ensures that staff have the physical capabilities to perform the duties for the position for which they have applied. Drug testing and audiometric testing are included as a routine part of the process that ensures that Council's workforce is fit, healthy and well matched to the physical tasks required of them.

► **Annual Skin Cancer Screening**

Skin cancer checks were provided to 155 employees that spend time outdoors as a part of their employment under our annual skin cancer screening program.

► **Employee Assistance Program**

Our Employee Assistance Program (EAP) ensures that all employees are able to seek independent, confidential support and advice regarding issues in their work, personal and family lives through the EAP.

The program provides employees with up to three free confidential counselling sessions. This immediate and short term assistance is provided either via telephone twenty-four hours a day, seven days a week or, by arrangement, in confidential face to face sessions. More than 40 private and confidential counselling sessions were provided to employees this year.

► **Self-Audit**

We participated in the annual self-audit process run by StateCover which detailed improvements in our WHS management system. We work collaboratively with StateCover's WHS team to deliver improvements in the WHS management system

► **WHS Committee**

The WHS Committee met bi-monthly to progress action items in the WHS Strategy within identified timeframes. This included:

- Workplace inspections conducted by the WHS Committee in Council Chambers and the Operations Centre. The WHS Operations work group meetings were held regularly to address operational issues.
- Review of emergency warden training and due diligence audit provisions.
- Completion of 2015 mandatory WHS training program
- Review and update of WHS policies
- Specification of online WHS reporting system
- Review and update of Standard Operating Procedures and Safe Work Method Statements.

► **WHS Incident Reporting**

In the past year we increased our WHS incident reports by 13.3%. Overall in the past six years we reduced reported WHS Incidents by 53.1%.

Financial Year	Total WHS incidents
2009 - 2010	145
2010 - 2011	120
2011 - 2012	108
2012 - 2013	85
2013 - 2014	60
2014 - 2015	68

*WorkCover Notifiable incidents: There were no WorkCover Notifiable Incidents.*

► **Lost Time Injuries**

Each year some injuries involve time away from work. In the past year our lost time injuries remained consistent with the previous year's performance. Overall in the past six years we reduced reported lost time injuries by 64.3%.

Financial Year	Total Lost Time
2009 - 2010	28
2010 - 2011	27
2011 - 2012	23
2012 - 2013	15
2013 - 2014	10
2014 - 2015	10

► **Nature of Injury**

Over 88% of reported injuries were superficial or minor strains and sprains. Since the implementation of the Safestart program the severity of injury has decreased.

Nature of injury	Incidents
No injury	1.66%
Other	1.66%
Cut/open wound	3.33%
Minor laceration	3.33%
Sprain/Strain	38.36%
Superficial Injury	51.66%

► **Causes (Mechanism) of Injury**

Muscular stress and slips trips and falls accounted for over 50% of all reported injuries. The specific focus in 2014 – 2015 will be on implementing strategies to reduce muscular stress and address slips trips and falls.

How Injury Occurred	Incidents
Insect	1.66
Other	1.66
Crush Injury	3.33
Fall from Heights	3.33
MVA	3.33
Hit against	6.66
Fall on the same level	16.7
Hit by	30
Muscular stress	33.33

► **Lost time Injury Severity Rate**

Over the past six years we reduced our lost time injury severity rate by 95.34%.

Financial Year	Total Lost Time
2009 - 2010	652.3
2010 - 2011	520.4
2011 - 2012	617.4
2012 - 2013	389.9
2013 - 2014	211.1
2014 - 2015	30.5

### ► Hours Lost to Injury

In the past year we reduced our hours lost to injury by 85.5%.

Overall in the past six years we reduced our hours lost to injury by 95.7%.

Financial Year	Total Hours Lost
2009 - 2010	3539.3
2010 - 2011	2790.5
2011 - 2012	3283.2
2012 - 2013	2063.3
2013 - 2014	1057.1
2014 – 2015	152.8

### ► Lost Time Injury Frequency Rate

The Lost Time Injury Frequency Rate (LTIFR) is a measure of hours worked against the number of injuries incurred for those hours worked. The greater the number of hours worked without injury the better the performance.

The LTIFR has decreased to a six year low from 38.63 to 15.19. Overall, in the past six years we reduced our LTIFR rate by 60.7%.

Financial Year	Total injury Frequency Lost Time
2009 - 2010	38.63
2010 - 2011	38.27
2011 - 2012	32.87
2012 - 2013	21.54
2013 - 2014	16.69
2014 – 2015	15.19

### ► Workers Compensation Claims

In the past year we reduced Workers Compensation claims by 20%.

Overall in the past six years we reduced Workers Compensation claims by 72%.

Financial Year	Total Claims
2009 - 2010	43
2010 - 2011	45
2011 - 2012	28
2012 - 2013	24
2013 - 2014	15
2014 – 2015	12

### OUR WORKERS COMPENSATION PERFORMANCE

As a result of the improvements in Work Health and Safety, Council's workers compensation premium costs have reduced significantly and are now among the lowest of all councils in NSW in our Office of Local Government (OLG) group.

Since implementing Safestart in 2012 Council's premium rate has been below the WorkCover Industry rate, the OLG average premium rate and the StateCover average premium rate.

In 2009 – 2010 Council's Workers compensation premium was 5.49% of wages.

In 2014 – 2015 Council's workers compensation premium was 1.19% of wages.

When benchmarked against the StateCover and OLG premium percentage averages Council has not had to pay between 2.2 to 2.4 million dollars in workers compensation premiums in the past five to six financial years.

As shown in the following table we have enjoyed a rate lower than the Workcover Industry rate for the past three years, and a rate lower than the StateCover and OLG averages for the past four years.

Financial Year	Ku-ring-gai Actual Premium	Ku-ring-gai's Average Rate	WIC Rate/ Industry Rate	StateCover Average	OLG Average
2009 - 2010	\$1,792,013.65	5.49%	2.892%	4.50%	4.16%
2010 - 2011	\$992,547.71	2.97%	2.820%	3.40%	3.29%
2011 - 2012	\$608,424.97	1.76%	2.820%	3.69%	3.47%
2012 - 2013	\$768,714.18	2.16%	2.820%	3.46%	3.55%
2013 - 2014	\$622,645.37	1.74%	2.820%	3.40%	3.29%
2014 – 2015	\$455,915.51	1.19%	2.910%	2.97%	2.91%



# OUR PERFORMANCE IN 2014/2015

## Our performance against Council's four year Delivery Program 2013/17 and Operational Plan 2014/15

### OUR THEMES

Council's plans address the community's long term social, environmental and economic aspirations for Ku-ring-gai as well as its supporting leadership and governance under six themes, also called principal activity areas. The themes are drawn from the Community Strategic Plan 2030 for Ku-ring-gai, which came into effect in June 2013.

### COUNCIL'S OPERATIONAL PLAN 2014/15 AND FOUR YEAR DELIVERY PROGRAM 2013/17

The Operational Plan is an annual plan that contains Council's planned actions, projects and activities for the year and the financial resources required to implement them. Achievement of the actions, projects and activities in the Operational Plan contribute to the achievement of Council's four year Delivery Program and aligns with the long term objectives identified in the Community Strategic Plan.

### SUMMARY OF PERFORMANCE

During 2014/15 Council successfully completed or progressed a comprehensive program of both capital works and operational projects which addressed a range of social, economic and environmental objectives contained in the Delivery Program and Community Strategic Plan.

Council also maintained or enhanced its level of service delivery across all areas, increased its resourcing capabilities and maintained its sound financial position. This has strengthened Council's capacity to maintain its long term financial sustainability and to deliver services and facilities in response to community needs.

### HOW WE MEASURED OUR PROGRESS

Information in the following sections provides details of our achievements and challenges in delivering the planned tasks, programs and projects for 2014/15, as well as our plans for the year ahead.

Our progress is measured through both qualitative and quantitative outcomes and performance measures for each of the themes or principal activity areas. This includes:

#### ► QBL Trend Indicators

Our performance for key 'social, economic, environmental and governance' indicators is presented for the 2014/15 year for each theme, compared to the previous four years. These provide a measure of how we are addressing the four QBL parameters for each theme, over a continuous five year timeframe.

#### ► Completion of 2013/14 Tasks

Our overall performance in achieving 2014/15 tasks is presented. This provides a measure of how effective we were in achieving our planned activities for the year.

#### ► Performance Indicators

Our overall performance as well as performance for each indicator is presented for the 2014/15 year. These provide measures of our effectiveness in the delivery of particular services and activities.

#### ► Projects we completed or progressed

Our completion and progression of key capital and operating projects is presented to provide a measure of the progress we made in delivering strategic planned outcomes for the year which contribute to Council's four year Delivery Program.

#### ► Engage. Create. Innovate

Throughout this section we highlight those projects, programs or initiatives that have successfully engaged our community, will create outstanding outcomes for our community or involve exceptional innovation in the development and delivery of the community's long term objectives for Ku-ring-gai, as stated in its Community Strategic Plan 2030. These are shown with the symbol below.



# FACTS AND FIGURES

- **OVER 2,900** people attended 140 senior events - 39% **OVER TARGET**
- **5,911 YOUNG PEOPLE** participated in youth service programs
- **SHOREFEST 2015**, in partnership with 7 Northern Sydney councils, attracted **OVER 1,000 YOUNG PEOPLE** - provided **POSITIVE HEALTH MESSAGES** to young people
- The 2015 **YOUTH MENTAL HEALTH** forum attracted **OVER 200 STUDENTS** representing 12 local high schools
- Average use of Council's **CHILDREN'S SERVICES** remains **HIGH AT 96%** - includes one long day care centre, family day care, vacation care and immunisation.
- **533,106 VISITS** to **KU-RING-GAI LIBRARIES** during 2014/15, 59,255 visits to the library website and 914,329 items were borrowed
- Council's **HOME LIBRARY SERVICE** delivers valued and personal service to **OVER 150 PEOPLE** who are unable to visit the libraries
- **OUR ART CENTRE PROVIDED 65 – 70 CLASSES EACH WEEK**
- **1,067 PEOPLE** participated in Council's **ACTIVE RECREATION** programs
- Our historic First World War link with the French village of **POZIERES** was officially recognised with a **SISTER CITY Agreement** in June 2014.
- More than **26%** of residents do **VOLUNTEER WORK**
- **OVER 170,000 VISITS** to Ku-ring-gai Fitness and Aquatic Centre in the first 8 months of opening



Dogs Day Out St Ives Showground, May 2015

**OVER  
2,500  
PEOPLE AND  
500 DOGS ATTENDED  
DOGS DAY OUT EVENT AT  
ST IVES SHOWGROUND**

Group Homes Australia Dementia Care, St Ives by Michelle Klass



## OUR INTER-GENERATIONAL PROJECT

IS PROVING A HIT WITH BOTH YOUNG AND OLD! A NUMBER OF COUNCIL'S FAMILY DAY CARE CHILDREN HAVE BEEN GOING ON REGULAR VISITS TO A GROUP HOME FOR DEMENTIA PATIENTS IN ST IVES, WHERE THEY SPEND UP TO FORTY MINUTES READING THEIR FAVOURITE STORIES, SINGING NURSERY RHYMES TOGETHER AND ENJOYING CONVERSATIONS.



FURTHER READING  
[kmc.nsw.gov.au/intergenerationalproject](http://kmc.nsw.gov.au/intergenerationalproject)

### ENGAGE. CREATE. INNOVATE

Throughout this section we highlight those projects, programs or initiatives that have successfully engaged our community, will create outstanding outcomes for our community or involve exceptional innovation in the development and delivery of the community's long term objectives for Ku-ring-gai, as stated in its Community Strategic Plan 2030.

These are shown with the symbol below.



# THEME 1 Community, People and Culture

This theme is about creating a healthy, safe, and diverse community that respects our history and celebrates our differences in a vibrant culture of learning.

During 2014/15 we consulted and engaged with the community on a diverse range of projects and issues. The views and comments expressed have been considered in the development of concepts and options.

The benefits of the newly opened Ku-ring-gai Fitness and Aquatic Centre, upgraded Gordon Library and AWOL youth centre became evident during the year with high numbers of attendees at each facility. During 2014/15 planning continued for other new community facilities at Lindfield and Turramurra local centres which will be designed to accommodate our population well into the future.

We received recognition for the outstanding success of the inaugural Medieval Faire and our Open Space Acquisition Strategy, winning awards for both.

We continued to provide comprehensive programs for our young people, children and older age groups as well as initiatives to welcome our new residents. Community groups were supported through small grant funds and training programs and we continued to foster our cultural vitality through a range of cultural events provided by Council or sponsored in partnership with others.

### SERVICES PROVIDED

- Libraries and art centre
- Youth services
- Aged and disability services
- Children's services
- Cultural development
- Community health, safety and wellbeing programs
- Community facilities and halls management
- Sports grounds and parks bookings
- Building asset works and maintenance
- Communications
- Community events



## What we achieved in 2014/15

### ENGAGED WITH OUR COMMUNITY

We provide innovative and effective consultation by taking new ideas and master plans directly to the community through forums, workshops, special events and information stalls.

During 2014/15 we extensively engaged and consulted with our community on a number of projects that will have significant benefits to the Ku-ring-gai community. They included:

#### ► Activate Lindfield Local Centre Program

Community ideas and feedback were sought for the concept development stage of the proposed Lindfield Village Green and Lindfield Community Hub projects. This included an on-site exhibition manned by staff, community workshops, meetings and discussions with other stakeholders. A preferred concept was adopted by Council in early 2015/16. See page 75 for more details.

#### ► Activate Turramurra Local Centre Program

An Activate Turramurra event was also held at Ray Street, Turramurra to help identify community values and ideas for a new precinct, including a village green, greater shopping variety, residential, library and new open space. This included the local community, business groups, key state agencies, community groups

and landholders. The results formed part of the concept design process. See page 74 for more details.

#### ► Gordon Golf Course master planning

Residents and other stakeholders were consulted prior to commencing master planning for Gordon Golf Course. This included two community visioning workshops to identify community expectations for the future use of the golf course. The feedback obtained from the workshops was documented and helped guide a wider survey of residents on the future use of the site.

#### ► Marian Street Theatre

A comprehensive community engagement program was undertaken for Marian Street Theatre seeking community input on the Theatre's future and considering options for its refurbishment or construction of a new venue, with outcomes to be reported to Council in 2015/2016.

#### ► Ku-ring-gai Sports Forum

A Sports Forum was conducted at the Ku-ring-gai Fitness Aquatic Centre in May 2015 for sporting groups and organisations in the local area. The forum included a tour of the centre, a presentation on the North Turramurra Recreation Area and a discussion on locations for future synthetic sportsfields in Ku-ring-gai. Around 60

people representing a number of local sporting organisations attended the forum.

### ► Parks and other facilities

When planning new parks and facilities Council consults with the local community about its needs and design issues. Consultations undertaken in 2014/15 included the new Carcoola Park at St Ives, Roseville Park Master Plan and Canoon Road Recreation Plan of Management, South Turramurra.



### DELIVERED INNOVATIVE COMMUNITY EVENTS AND ATTRACTIONS

We delivered a large and diverse community events program during 2014/15 including 294 events with an estimated 51,000 people attending. Numbers of attendees were significantly reduced in 2014/15 due to the impact of wet weather on Australia Day festivities and The Festival on the Green, two popular major events. Highlights during 2014/15 were:

#### ► St Ives Medieval Faire

The inaugural Medieval Faire was an outstanding success for a first-time paid admission event, attracting around 12,000 people over two days in September 2014. Participants included international jousts, Viking battle re-enactors, live birds of prey recreating medieval hunting and falconry, traditional archery, a trebuchet or giant catapult, wandering minstrels and displays of arts and crafts from the Middle Ages. The Faire won the 2014/15 Parks and Leisure NSW Events Award in May 2015 in recognition of the success of the regional event in its first year.

#### ► Anzac Day

An Anzac Day event was held at the Wildflower Garden on Saturday 25 April. Ku-ring-gai residents were invited to a free screening of the documentary Gallipoli: The Frontline Experience, as a special commemoration of the 100th anniversary of ANZAC Day. Following the screening, light refreshments were served as residents browsed a small exhibition of photographs and memorabilia from WW1 presented by the Ku-ring-gai Historical Society.

### ► Aboriginal Heritage festival

Ku-ring-gai contributed to this year's Guringai Festival which celebrates indigenous culture in northern Sydney through guided walks at the Wildflower Garden, the Children's Voices of Reconciliation event held with local schools and a display at St Ives Library commemorating the Guringai tribe who used to inhabit the local area. Ku-ring-gai Council is a member of the Aboriginal Heritage Office (AHO), a unique partnership of eight councils in Northern Sydney which are working to protect Aboriginal sites and promote Aboriginal history and heritage.

### ► Other cultural events

Other events included the Lunar New Year Celebration, International Women's Day and Harmony Day, all held in partnership with a number of community organisations, as well as the Twilight concert held in Wahroonga Park in October 2014, starring Darren Percival from The Voice.

## PLANNED NEW AND IMPROVED CULTURAL FACILITIES

During 2014/15 investigations and planning continued for new and improved cultural facilities for the Ku-ring-gai community. This included:

### ► Marian Street Theatre, Killara

Council is considering a range of options for the Marian Street Theatre in Killara, originally built in 1906 and closed since December 2013 due to safety concerns. These include refurbishment of the theatre through to constructing a new purpose-built theatre able to accommodate touring companies and other users including the Marian Street Theatre for Young People. Council will consider the results of community consultation completed in 2014/15 and assessment of options in the coming year.

### ► Cultural Plan

Research for a Cultural Plan for Ku-ring-gai is also underway with special emphasis on a possible



St Ives Medieval Faire September 2014



Twilight Concert in the Park  
Wahroonga Park, October 2014



St Ives Medieval Faire September 2014

cultural hub at Council's Gordon Town Centre site. Investigations include an examination of the overall issue of cultural development in Ku-ring-gai, the place of Marian Street Theatre going forward and the support of all of the groups involved in drama, music, dance, film, art, craft and the associated art forms. This work will be completed in 2015/16.

### ► Wildflower Garden Cultural Centre

Preliminary concept designs were prepared for a new Cultural and Environmental Education Centre at the Wildflower Garden. Two preferred options are being further developed for Council's consideration and approval. A feasibility study has also been completed for a new cultural/visitors facility at the Wildflower Garden.

### ► Libraries

A major upgrade to our main Ku-ring-gai library at Gordon during 2013/14 provided a brand new look and modern learning hub for all ages. With an increased range of services and modern fitout the library is now an inviting social space full of activity. Since reopening, the library has achieved significantly more library users than originally estimated.

Planning for a new library at Lindfield Local Centre has commenced as part of a new community hub. The new library will replace the existing facility which has inadequate facilities to cater for the growing usage requirements of the local Lindfield area. See p74 for more details on planning for the Lindfield Community Hub.

## IMPROVED RECREATIONAL OPPORTUNITIES

Council spent over \$1 million on new and upgraded local parks and playgrounds in 2014/15 as well as \$5.7 million on new and upgraded sportsfields and facilities. Further details about these projects can be found on pages 76-77.



### ► **Ku-ring-gai Fitness & Aquatic Centre**

Council's commitment to health and wellbeing in the community was strengthened with the official opening of the Ku-ring-gai Fitness and Aquatic Centre (KFAC) in October 2014. The centre has been very busy since opening with over 170,000 visits recorded for the first 8 months. Specialist classes have been popular with approximately 1300 children enrolled in learn to swim classes and over 300 members in the PRYME (over 60 years) aqua and fitness classes. The YMCA is also running free swimming lessons to new residents from Asia, the Middle East and Africa, funded by a grant from Royal Life Saving NSW.

The KFAC ability pilot program was also highly successful. This program is an exercise based project utilising physiotherapists to support children with a disability to access mainstream leisure facilities. The pilot, which included 21 young people with disabilities, included

support from exercise physiologists, who helped participants trial accessible leisure facilities at KFAC. Sessions included techniques to enter and exit pools, trial gym equipment, address barriers to access and most importantly have fun, build confidence and encourage young people to access KFAC independently.

### ► **Jubes Mountain Bike Park**

A \$20,000 upgrade to the bike park was completed in September 2014. This involved resurfacing of all three tracks to prevent erosion during wet weather, weed removal alongside the tracks and installation of signage. Planning is underway to create a 'Bike Park Care Group' so users can play an active part in keeping the facility weed and litter free.

### ► **New local parks**

The property acquisition program was completed for future local open space and new road linkages in Lindfield, as part of the revitalisation of the Lindfield Local Centre. Council received industry recognition from the Planning Institute Australia, winning an award for the Ku-ring-gai Open Space Acquisition Program.

Work also continued to progress the locations for new parks within

the Lindfield Community Hub and Turramurra Community Hub for inclusion into the master plans. Consultants have completed concept designs for the Lindfield Village Green with a preferred option identified by Councillors and the community. In the Turramurra local centre design consultants have produced options for the area of land between Ray Street and William Street, which include proposals for new parkland and a civic space.

### ► **Active Ku-ring-gai Program**

Our popular low-cost recreation and fitness programs aim to encourage people of all ages and fitness levels to participate in fun physical activity. Functional fitness for seniors improves strength, mobility, balance and coordination while Active Kids aims to encourage primary school-aged children to get active, have fun and meet new friends, while developing important skills in team work and leadership.

The program expanded during 2014/15 to include walking groups in partnership with the Heart Foundation resulting in a significant increase in participation in the program that also includes Pilates, Gym Without Walls, Social Tennis, Yoga and Tai Chi.



Jubes Mountain Bike Park Wahroonga by Caroline Fitz-Gerald



## ADDRESSED DIVERSE COMMUNITY NEEDS

### ► Access and Disability Inclusion Plan

The Ku-ring-gai Access and Disability Inclusion Plan was adopted by Council on 26 May 2015 following extensive consultation with stakeholders and exhibition of a draft plan. The Plan provides a framework to address access and disability inclusion across Council's services and operations and supports development of accessible town centres, shops, parks, playgrounds and sports facilities, housing, public transport and parking, information and employment opportunities.



FURTHER READING  
[kmc.nsw.gov.au/policies](http://kmc.nsw.gov.au/policies)

### ► Generational needs

A comprehensive range of programs and services were delivered across the Ku-ring-gai targeting children, youth, and aged and disability sectors within the community. The 2014/2015 Seniors Program provided over 140 different activities and attracted approximately 3,000 seniors. Activities on offer included field trips, educational workshops, health seminars and exercise programs, and the satisfaction rating for the comprehensive program was 96%.

A total of 5,911 young people attended programs, events and activities organised by council's Youth Services to address identified community needs throughout the year. The 2015 Youth Mental Health Forum attracted over 200 students

representing 12 local high schools. The forum provided an opportunity for young people, teachers, youth workers and counsellors to discuss issues affecting mental wellbeing. Overall 89% of participants were very satisfied with the forum.

Cultural and community services were also successfully delivered through the libraries and the art centre, and other community events. The programs were designed to attract a wide audience, reduce social isolation and enhance mental and physical health.

Through effective partnerships with local businesses and community organisations, Council participated in highly successful youth forums and other community events. A highlight of the year was the Winter Warmers Week program in June – a library-wide program of activities for all ages from babies to seniors.

### ► New residents

Council and other local organisations continued to partner to provide a program of initiatives aimed at removing barriers to participation and addressing social isolation for new residents. Key initiatives in 2014/15 included:

#### ■ Welcome Basket sponsorship

We are the major sponsor of an innovative business enterprise by a local Turramurra resident. New residents are welcomed to Ku-ring-gai by a friendly face delivering a gift basket

that includes useful community information and discounts from local businesses. This supports our social and economic development objectives by creating a village atmosphere when welcoming new residents to the area and encouraging local shopping. As part of the sponsorship, Council holds welcome morning teas with the Mayor twice a year, increasing the social and community benefits.

#### ■ Help for migrants

A range of services and activities specifically aimed at providing a helping hand to settle newly arrived migrants, refugees and humanitarian entrants were continued during 2014/15. This included partnering with the Community Migrant Resource Centre (CMRC) to introduce services and events targeted towards Ku-ring-gai residents from Chinese and Korean backgrounds.

#### ■ Interpreter services

Key publications such as the Ku-ring-gai Update resident newsletter carry details of interpreter services available via the Council. The Council also has a dedicated migrant worker from a non-English speaking background as well as key staff to provide interpreter services on an as-needs basis.

## SUPPORTED VOLUNTEERING

The work of community groups and volunteers is essential to the delivery of support services to our community and an important part of our economy. The level of volunteering in an area also indicates the cohesiveness of the community and how readily individuals are able to contribute to that community. The latest ABS Census reported that 26% of the Ku-ring-gai population did some form of voluntary work. The actual number of volunteers today is estimated to be much higher, taking account of population growth and the extent of unreported volunteering.

During 2014/15 Council's annual Ku-ring-gai Community Grants program provided \$94,000 in grant funding to 48 local community groups to assist them to get their projects off the ground. The grants enhance the capacity of community groups to provide much needed support services to the community, foster celebrations and promote the development of artistic pursuits in Ku-ring-gai.

Projects funded under the program cover a range of target groups including, children, young people, older people, people with disabilities and people from culturally and linguistically diverse backgrounds.

Successful projects in 2014/15 included funding for people with special needs, mental health support, youth support activities, sporting resources and social support. In



International Women's Day 2015 celebration at Ku-ring-gai Wildflower Garden, St Ives

addition Council provided 15 grants valued at over \$49,902 to volunteer environmental groups, for works that included weed removal at a number of environmentally sensitive sites, wildlife education and a weed awareness display/campaign. See pages 232-233 for full details of the community group funding allocations and recipients and page 232 for details of environmental group funding recipients.

Council also delivered a comprehensive program of training, support and recognition for community volunteers in conjunction with volunteer agencies and organisations. A total of 187 volunteers were trained in Dementia Awareness, Boundaries for Volunteers, Enablement Practice, Manual Handling and the new Commonwealth Home Support Program (CHSP). In order to help Volunteer Coordinators provide the best workplace for volunteers, KHVS collaborated to present the

2014 Regional HACC Volunteer Coordinators Forum which was attended by 21 Hornsby Ku-ring-gai Volunteer coordinators.

Volunteers across the region were recognised for their efforts through a number of award and celebratory events. Over 300 community volunteers attended two award ceremonies, 98 volunteers attended a morning tea on International Volunteers Day, 33 attended a volunteer lunch on International Volunteers Day, 250 volunteers attended a movie night and 163 volunteers were honoured at the Ku-ring-gai Meals on Wheels Volunteer Appreciation Celebration. During International Women's Day 2015 Council recognised volunteers in the community through the Gems of Ku-ring-gai Awards including a luncheon, gifts and entertainment.



FURTHER READING  
[kmc.nsw.gov.au/volunteer](http://kmc.nsw.gov.au/volunteer)

## The Year Ahead

- Continue engaging with and building partnerships with the community on major projects
- Plan for larger libraries at Lindfield and Turramurra local centres
- Continue upgrading community facilities to meet changing population needs
- Complete investigation of cultural development needs for Ku-ring-gai
- Progress planning and design for a Cultural and Environmental Education Centre at the Ku-ring-gai Wildflower Garden
- Progress new and upgraded local parks
- Progress master planning for Gordon Golf Course
- Continue to encourage and support volunteers



# Summary of our performance 2014/15

## COMMUNITY, PEOPLE AND CULTURE

The tables in this section reflect the progress of our key work during 2014/15.

### 1. HOW WE PERFORMED AGAINST QBL TREND INDICATORS

#### ► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key 'social' indicators for the 2014/15 year, under this theme, compared to the previous four years.

Measure	2010/11	2011/12	2012/13	2013/14	2014/15	Trend
Major Events attendance	15,235	25,540	38,500	51,121	24,000	Decreased (1)
Library visitors	655,750	581,441	563,357	456,287	533,106	Increasing (2)
Library loans	957,578	907,712	894,485	904,189	914,329	Increasing (3)
Student Resource Centre visits (Gordon)	8,833	3,138	8,176	6,502	2,790	Decreased (4)
Utilisation rate of Council's Family Day Care service and Thomas Carlyle Children's Centre	95	95	93	94	96	Increasing (5)
Vacation care	4,500	6,007	6,309	6,212	7,323	Increasing (6)
Seniors Week Program	1,700	2,109	2,017	2,803	2,939	Increasing (7)
Immunisation	521	539	468	389	348	Stable (8)
Environmental Volunteers	850	800	764	812	713	Decreased (9)

TABLE LEGEND QBL Environment Economic Social Governance

#### Notes:

(1) Numbers of participants were 20% below the annual target of 30,000 in 2014/15 due to inclement weather, which resulted in the cancellation of the Australia Day celebrations and reduced the scale of the Festival on the Green event at St Ives.  
 (2) Visits to the refurbished Gordon library are exceeding expectations due to space and fitout.

(3) Library loans continue to increase due to new technologies and e-resources.  
 (4) 2,790 is Gordon AWOL Youth Hub.  
 (5) All services are operating at high levels of capacity and user satisfaction.  
 (6) Due to an increase in utilisation levels across the whole school holiday program – operating at full capacity 95% of the time on both excursion and in-centre days across all three centres.

(7) The increase in attendances was due to increasing demand for seniors programs.  
 (8) The reduced numbers are partly due to falling attendances at evening clinics and their subsequent discontinuation.  
 (9) A data review and cleanse saw a reduction in volunteers to reflect 'active' members only.

### 2. HOW WE PERFORMED AGAINST COUNCIL'S PLAN

#### ► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2014/15 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2014/15 under this theme.

Summary – 2014/15	Achieved
Completion of 2014/15 Tasks* (Two Operational Plan Tasks could not be progressed or completed due to Council's reliance on external organisations or external factors outside Council's	79%
Achievement of Performance Indicators **	71%

#### Notes:

\* Of the 60 Tasks, 46 were achieved and 12 were not achieved and 2 tasks were placed on hold during this period. All tasks not completed were carried over to the 2015/16 Operational Plan.

\*\* Of the 17 Performance Indicators, 12 were achieved and 5 were not achieved during this period. See the table below for details of performance indicator results.

 FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)

2014/15 Performance Indicators	Target	Achieved
Utilisation levels for children's services.	90%	96
Participation in youth service programs.	5,000 participants	5,911
Participation in aged and disability service programs.	2,100 participants	2,925
Support for community organisations.	90 organisations supported	114
Utilisation of art-centred courses.	90%	97.36
Visits to libraries.	600,000 visits	533,106 (1)
Visits to library website.	50,000 visits	59,255 (2)
Level of user satisfaction with community services and programs. These programs are inclusive of families, people with disabilities, older people, children, young people, people with culturally and linguistically diverse backgrounds.	85% user satisfaction with all programs	93
Community participation at major supported community events.	30,000 participants	24,000 (3)
Loans per resident per year.	7.8 loans	7.6 (4)
Library loans per year.	900,000 loans	914,329
Participation in leisure and cultural activities supported by Council.	100,000 participants	225,000 (5)
Participation in active recreation programs supported by Council.	800 registrations	1,067
Land acquired through s94 Contributions for new recreational open space.	2,000m <sup>2</sup>	69 (6)
Swimming pool safety inspection program (within Council's responsibility).	100% completion of program	100
Companion animal management compliance.	90% compliance	98 (7)
Fire trails improvements and hazard reduction.	80% completion of agreed annual program	63 (8)

**Notes:**

(1) Analysis of the total annual visits to libraries indicates that visits to the refurbished Gordon library are exceeding expectations due to the availability of space and a fitout that can accommodate the variety of uses that the community now seeks in a library. This includes areas for people to sit and read, study, work, meet with others and participate in library programs. Despite having sufficient staff and library collections Council's other three branch libraries at Lindfield, Turramurra and St Ives currently have limited opportunities to provide these expanding uses. Accordingly numbers of visits to these libraries have reduced. Council's current masterplanning for the Lindfield Community Hub, which will include a new library, will address the limitations of the present Lindfield site.

(2) The achievement of 20% more library website visits above the annual target reflects both the growing library collection available via the web and increasing community usage.

(3) Numbers of participants were 20% below the annual target in 2014/2015 due to inclement weather, which resulted in the cancellation of the Australia Day celebrations and reduced the scale of the Festival on the Green event at St Ives.

(4) The small reduction in loans per resident per year is likely due to an increase in Ku-ring-gai's population exceeding the growth in library loans. This statistic is expected to fluctuate, depending on the demographic profile of new residents, their knowledge of Council services and facilities and inclination to access library loan services.

(5) The target figure for this indicator was based on a combined estimated participation rate for major Council organised cultural events and the Ku-ring-gai Fitness and Aquatic Centre (KFAC). Since opening on 25 October 2014, KFAC has significantly exceeded the estimated number of participation attendees across all programs.

(6) The annual target of 2,000m<sup>2</sup> of land to be acquired for open space purposes was not achieved during 2014/2015 due to Council significantly exceeding the land acquisition target in the previous year. Council has now acquired the majority of land reserved under the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 for this purpose, with only three remaining parcels to be acquired. In addition to open space acquisition in 2014/2015 Council compulsory acquired 1,500m<sup>2</sup> of land for a new local road in Gordon and resolved to acquire an additional 695m<sup>2</sup> of land as the final property required to deliver a new local park in Turramurra.

(7) Achievement of the annual target for 2014/2015 was significantly impacted by limited hazard reduction burns taking place due to adverse weather conditions (heat, winds and wet weather). Final figures for the year included 100% of fire trail improvements completed and 26% of hazard reduction burns completed from the program.

### 3. PROJECTS WE COMPLETED

The following table shows key projects we completed under this theme during 2014/15.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Funds
Indoor Aquatic Facility	December 2014	1,822,928	100%	Infrastructure & Facilities Reserve
Pool Base Building Fitout - Signage, Shade, Lockers & Equipment	October 2014	907,141	100%	Infrastructure & Facilities Reserve General Funds
Pool Base Building Fitout - Gym & Cafe	October 2014	227,850	100%	Infrastructure & Facilities Reserve
Library Collection Resources – includes electronic resources, e-books, hardcopy books	June 2015	579,898	100%	General Funds
Old School Building – refurbishment and compliance works for ongoing commercial reuse	September 2014	123,755	100%	Infrastructure & Facilities Reserve
Gordon Library – fitout from upgrade	June 2015	94,880	100%	Infrastructure & Facilities Reserve
Library Local Studies Collection – compactor shelving and racks	June 2015	93,528	0%	Grant
Indoor Aquatic Facility - Car Parking	June 2015	53,074	100%	Section 94 Funds General Funds
Warrimoo Ave Scouts & Guides halls	February 2015	36,828	100%	Infrastructure & Facilities Reserve General Funds
Art Centre Roseville upgrade	June 2015	11,448	100%	Section 94 Funds General Funds
St Ives Library, Health and Neighbourhood Centre works	June 2015	15,560	100%	General Funds
Centenary of Anzac/First World War Commemorations	June 2015	13,171	0%	Grants/Contributions
Implementation of Disability Discrimination Action Plan	June 2015	10,267	42%	Grants/Contributions General Funds
St Ives Showground Army Relief Map	December 2014	7,484	100%	Grants/Contributions Infrastructure & Facilities Reserve

### 4. PROJECTS WE PROGRESSED

The following table shows key projects we progressed under this theme during 2014/15.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Funds
Multi-purpose community floorspace studies - Gordon	80%	93,634	100%	Infrastructure Facilities Reserve
Bicentennial Park War Memorial Relocation and Disabled Access	65%	90,241	100%	Infrastructure & Facilities Reserve Grants/ Contributions
Gordon Golf Course masterplan – community consultation	90%	64,418	100%	Infrastructure Facilities Reserve
Turrumurra Memorial Park Masterplan Works Stage 2 - youth precinct	55%	43,436	100%	Section 94 Funds
St Ives Village Green Masterplan works - youth precinct	10%	61,328	100%	Section 94 Funds
Childcare facilities improvements	90%	34,676	100%	Section 94 Funds



FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)

## FACTS AND FIGURES

- We have **OVER 800 PLANT SPECIES**, including 18 threatened species
- We have **SIX ECOLOGICAL COMMUNITIES** which are either **ENDANGERED OR CRITICALLY ENDANGERED**
- We have **OVER 690 FAUNA SPECIES** live in Ku-ring-gai, including invertebrates and fish
- **61 BACKYARD POOLS NOW CONVERTED TO PONDS**
- 714 bushcare, streetcare and parkcare volunteers contributed over **12,000 VOLUNTEER HOURS** per annum on bush regeneration activities at 165 sites
- **4,257 RESIDENTS** involved in **COMMUNITY ENVIRONMENTAL PROGRAMS** and 1,298 residents carried out activities that benefit the environment
- We carried out **19 HAZARD REDUCTION BURNS** on 53.36 hectares of bushland
- Conducted **BUSH REGENERATION** activities in **59 HECTARES** of bushland
- We **RECYCLED 107.86KG WASTE** per resident, **163.57KG OF GREEN WASTE** per resident and **206KG OF GENERAL WASTE** per resident
- We **MAINTAINED 44KM** of fire trails and **UPGRADED 3.69KM** of fire trails
- **2,496 TONNES** of rubbish were diverted from our waterways
- approximately **\$14,000 ELECTRICITY SAVINGS** from solar PV panels installed at the North Turramurra Recreation Area sewage treatment plant
- **\$2.6 MILLION SPENT** annually on **ENVIRONMENTAL INITIATIVES** from the Environmental Levy
- Council's **ENVIROTUBE** YouTube channel has 471 subscribers and has now registered **208,000 VIDEO VIEWS**



Stingless beehive, Photo by Jacob Sife

**430 NATIVE BEEHIVES  
DISTRIBUTED TO OUR  
RESIDENTS**

**150 BEEHIVES SOLD OR  
PLACED OUTSIDE THE LGA**

Photo by Andrew Robinson



**SYDNEY'S FIRST NEW PLANT SPECIES IN DECADES** HAS BEEN DISCOVERED BY ONE OF KU-RING-GAI COUNCIL'S BUSHLAND OFFICERS ANDREW ROBINSON. THE PLANT'S OFFICIAL NAME IS *HIBBERTIA SP TURRAMURRA*, ALSO COMMONLY KNOWN AS JULIAN'S HIBBERTIA, NAMED AFTER A CLOSE FRIEND OF MR ROBINSON'S WHO DIED A NUMBER OF YEARS AGO. COUNCIL'S CURRENT PRIORITY IS TO ENSURE THE PLANT'S LONG-TERM SURVIVAL AND WE ARE WORKING WITH THE ROYAL BOTANIC GARDENS TO ARRANGE THE COLLECTION AND STORAGE OF VIABLE SEED.



FURTHER READING  
[kmc.nsw.gov.au/hibbertia](http://kmc.nsw.gov.au/hibbertia)

### ENGAGE. CREATE. INNOVATE

Throughout this section we highlight those projects, programs or initiatives that have successfully engaged our community, will create outstanding outcomes for our community or involve exceptional innovation in the development and delivery of the community's long term objectives for Ku-ring-gai, as stated in its Community Strategic Plan 2030.

These are shown with the symbol below.



## THEME 2 Natural environment

This theme is about working together as a community to protect and enhance our special natural environment and resources.

During 2014/15 we continued to realise the benefits of our diverse range of environmental programs and initiatives funded by the community's endorsed environmental levy. These programs are focussed on protecting and enhancing our natural fauna and flora, waterways and bushland as well as increasing community and business use of sustainable practices in everyday activities. We also progressed Council's own

sustainability performance with a range of energy efficiency measures implemented in Council's community buildings and plant. Bushland management was improved with the commencement of a new rating system to guide resource investment in Council's bushland regeneration program. Council also continued to advocate for amendments to the 10/50 Vegetation Clearing Code of Practice which is having a severe impact on Ku-ring-gai's tree canopy.

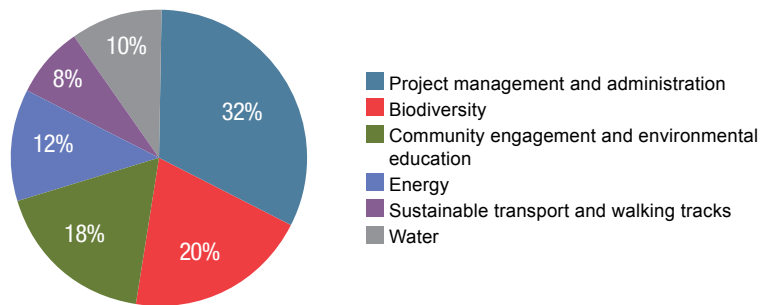
### SERVICES PROVIDED

- Environmental Levy programs and initiatives
- Bushland conservation and protection programs
- Water conservation and reuse programs
- Environmental education
- Volunteer planning and development
- Climate change adaptation programs
- Bushland maintenance
- Waste management, recycling and education



Bush fire education game being used at the Ku-ring-gai Wildflower Garden Festival

### \$2.6 million Environmental Levy expenditure 2014/15



## What we achieved in 2014/15

### ENVIRONMENTAL INITIATIVES FUNDED BY \$2.6 MILLION LEVY

Council's Environmental Levy continued to deliver a range of environmental initiatives, including stormwater filtration and harvesting, renewable energy and energy efficiency projects, fire trail and fire break upgrades, walking tracks and cycle ways, weed control and bushland regeneration, community facilities, community engagement and volunteer programs, community small grants and environmental monitoring.

Key environmental benefits of the Levy program are the reduction of urban impacts of stormwater on riparian zones, a reduction in potable water use, improvements to the condition of streams and creeks, regeneration of bushland and the control of dumping and encroachment into bushland and a reduction in Council's energy use and greenhouse gas emissions.

The chart above shows the breakdown of expenditure for different environmental programs in 2014/15.

### CONTINUED BUILDING CLIMATE WISE COMMUNITIES

Council continues to roll out our award-winning Climate Wise Communities program, which aims to build community resilience to the impacts of extreme weather events as a result of a changing climate. The program, which is delivered in partnership with the Rural Fire Service, State Emergency Service, NSW Police and the Australian Red Cross, delivers workshops to residents and the most vulnerable sectors of the community, including Culturally and Linguistically Diverse (CALD) communities, seniors, aged care providers, residents in high bushfire hazard zones, in-home care providers for seniors living alone and children's services providers.

Throughout 2014/15 three community workshops were delivered with 80 participants. The workshops engaged participants in activities that assessed their vulnerability, identified their strengths and determined priority actions to improve their resilience to extreme weather events. The innovative concepts and learnings from this program were also shared with the local government and emergency services sectors at

three public forums, including one international conference, reaching 280 attendees.

In recognition of its success, the Climate Wise Communities program recently received Community Resilience Innovation Program funding through the National Partnership Agreement on Natural Disaster Resilience. This funding has allowed Council to design an all-hazard disaster preparedness workshop model and to develop a resource toolkit for other local government and emergency service agencies to implement this workshop model across NSW.

In a separate study of initiatives designed to build capacity to climate change for older Australians, Ku-ring-gai Council was ranked the most progressive out of 73 Sydney and Melbourne metropolitan Councils. The result was directly attributed to Council's Climate Wise communities program and a comprehensive range of programs in place to prepare Ku-ring-gai residents for the impacts of climate change. See page 63 for more information.



**SUCCESSFUL OUTCOMES FROM CORPORATE SUSTAINABILITY PROGRAMS**



In 2014/15 Council launched its revised Corporate Sustainability Action Plan, which will guide our corporate sustainability program for the next three years. A number of activities were undertaken to implement the plan, including the collection of base statistics for resource use (paper, corporate waste, recycling facilities); an investigation into renewable energy options for new projects, for example storage and leasing; the establishment of 'sustainable' products to be integrated into Council's procurement processes; investigations into options for the disposal of expanded polystyrene; and a number of staff workshops, such as a divestment presentation, soap making workshop and re-upholstering workshop.

Council's Climate Change Policy was revised in 2014/15, providing a management framework for Council to respond to the observed and projected implications of climate change on Ku-ring-gai's natural and built environment, community and economy. In addition, a Greenhouse Gas (GHG) Reduction Action Plan 2015 was finalised, providing a mitigation response to climate change and describing how Council intends to meet its 2020 GHG emission reduction target (20% by 2020 based on 2000 levels).

Council's energy management program saw a range of energy efficiency measures implemented at the Thomas Carlyle Children's Centre, including a new ducted HVAC system, an 18.5kW solar PV system, an LED lighting upgrade and draught proofing. A 41kW solar PV system was also installed at the North Turramurra Sewer Treatment Plant, bringing Council's total solar capacity to 111.5kW (over double that of 2013/14). Detailed energy efficiency feasibility studies at Gordon Library, Bridge Street depot, Suakin Street depot and the Ku-ring-gai Fitness and Aquatic Centre were also conducted.



Energy efficiency measures at the Arts Centre have resulted in a 43% reduction in energy consumption and a \$10,000 saving in the annual electricity bill.

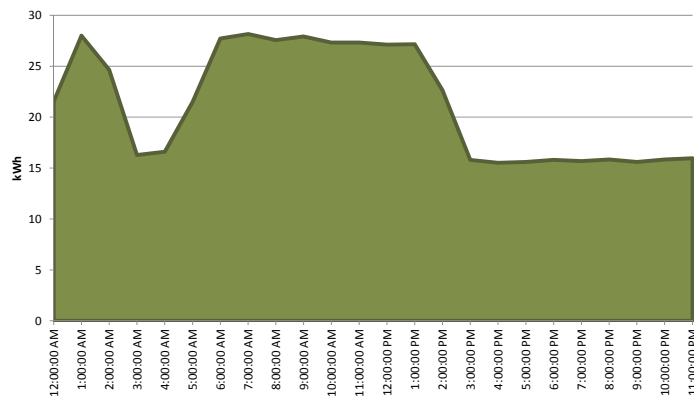
THEME 2

**BENEFITS OF SOLAR POWER - NORTH TURRAMURRA SEWER TREATMENT PLANT**

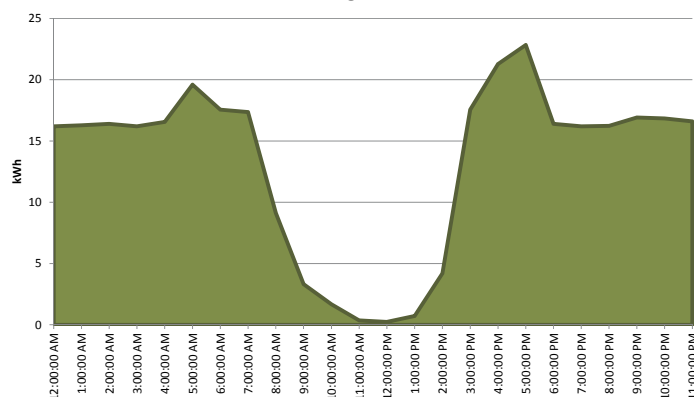
During 2014/15 a solar PV system was installed at Council's North Turramurra Sewer Treatment Plant. The following graph shows the 24 hour real time energy consumption profile of the North Turramurra Sewer Treatment plant, on a typical day prior to the solar PV system being installed. Energy consumption is shown in kWh usage over a 24 hour period.

The graph above shows the effect of installing the solar PV system on energy consumption. There has been a significant reduction in the previous Saturday's daytime energy consumption of the sewer treatment plant. Expected electricity savings are approximately \$14,000 per year.

**Hourly Consumption - 1 Day Prior to Solar PV System Energised**



**Hourly Consumption - 1 Day After Solar PV System Energised**



## PROTECTED OUR URBAN WILDLIFE - WILD THINGS PROGRAM



WildThings is a community program which promotes and protects urban wildlife. Our extremely popular native beehive placement program continued to expand in 2014/15, with 100 hives placed throughout the Ku-ring-gai area, bringing the total number of beehives distributed to our residents to 430. The popularity of the program has seen a further 150 native bee hives sold or placed outside Ku-ring-gai and the development of an online shop, where bee hive accessories can be

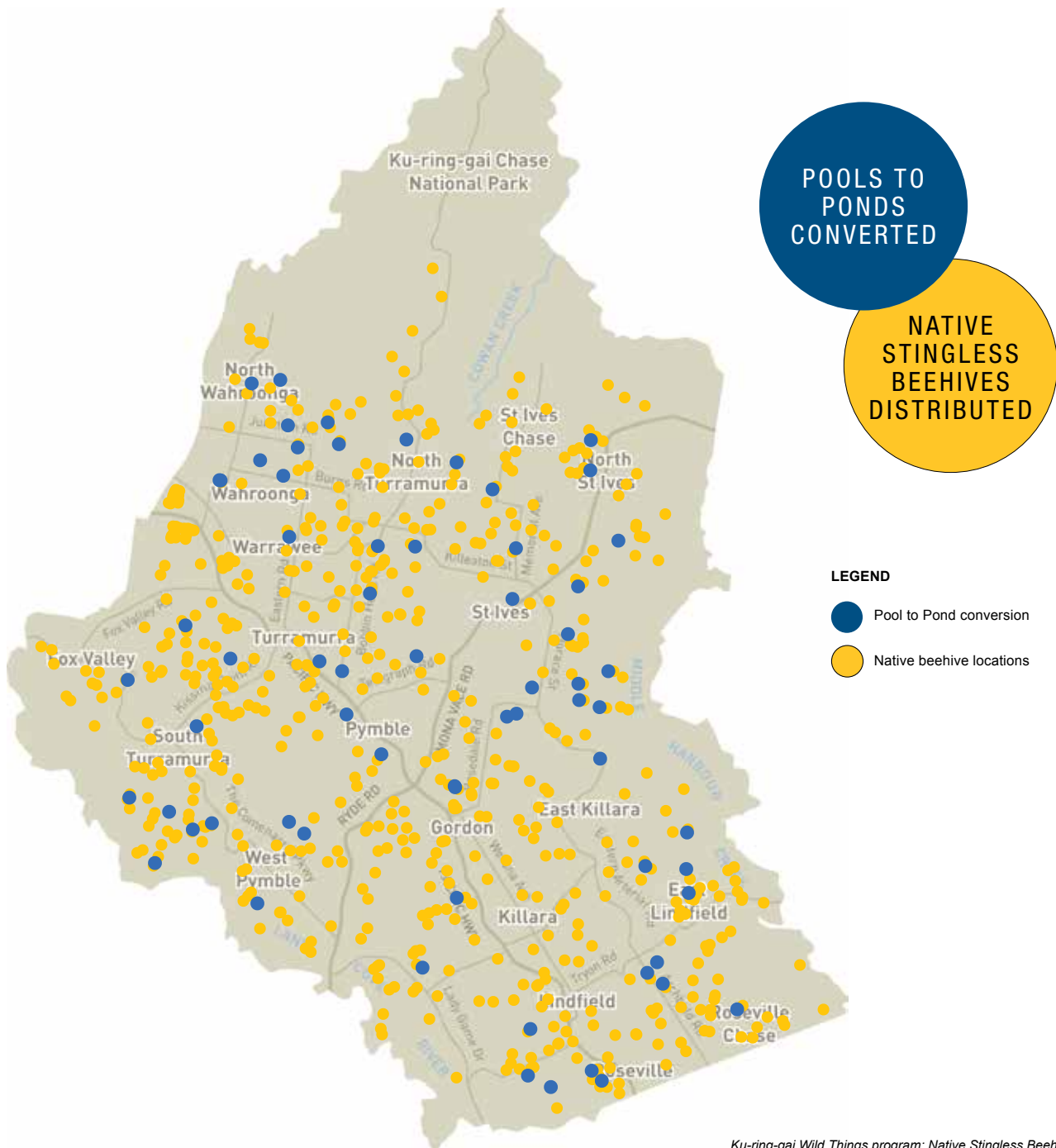
purchased. The native bee program has been shown to reduce pesticide use, increase knowledge of bees in general and connect people on an emotional level to their natural environment.

Council's Pool to Pond program, where unwanted swimming pools are converted into ponds has now facilitated the conversion of 61 pools into ponds rich in biodiversity, through the provision of technical advice and a starter kit of aquatic plants and fish.

Ku-ring-gai Council has also assisted Hornsby, Willoughby, Sutherland, Rockdale and Woollahra Councils to initiate their own version of the WildThings program.

The maps below indicate the number and location of distributed native beehives and pool to pond conversions within the Ku-ring-gai local government Area.

 FURTHER READING  
[kmc.nsw.gov.au/wildthings](http://kmc.nsw.gov.au/wildthings)



Ku-ring-gai Wild Things program: Native Stingless Beehive (*Tetragonula carbonaria*) and Pools to Ponds locations



**MANAGED OUR BUSHLAND**

Council manages over 1,100 hectares of bushland and in 2014/15 conducted bush regeneration activities in 59 hectares of it. Council further developed its bushland prioritisation matrix this year, to guide investment in Council's bush regeneration program. Ku-ring-gai's bushland reserves have been rated based on (i) the significance of the vegetation community/ species within the reserve; (ii) the resilience of the reserve; and (iii) the site impacts (or threats) occurring within the reserve. Those reserves that received the highest ranking (highest value/ lowest threats) have been prioritised for funding.

Reserve-specific site management plans, being developed for all of our actively managed reserves, allow Council to implement appropriate and effective regeneration programs and break sites into relevant management zones.

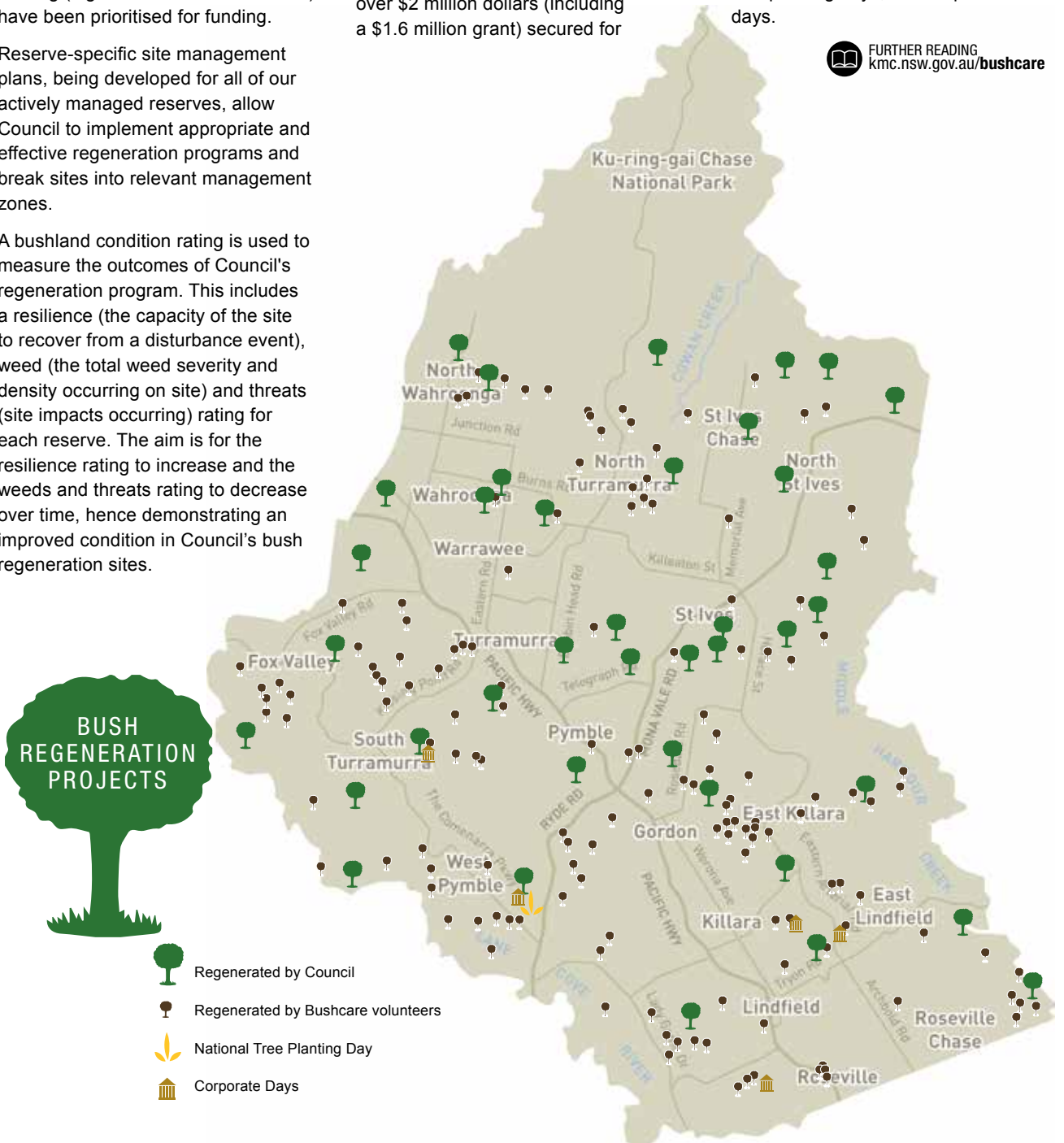
A bushland condition rating is used to measure the outcomes of Council's regeneration program. This includes a resilience (the capacity of the site to recover from a disturbance event), weed (the total weed severity and density occurring on site) and threats (site impacts occurring) rating for each reserve. The aim is for the resilience rating to increase and the weeds and threats rating to decrease over time, hence demonstrating an improved condition in Council's bush regeneration sites.

To complement Council's bush regeneration program, there are currently 714 active Bushcare, Streetcare and Parkcare volunteers, contributing over 12,000 volunteer hours per annum on bush regeneration activities at 165 sites. Ku-ring-gai has the highest per capita involvement of residents in the Bushcare program in NSW.

Through the NSW Government's Linking Landscapes program, Council created a 99 hectare Biobanking site at Rofe Park, Sheldon Forest and Comenarra Creek Reserve, with over \$2 million dollars (including a \$1.6 million grant) secured for

annual, in perpetuity funding for the management of the 3 reserves for the purpose of biodiversity conservation. In 2014/15, the program funded \$98,200 worth of management actions with the 3 reserves. These actions included the undertaking of ecological burns and the establishment of fencing to protect these areas as well as pre and post fire weeding and track and trail improvements. The following map indicates the location of bush regeneration project sites within the Ku-ring-gai Local Government Area, including active care sites, national tree planting days, and corporate days.

 FURTHER READING  
[kmc.nsw.gov.au/bushcare](http://kmc.nsw.gov.au/bushcare)



## IMPROVED WATER QUALITY

Council continued to implement its water management program, involving the installation of sediment and filter basins and biofilter gardens, creek stabilisation works, weed removal, stormwater harvesting projects, community engagement and creek water quality and macroinvertebrate sampling. In partnership with the Cooperative Research Centre (CRC) for Water Sensitive Cities, Council is transitioning to a Water Sensitive City (WSC).

In 2014/15 two sediment basins, a trash rack and a planted, biofilter garden were constructed at Warragal Road, Turramurra, to slow stormwater and to remove gross pollutants and sediments at the bushland interface, prior to the stormwater entering

Avondale Creek in Sheldon Forest. A bank stabilisation project was also completed at Minnamurra Road, West Pymble, to prevent erosion in Lane Cover River. Two raingardens were installed at Allan Small Oval car park to filter stormwater before it enters the bushland.

Completion of the South Turramurra residential sub-division project included a 250kL tank installation to store run off from the additional hard surfaces of the development. This is now connected to the underground tanks at Auluba Ovals, South Turramurra to be used for irrigation. A 10kL tank was also installed at the Wild Flower Garden Information Centre for outdoor irrigation.

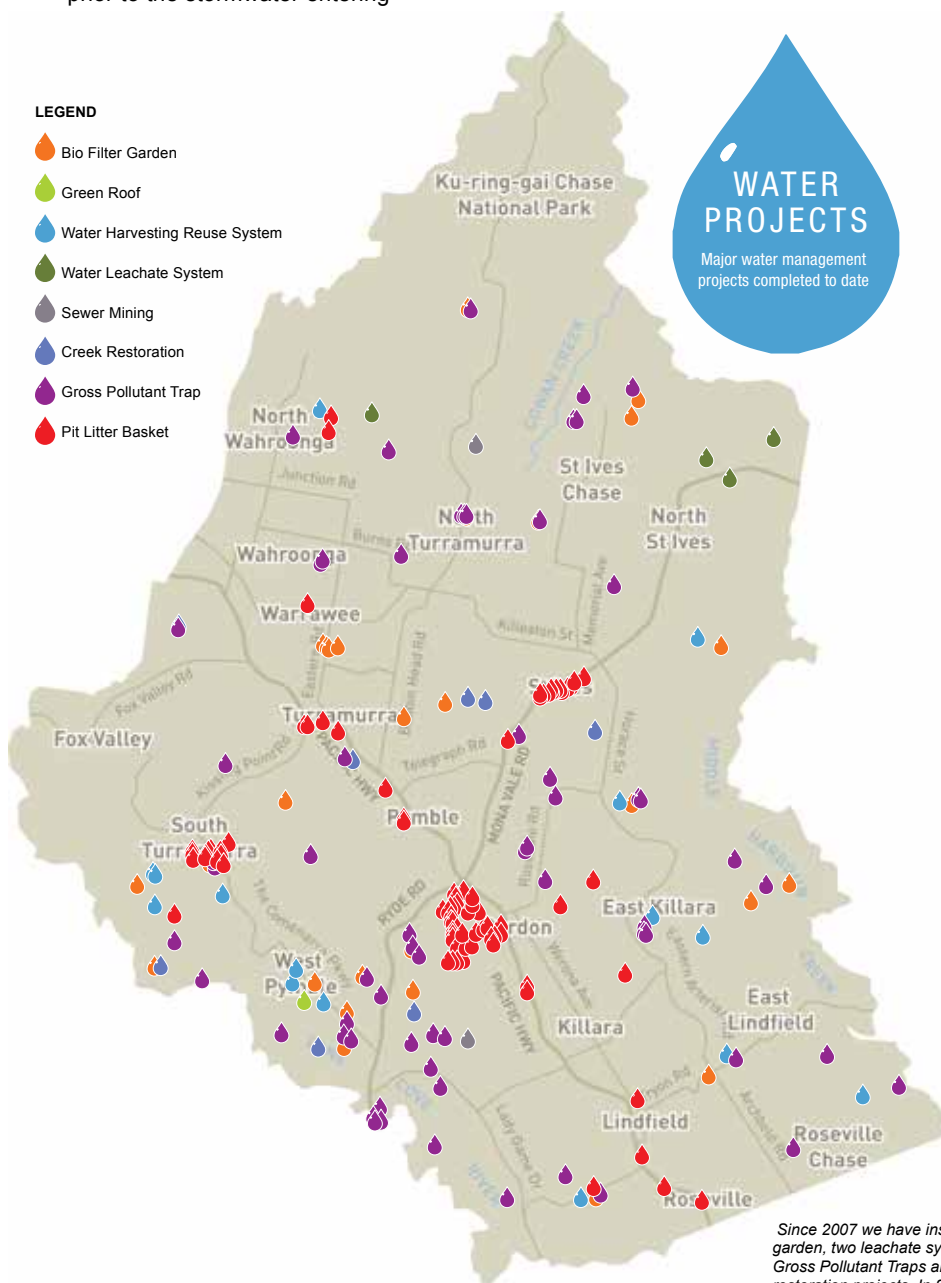
Through improved building design we have sought to reduce the impacts from and improve the quality of stormwater on our natural environment. This has been achieved by strengthening the water management provisions when moving from the Local Centres to the Ku-ring-gai Development Control Plan (DCP), including simple 'deem to comply' solutions; such as sizing for rainwater tanks and rain gardens to ensure water quality improvement and stormwater run-off control measures are applied for all types of development.

Council's Riparian Policy has been incorporated into the Ku-ring-gai Principal Development Control Plan (DCP) and will be incorporated into Council's Water Sensitive City (WSC) Policy and Strategy. This provides the basis for more sustainable outcomes in subdivision developments and for development applications where streams, watercourses and riparian zones are present.

The roll out of guidelines, training and monitoring also continued to ensure improved ecological and water quality outcomes through the land use planning, development and environmental assessment and regulatory activities of Council.

Initiatives commenced or progressed during the 2014/2015 year will achieve improved outcomes for natural waterways, riparian areas and water reuse over future years. We continue to participate in research partnerships through the Sydney Harbour Water Quality Improvement Program, the Cooperative Research Centre (CRC) for Water Sensitive Cities, the Greater Sydney Local Land Services Local Government Advisory Group and the NSW Stormwater Industry Association to advance its water management program.

The following map indicates the number, type and location of completed water projects.



**FURTHER READING**  
[kmc.nsw.gov.au/water](http://kmc.nsw.gov.au/water)

*Since 2007 we have installed 15 stormwater harvesting systems, one roof top filter garden, two leachate systems, two sewer mining systems, 35 bio filter gardens, 72 Gross Pollutant Traps and 140 pit litter baskets and we have completed 8 creek restoration projects. In 2014/15 we reused 74,000 litres of water for irrigation and diverted 2,141 tonnes of rubbish from our waterways.*

## ADVOCATED FOR OUR COMMUNITY - BUSHFIRE MANAGEMENT

Throughout 2014-15 Council played a lead advocacy role in responding to the NSW Government's 10/50 Vegetation Clearing Code of Practice. Council prepared two extensive submissions to the NSW Rural Fire Service (RFS), with support from the Ku-ring-gai community, outlining its objections to the Code and the adverse effects the Code's implementation was likely to cause in the Ku-ring-gai area. Council also worked closely with a number of other councils, the Nature Conservation Council of NSW, NSROC, the Hornsby Ku-ring-gai Bush Fire Management Committee and our community to proactively make representations to a number of Members of Parliament, including the NSW Premier. Throughout this process Ku-ring-gai Council demonstrated strong leadership, representing our community's values and fulfilling our duty of care obligations to our residents and the environment.

In response to a revised methodology released by the NSW RFS in 2014-15, Council reviewed its Bush Fire Prone Land Map for the Ku-ring-gai Local Government Area (LGA). The review involved reassessing the extent, vegetation type, size (hectares) and structural characteristics of our bushland through aerial photograph interpretation and supplementary field validation.

The amended mapping identifies 3,128ha of bush fire prone land in the Ku-ring-gai LGA. This represents a reduction in Category 1 bush fire prone vegetation by 148ha and an additional 72ha of Category 2 bush fire prone vegetation, resulting in 11,957 properties being determined as bush fire prone, down from the 14,638 properties identified in the 2008 map. Council is awaiting the release of further amendments to the bush fire prone land mapping methodology expected in late 2015 before proceeding with re-certification.

## ENGAGED OUR COMMUNITY TO PROMOTE SUSTAINABILITY



The success of Council's 'Loving Living Ku-ring-gai' program continued during 2014/2015 with the delivery of another full event series, with our local community offered a range of opportunities to participate in bush walks, nature talks and lifestyle and DIY workshops to promote sustainability in the home and in the garden. Over 4,200 residents were involved in our community environmental programs this year.

The comprehensive program of activities, targeted at a range of age groups, community interest groups, schools and businesses, continued to expand in participation numbers and deliver positive outcomes. Raised awareness of these activities is in turn increasing their popularity.

This year we launched the Energy Smart Savers pilot pool pump rebate program, to assist our residents to reduce pool electricity use, which can account for around 30% of total electricity consumption in homes with swimming pools (of which there are 18,000 in Ku-ring-gai). Rebates were given to 50 Ku-ring-gai households, to replace their inefficient pump with pumps that are rated 7 stars or higher by the Australian Government's Energy rating scheme. It is estimated that participating households will see an average reduction of 70% in their annual pool electricity consumption, with the collective outcome being a projected 94.42 MWh of community electricity savings every year.

Through the Compost Revolution program, 477 residents were engaged via the websites and its tutorials, while 29 worm farms and 59 compost bins were distributed to Ku-ring-gai households. Over the last year 21 rainwater tank rebates were awarded as part of the Water Smart program, equating to 109.75 kilolitres of tank capacity. In 2014/2015 a total of 63 new Ku-ring-gai businesses became members of the Better Business Partnership (BBP) program, bringing total membership to 181.

Businesses in the program receive tailored advice and audits to help them improve their sustainability performance in the key areas of waste, water, energy, transport, procurement and staff and community support.

Through the monthly Sustainability E-news, What's On Calendar, Loving Living Ku-ring-gai Facebook page and Twitter accounts, Envirotube and new residents' kits, Council is broadening community outreach and increasing participation in our environmental and sustainability programs.



FURTHER READING  
[kmc.nsw.gov.au/sustainability](http://kmc.nsw.gov.au/sustainability)

## RECYCLING AND WASTE MANAGEMENT

Ongoing education of the community in recycling was undertaken throughout the year with schools and multi-unit development sites. E-waste and chemical clean up collections were held throughout the year. A new contract for recycling material resulted in a better price for Council for paper products. A range of effective waste education and recovery programs and services were delivered by Council targeted at residents, businesses, schools and the general community. This included the highly successful Business Food Waste Trial program, waste education programs and continued high 56% rate for diversion of domestic green waste and recyclables from landfill. Council engaged a Waste Project Officer under the Environmental Planning and Assessment Program to assist with waste diversion education programs.



FURTHER READING  
[kmc.nsw.gov.au/waste](http://kmc.nsw.gov.au/waste)

# The year ahead

- Continue monitoring 10/50 impacts and responding to legislation amendments
- Build on success of corporate sustainability programs
- Support volunteers
- Continue addressing illegal dumping issues
- Progress climate wise communities programs
- Complete Lovers Jump Creek Catchment Flood Study

## Summary of our performance 2014/15

### NATURAL ENVIRONMENT

The tables in this section reflect the progress of our key work during 2014/15.

#### 1. HOW WE PERFORMED AGAINST QBL TREND INDICATORS

##### ► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key 'environmental, social and economic' indicators for the 2014/15 year, under this theme, compared to the previous four years.

Measure	Unit	2010/11	2011/12	2012/13	2013/14	2014/15	Trend
Bushland regeneration (area)	ha	69.3	67.7	68.3	58.6	51.00	Stable (1)
Identified Aboriginal heritage sites	Sites	97	97	97	101	101	Stable
Greenhouse emissions	tCO2-e	8550	8448	8427	8,955	9,635	Increasing (2)
Waste Kg/resident	kg	196.87	208.09	202.84	205.78	206	Stable (3)
Recycling Kg/resident	kg	303.05	325.95	294.73	263.47	107.86	Stable (4)
Green Waste Kg/resident	kg	166.5	191.58	171.83	152.7	163.57	Increased (5)
Fire trail maintenance	Km	44	44	44	44	44	Stable
Major fire trail upgrades	Km	1.7	N/A	0.97	1.8	3.69	Increase (6)
Pile burns	No.	110	102	116	94	103	Variable
Hazard reduction burns	Ha	72.4	1.36	7.06	33.94	53.36	Stable
Fire break maintenance	Km	12.3	12.3	24.5	24.5	24.5	Stable
Energy consumption street lighting	kWh	4,851,842	4,794,792	4,721,871	4,663,747	4,516,325	Decreasing (7)
Energy consumption street lighting	\$	557,925	649,321	814,357	784,855	676,079	Decreasing (8)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

#### Notes:

(1) The decrease in bushland area regenerated is due to the redefining of site boundaries to include area worked only.

(2) While emissions and energy consumption from street lighting decreased by approximately 3%, emissions and consumption for non-street lighting assets increased by 37% - most of the increase is due to the Ku-ring-gai Fitness and Aquatic Centre coming online and the first full 12 month contribution from the

sewer treatment plants at Gordon Golf Course and North Turramurra Golf Course.

(3) Based on estimated resident population of 120,978 in 2014.

(4) Continued decrease in paper (362 tonnes down from 2013/14) offset by increased mixed recycling (up 189 tonnes from 2013/14). Based on estimated resident population of 120,978 in 2014.

(5) Increased green waste collection (up 1,612 tonnes from 2013/14) due to more favourable

growing conditions. Based on estimates resident population of 120,978 in 2014.

(6) Increase in completed area of trail due to available grant funding through Rural Fire Service.

(7) Increase in completed area of trail due to available grant funding through Rural Fire Service.

Network charges continued to be stable, enabling decreasing costs. Future costs may change. Figures include GST.

## 2. HOW WE PERFORMED AGAINST COUNCIL'S PLAN

### ► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2014/15 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2014/15 under this theme.

Summary – 2014/15	Achieved
Completion of 2014/15 Tasks *	83%
Achievement of 2014/15 Performance Indicators **	62%

#### Notes:

\* Of the 29 Tasks, 24 were achieved and 5 were not achieved during this period for varying reasons. All tasks not completed were carried over to the 2015/16 Operational Plan.

\*\* Of the 13 Performance Indicators, 8 were achieved and 5 were not achieved during this period. See the table below for details of performance indicator results.



FURTHER READING  
kmc.nsw.gov.au/deliveryprogram

2014/15 Performance Indicators	Target	Achieved
Residents involved in community environmental programs.	2,479 residents	4,257 (1)
Community activity that benefits the environment.	1,565 residents	1,298 (2)
Area of bushland/habitat regenerated.	20.5 hectares	51
Condition of bushland managed by Council (resilience rating).	79.9%	89
Condition of bushland managed by Council (weeds rating). (lesser is better)	13.5%	24% (3)
Condition of bushland managed by Council (threats rating). (lesser is better)	72.5%	76% (4)
Creeks tested that maintain or improve their stream health score.	100%	100%
Physical creek remediation projects completed.	1 project	1
Rubbish diverted from our waterways (tonnes).	1,887 tonnes	2,496.50 (5)
Percentage household waste diverted from landfill.	60%	57 (6)
Residents involved in climate change adaptation activities per year.	106 participants	275
Household potable water consumption per capita. (lesser is better)	83 kL/ capita	87.36 (7)
Household electricity consumption per capita.	3,187 kWh/ capita	2,891

#### Notes:

(1) The 70% increase in community participation 2014/2015 over the annual target reflects the ongoing relevance and success of Council's environmental programs.

(2) Although the range of sustainability programs that facilitated community activity grew this year, a small drop in Bushcare numbers and the postponement of the Fridge Buyback program led to a small decrease in community activity as a result of our programs.

(3) The negative impact of mountain biking activity at Warrimoo has resulted in a worsening weeds rating for this sample

bushland reserve site.

(4) The negative impact of mountain biking activity at Warrimoo has resulted in a worsening threats rating for this sample bushland reserve site.

(5) This is a significant increase over the annual target. The total figure includes the following components:  
 a. Water Sensitive Urban Design (WSUD) devices - 11.45 tonnes;  
 b. Gross Pollutant Traps (GPT) - 73.18 tonnes  
 c. Street sweeping total - 2411.86 tonnes (includes 2,390.1 tonnes green waste and 21.76 tonnes waste).

(6) The reduction in paper tonnage is a continuing trend due to the increased availability of magazines and newspapers on line and corresponding reduction in hardcopy purchases.

(7) Whilst it is important to monitor potable water consumption patterns in our community Council does not have direct control over this indicator. Council delivers the Water Smart program to facilitate water conservation outcomes in the community.



FURTHER READING  
kmc.nsw.gov.au/deliveryprogram

### 3. PROJECTS WE COMPLETED

The following table shows key projects we completed under this theme during 2014/15.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Funds
<b>BIODIVERSITY</b>				
Fire trail maintenance	June 2015	171,726	100%	Grants/ Contributions - \$140,255 General Funds - \$31,471
Maintenance of EEC sites regenerated under Environmental Levy 1 (including Greenweb)	June 2015	91,948	0%	Environmental Levy
Ecological burns, pre and post weeding and maintenance of high profile sites	June 2015	80,935	0%	Environmental Levy
Bush regeneration on Conservation Agreement land (Browns Forest and Ku-ring-gai Flying Fox Reserve)	June 2015	70,621	0%	Environmental Levy
Riparian weed control	June 2015	65,176	0%	Environmental Levy
Tree removal/ pruning in Ku-ring-gai Flying Fox Reserve	June 2015	31,216	100%	General Funds
Ku-ring-gai Flying Fox Reserve canopy restoration	June 2015	29,000	100%	Grants/ Contributions
Monitoring and inspections	June 2015	27,119	0%	Environmental Levy
Bushfire mitigation program	June 2015	12,644	0%	Environmental Levy
Lyle Winchester hazard reduction burn	June 2015	1,382	100%	Grants/ Contributions
<b>ENVIRONMENTAL EDUCATION</b>				
Litter free Wahroonga	June 2015	72,551	100%	Grants/ Contributions
Disposal – problem waste	June 2015	14,357	100%	Grants/ Contributions
Illegal dumping training	June 2015	1,651	100%	Grants/ Contributions General Funds
<b>CATCHMENT MANAGEMENT</b>				
Catchment management research and analysis / partnerships	June 2015	62,184	100%	General Revenue
<b>COMMUNITY PARTNERSHIPS</b>				
Better Business Partnership - phase 2	June 2015	100,000	0%	General Funds
Displays and promotion of sustainable behaviour and technologies	June 2015	79,395	0%	Environmental Levy
WildThings	June 2015	58,989	0%	Environmental Levy
Community small grants	November 2014	53,524	0%	Environmental Levy
Bushcare support	June 2015	45,706	0%	Environmental Levy
Community environmental education programs	June 2015	40,332	0%	Environmental Levy
Community environmental events and workshops	June 2015	38,893	0%	Environmental Levy
Energy Smart	June 2015	32,219	0%	Environmental Levy General Funds
Streetcare support	June 2015	31,644	0%	Environmental Levy
Climate Waster Communities	June 2015	23,659	0%	Environmental Levy General Funds
Electronic communications	June 2015	18,441	0%	Environmental Levy
Business recycling	June 2015	10,971	0%	Grants/Contributions
Bushfire education	June 2015	10,161	0%	Environmental Levy
Community gardens support	June 2015	9,880	0%	Environmental Levy
New residents' initiatives	June 2015	3,727	0%	Environmental Levy
<b>SUSTAINABLE ENERGY</b>				
Energy and water efficiency upgrades to Thomas Carlyle Childcare Centre	June 2015	94,255	0%	Grants/ Contributions Environmental Levy General Funds
Sustainability data management and reporting system	June 2015	27,506	0%	Environmental Levy
LED lighting upgrade of small facilities	June 2015	51,731	0%	Environmental Levy
<b>TRANSPORT</b>				
Development, maintenance and promotion of walking tracks and bushland recreation trails	June 2015	38,832	0%	Environmental Levy
Development and promotion of sustainable transport alternates	June 2015	5,542	0%	Environmental Levy
<b>WATER SENSITIVE URBAN DESIGN</b>				
Lover's Jump Flood Study	June 2015	86,834	0%	Grants/ Contributions Environmental Levy
Bio filter systems	June 2015	48,751	0%	Environmental Levy
Maintenance of Environmental Levy 1 stormwater projects	June 2015	31,181	0%	Environmental Levy
Water sensitive urban design around asset protection zones	June 2015	12,336	0%	Grants/ Contributions Environmental Levy
Blackbutt Creek Flood Study	June 2015	7,192	0%	Grants/ Contributions General Funds

#### 4. PROJECTS WE PROGRESSED

The following table shows key projects we progressed under this theme during 2014/15.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Funds
<b>CATCHMENT MANAGEMENT AND ANALYSIS</b>				
Water Sensitive Urban Design (WUSD) projects from catchment management studies	30%	96,086	0%	Environmental Levy
<b>COMMUNITY PARTNERSHIPS</b>				
Interpretive signs for natural spaces (including brail)	60%	4,668	0%	Environmental Levy
St Ives Cultural and Environmental Education Centre	70%	2,079	0%	Environmental Levy
<b>BIODIVERSITY</b>				
Linking Landscapes/ Biobanking (works)	80%	90,125	100%	Grants/ Contributions
Lister Daley – slope stabilisation	95%	75,899	36%	Grants/ Contributions General Funds
<b>SUSTAINABLE ENERGY</b>				
Alternative energy and energy efficiency projects at Council / community facilities	60%	32,180	0%	Environmental Levy
Gordon library LED lighting upgrade	30%	15,900	0%	Environmental Levy
<b>ENVIRONMENTAL EDUCATION</b>				
Anti-litter campaign	85%	141,943	100%	Grants/ Contributions
Business food waste trial	90%	50,962	100%	Grants/ Contributions
Illegal dumping program	40%	27,244	100%	Grants/ Contributions
<b>SUSTAINABLE TRANSPORT</b>				
Priority actions derived from Integrated Transport Strategy, Bike Plan and Pedestrian Access Management Plan	50%	170,968	64%	Grants/ Contributions Environmental Levy General Funds

# FACTS AND FIGURES

- **WE SPENT** approximately **\$110 MILLION** on **SERVICES** and **\$28 MILLION ON CAPITAL WORKS**
- We **MANAGE \$1 BILLION** worth of **ASSETS INFRASTRUCTURE**, including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property
- We have **943 HERITAGE SITES** and **50 HERITAGE CONSERVATION AREAS**
- **WE MAINTAIN OVER 300,000 STREET TREES**
- We **MAINTAIN 2 REGIONAL PARKS** (bicentennial Park and St Ives showground), **15 DISTRICT PARKS**, **191 LOCAL PARKS**, council gardens and landscaping within 19 business centres, neighbourhood shopping centres, traffic roundabouts and roadway landscaping areas.
- In Ku-ring-gai LGA, 22.3 % of dwellings were medium to high density in 2011, compared to 40% in Greater Sydney
- Determined **DEVELOPMENT APPLICATIONS** had a total value of **OVER \$560 MILLION** (an increase of 60% over 2013/14)



Toolong Oval, St Ives Chase by Jason Silverstone



North Turramurra Recreation Area by John Nash

**NORTH TURRAMURRA RECREATION AREA (NTRA)** IS ONE OF THE LARGEST PROJECTS KU-RING-GAI COUNCIL HAS UNDERTAKEN IN RECENT YEARS, AT A TOTAL COST OF \$28 MILLION. IT WILL TRANSFORM THE COUNCIL-OWNED NORTH TURRAMURRA GOLF COURSE AND SURROUNDING AREA INTO A LARGE REGIONAL RECREATION AREA, WHERE THE COMMUNITY CAN ENJOY GOLF, PICNIC AREAS, WALKING TRAILS, MULTI-USE SPORTS FIELDS AND AREAS OF NATURAL BUSHLAND. WE HAVE ALREADY STARTED TO RECEIVE GREAT FEEDBACK FROM THE GOLF COMMUNITY ON THE 18 HOLES THAT OPENED MID-YEAR.

FURTHER READING  
[kmc.nsw.gov.au/ntra](http://kmc.nsw.gov.au/ntra)





### ENGAGE. CREATE. INNOVATE

Throughout this section we highlight those projects, programs or initiatives that have successfully engaged our community, will create outstanding outcomes for our community or involve exceptional innovation in the development and delivery of the community's long term objectives for Ku-ring-gai, as stated in its Community Strategic Plan 2030.

These are shown with the symbol below.



## THEME 3 Places, spaces and infrastructure

This theme is about creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

In 2014/15 we continued to progress a diverse range of projects and initiatives designed to expand and improve facilities within Ku-ring-gai for the enjoyment of our community. These included new and upgraded parks, playgrounds, sports grounds and facilities at a cost of \$6.7 million, over \$8 million spent on road improvements and over \$350,000 spent on footpaths.

Design work also continued on revitalisation projects at Lindfield, Turramurra and Gordon centres, estimated to be worth over \$500 million. These projects are planned to transform Council's own significant land holdings into new community facilities, vibrant town squares and a renewed focus for shopping, eating and community activities.

### SERVICES PROVIDED

- Urban design and planning
- Heritage planning
- Development assessment
- Development compliance
- Regulation and compliance
- Open space projects
- Landscape design
- Engineering design
- Civil works and maintenance
- Drainage works and maintenance
- Strategic asset management
- Building asset works and maintenance
- Parks and sportsfield works and maintenance
- Tree preservation and maintenance

## What we achieved in 2014/15



### ACTIVATE KU-RING-GAI PROGRAM

Revitalisation of Ku-ring-gai's local centres, including Gordon, Turramurra, St Ives, Pymble, Lindfield and Roseville is identified as a long-term goal in Ku-ring-gai's Community Strategic Plan 2030 as well as Council's four year Delivery Program and annual Operational Plans which set out Council's budgets and actions for each financial year for Council's term.

While the Activate Ku-ring-gai program is designed to breathe new life into our public spaces, revitalising our local centres and delivering key community facilities remains an important challenge for Council. How we progress and fund these projects is an ongoing body of work which will be delivered over a number of years.

#### ► Activate Lindfield Local Centre

The \$20 million Lindfield Village Green project will result in the construction of a new park/civic space in the heart of Lindfield within 50 metres of the rail station. On the western side of Lindfield, Council is proposing a \$50 million project to convert a car park into a community hub including a new branch library and community facility, full line supermarket and specialty shops, commuter parking, apartments and a new civic square

During 2014/15 three alternative concept designs were developed for the Lindfield Village Green. These

were exhibited for public comment during April and May and Council adopted a preferred option in June. The design incorporates public open space in the form of a park or civic plaza, public car parking with long and short-stay options, a pavilion for leasing as a café or restaurant with public seating, toilets and a lift as well as new paving, seating, landscaping, lighting and underground power lines.

Four concept designs were also prepared for the area known as the Lindfield Community Hub in the Council car park in Woodford Lane. Key features include creation of a new park, improved cycling facilities, construction of a new street between Beaconsfield Parade and Bent Street, a new extended branch library, new town square, underground car park partially funded by Transport NSW and more retail and commercial office space. Demolition of acquired properties at Bent Street, Lindfield was completed in preparation for construction of the Community Hub.

 FURTHER READING  
[kmc.nsw.gov.au/activatelindfield](http://kmc.nsw.gov.au/activatelindfield)

#### ► Activate Turramurra Local Centre

During 2014/15 a range of stakeholders were consulted leading to the preparation of a master plan for the Turramurra Ray Street precinct, with four options. Council selected a preferred option proposing a number of new public

parks and civic spaces. Exhibition of the master plan was deferred to the end of May 2015 to allow more time to consult the community. A probity plan was prepared to ensure interactions with private companies and individuals are managed appropriately.

 FURTHER READING  
[kmc.nsw.gov.au/activateturramurra](http://kmc.nsw.gov.au/activateturramurra)

#### ► Activate Gordon Town Centre

Council continued to investigate opportunities to develop a cultural and civic Hub in Gordon Town Centre, as part of a larger redevelopment of Council's existing premises at 818 Pacific Highway, Gordon, which currently accommodates Council's administrative offices and the heritage listed Council Chambers. The heritage listed item will be retained as part of any redevelopment proposals for the site.

Proposed features being considered include a cultural hub facility, a park/civic square, streetscape works to adjoining streets; road improvement works to adjoining streets, closure of the existing right of way at Radford Place, leisure retail and commercial uses such as cafes and restaurants, underground car parking for cultural hub patrons, shoppers and residents, and retail and residential uses to assist with funding of the cultural facilities and car parking.

 FURTHER READING  
[kmc.nsw.gov.au/activategordon](http://kmc.nsw.gov.au/activategordon)



Lindfield Village Green: Illustrative Master Plan

## NEW PRINCIPAL LEP AND DCP



With our population expected to increase by over 24% in less than 20 years, Council is focussed on the sustainable management of development. We want to retain the unmistakable character of Ku-ring-gai, while accommodating an increase in population from 120,000 in 2014 to well over 150,000 by 2031.

The Ku-ring-gai Local Environmental Plan 2015 – otherwise known as KLEP 2015 – was gazetted and came into effect on 2 April 2015. KLEP 2015 applies to all areas outside Ku-ring-gai's local centres, except for fifteen 'Deferred Areas', which are the subject of further review.

The new LEP will provide the framework by which local land use planning can be undertaken in a more integrated and strategic manner. It addresses planning issues such as sustainability, physical and social infrastructure, natural and built environment, heritage, housing and employment. It also provides greater environmental protection

through the introduction of new environmental zones, as well as map overlays linked to local biodiversity areas and riparian lands. Another significant inclusion is heritage conservation areas and additional heritage items.

The Ku-ring-gai Development Control Plan (DCP) also came into effect in April 2015 following approval of the Ku-ring-gai LEP by the NSW Government. The DCP sets out detailed guidelines for the location and design of future development on all land covered by the LEP. The DCP will help ensure new development is consistent with the local character, that development retains valuable elements of the site and its surroundings, that the amenity of neighbouring properties is not compromised by development and any development is of a high design standard.

Council's Riparian Policy has been incorporated into the DCP and ultimately incorporated into the Council's Water Sensitive City Policy and Strategy. This

provides the basis for more sustainable outcomes in subdivision developments and for development applications where streams, watercourses and riparian zones are present.

Both the LEP and DCP complete the policies that Council has been preparing over the last 4 years to establish and apply long-term planning, design and funding for the urban areas of Ku-ring-gai.

As part of the preparation of the new LEP and DCP we completed a comprehensive review of Ku-ring-gai's heritage items and controls with additional ones identified for inclusion in the LEP along with new heritage conservation areas. Heritage items deferred from the Principal LEP were reviewed by Council in 2014/15 and a revised list forwarded to the Department of Planning and Environment for determination.



## DELIVERED NEW AND UPGRADED PARKS, PLAYGROUNDS, SPORTSFIELDS AND FACILITIES

During 2014/15 we spent \$5.7 million constructing new or upgraded sportsfields and facilities and another \$1 million on new and upgraded local parks and playgrounds.

The map below indicates key projects completed or substantially progressed in 2014/15. See page 82-83 for a full list.

### Highlights for the year included:

#### ► Wahroonga Park playground, Wahroonga - completed Feb 2015

The much loved playground at Wahroonga Park, built in 1996, was a priority to be refurbished in the adopted Wahroonga Park Precinct Landscape Masterplan. The works included a fenced area with enlarged toddlers' playground under shade sail with equipment for inclusive play, a cubby house, train with platform and imaginative play area with a sunken

shipwreck. Site planting included new feature trees and ornamental shrubs and groundcovers in keeping with the existing site landscape character.

 FURTHER READING [kmc.nsw.gov.au/wahroongapark](http://kmc.nsw.gov.au/wahroongapark)

#### ► Extension to Cameron Park, Turramurra – 50% completed

Turramurra's popular Cameron Park will double in size following Council's purchase of four residential properties in Gilroy Road. Construction work is well advanced to provide for passive and active play and recreation.

 FURTHER READING [kmc.nsw.gov.au/cameronpark](http://kmc.nsw.gov.au/cameronpark)

#### ► North Turramurra Recreation Area - substantially progressed



We are remediating the disused waste tip and landfill site next to our North Turramurra Golf Course to create a sports precinct known as the North Turramurra Recreation Area. The project, costing \$28 million, will provide much needed sports and recreational facilities for Ku-ring-gai residents.

During 2014/15 nine of the existing holes were upgraded with new tees, forming the front nine of the new 18 hole golf course. The upgraded nine holes reopened to the public in April. Construction of new practice putting greens, chipping greens and practice tees is continuing, as well as earthworks and levelling in preparation for the construction of a new cricket pitch and three new multipurpose sportsfields.

 FURTHER READING [kmc.nsw.gov.au/ntra](http://kmc.nsw.gov.au/ntra)

## SPORTSFIELD, PARK AND PLAYGROUND WORKS



### WORKS COMPLETED IN 2014/15

1. Allan Small Park, East Killara
2. Bancroft Park, Roseville
3. Canoon Road Recreation Area, South Turramurra
4. Cliff Oval No.2, North Wahroonga
5. Golden Jubilee Field, North Turramurra
6. Karuah Park, Turramurra
7. Kent Road Oval, Turramurra
8. Loyal Henry, Roseville
9. McKenzie Park, Wahroonga
10. Richmond Park, Gordon
11. Wahroonga Park, Wahroonga
12. Warrimoo Oval, St Ives

### WORKS IN PROGRESS AT 30 JUNE 2015

13. Bicentennial Park, West Pymble, Golden Grove Playground
14. Cameron Park, Turramurra
15. Caroola Reserve, St Ives
16. Koola Park, Killara
17. Lofberg Road, West Pymble
18. North Turramurra Recreation Area
19. St Ives Showground and Precinct
20. Turramurra Memorial Park, Turramurra

 FURTHER READING [kmc.nsw.gov.au/parkupgrades](http://kmc.nsw.gov.au/parkupgrades)

Works completed or in progress in 2014/15

## DELIVERED INFRASTRUCTURE AND ASSET RENEWAL PROGRAMS



Council is responsible for the maintenance and renewal of local roads, drainage and footpaths in the Ku-ring-gai area. Funding available from our approved infrastructure levy and other operational improvements means that we can expand our asset renewal programs and continue to 'close the gap' on our infrastructure renewal backlog.

The delivery of Council's capital works program and improvement programs for footpaths, roads and drainage occurred substantially in accordance with agreed timetables and budgets for 2014-2015. Funding required to maintain, renew and upgrade our existing infrastructure is revised annually from Council's Asset Registers, Asset Management Plans and Asset Management Strategy.

Council's roads capital works program was 95% completed and planned capital footpath works were 90% completed. For road capital works, 129 blocks were completed out of a planned 132 blocks with some delays due to external agencies (eg Ausgrid) or re-scoping of works resulting in re-prioritisation and budget constraints.

An estimated 1,550m of footpath capital works were completed out of a planned 1,770m with a further 460m completed under reconstruction of existing footpaths. A planned footpath of 220m was deferred due to budget constraints.

### ► Review of asset class condition

Throughout 2014/15 Council staff, with the assistance of an independent consultant, revised our technical and financial infrastructure asset data to determine the true condition of our assets and to ensure that adequate funding was being allocated to maintenance and renewal. As a result of the independent review, Council has been able to establish that the condition of some asset classes was far better than previously assessed, and that a number of improvements had occurred over the years that had not



Wahroonga Park playground

been captured correctly in the technical and financial registers. The independent review triggered further and ongoing investigation into how Council assesses satisfactory condition, the alignment between the technical and financial registers and improving asset inspection programs which resulted in a substantial reduction in the amount of our infrastructure backlog.

### ► Completion of sub-division at South Turramurra

This land was originally reserved for the now discontinued B2 freeway link between the M1 and the M2. Council and the NSW Government have jointly developed this land into a 26 lot residential subdivision. The project included the creation of 26 residential lots ranging from 844 square metres up to 1,563 square metres; the construction of a new link road between Chisholm Street and Barwon Avenue, South Turramurra and significant upgrade works along the creek corridor, including construction of an artificial wetland. Construction of infrastructure and road works were completed in 2014/15 and all lots have been sold.

## MAINTAINED OUR OPEN SPACES

Council is responsible for the maintenance of all Council owned parks, reserves and trees and horticultural maintenance on Council properties, within business centres, nature strips, roundabouts and laneways. This includes 2 regional parks (Bicentennial Park and St Ives Showground), 15 district parks, 191 local parks as well as council gardens and landscaping within 19 business centres. We also maintain landscaping within 8 railway gardens and traffic roundabouts and other roadway landscaping areas.

During 2014/15 our parks, playgrounds and sportsfields were kept clean, safe and accessible, according to established service levels, ensuring a pleasant environment in which residents can live, work and pursue recreational activities.

We continued to review and adjust maintenance schedules and work teams to enhance efficiencies and improve our capacity to meet the changing needs generated by new and upgraded open space assets.

## MANAGING REGULATORY OUTCOMES

The protection of Ku-ring-gai's character, heritage and precious natural environment is important to the Ku-ring-gai community.

Council acts on behalf of the community to ensure we preserve these outstanding attributes for future generations.

### ► Determined Development Applications valued at more than \$560 million.

During 2014/15 development approvals had a total estimated value of more than \$560 million which is an increase of more than 50% from the 2013/14 approval value of \$350 million. The graph and table below show the breakdown of the number of development determinations for 2014/15 in comparison to the previous three years.

While development remains buoyant in Ku-ring-gai, particularly for new residential housing, there were continued changes to Council's determination of DAs:

- The proportion of single residential DAs increased slightly from 77% to 79%. This was offset by reductions in commercial/ community and other DAs.
- The proportion of high density residential DAs continue to increase from 2% to 4%, due to rezonings under the Local Centres LEP 2012 that permit higher density development.

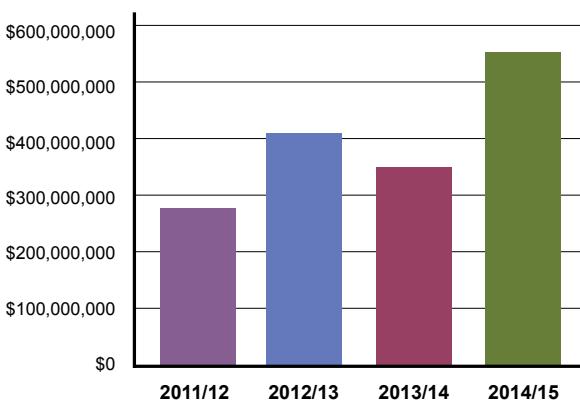
### DA median processing time days

Year	Days
2009/10	40
2010/11	45
2011/12	40
2012/13	47
2013/14	52
2014/15	54

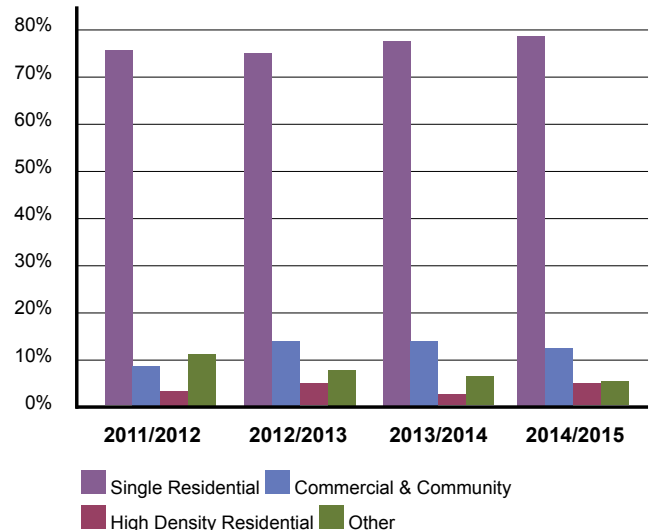
An increase in the median processing time for development applications to 54 days for 2014/15 (52 days in 2012/13) can be attributed partly to the time required to assess more complex applications, with many simpler development works now being approved through private certification. The more complex applications, requiring input from various disciplines with often competing objectives, may also be determined at a Council meeting or the Sydney West Joint Regional Planning Panel, which can add further to processing times. We are also focusing on assistance to applicants and mediation to achieve positive outcomes.

While the median processing time has increased above 2014/15 it remains well below the 60 day performance target and the median for other OLG Group 3 councils (61 days).

Total Value of Development Applications



Total number of Development Applications by type



### Total number of Development Applications by type

DA's	2011/12	2012/13	2013/14	2014/2015
Single residential	77%	75%	29%	79%
Commercial and community	9%	13%	19%	12%
High density residential	3%	5%	49%	4%
Other	11%	7%	3%	5%
Total	100%	100%	100%	100%
Total Value	\$286,839,147	\$405,242,278	\$348,787,277	\$560,560,994

### ► Legal costs

Despite significant reductions in legal costs in the previous two years, they significantly increased in 2014/15 due to development related legal proceedings in the Land and Environment Court doubling in the same period. To address this ongoing challenge we continue to focus on mediation as a means of resolving disputes with applicants, with the number of DAs proceeding to a full hearing reduced to 6, from 14 in 2014/15.

#### Development related legal costs

Year	Cost
2009/10	\$1,500,000
2010/11	\$2,000,600
2011/12	\$1,396,000
2012/13	\$827,038
2013/14	\$502,525
2014/15	\$1,153,612

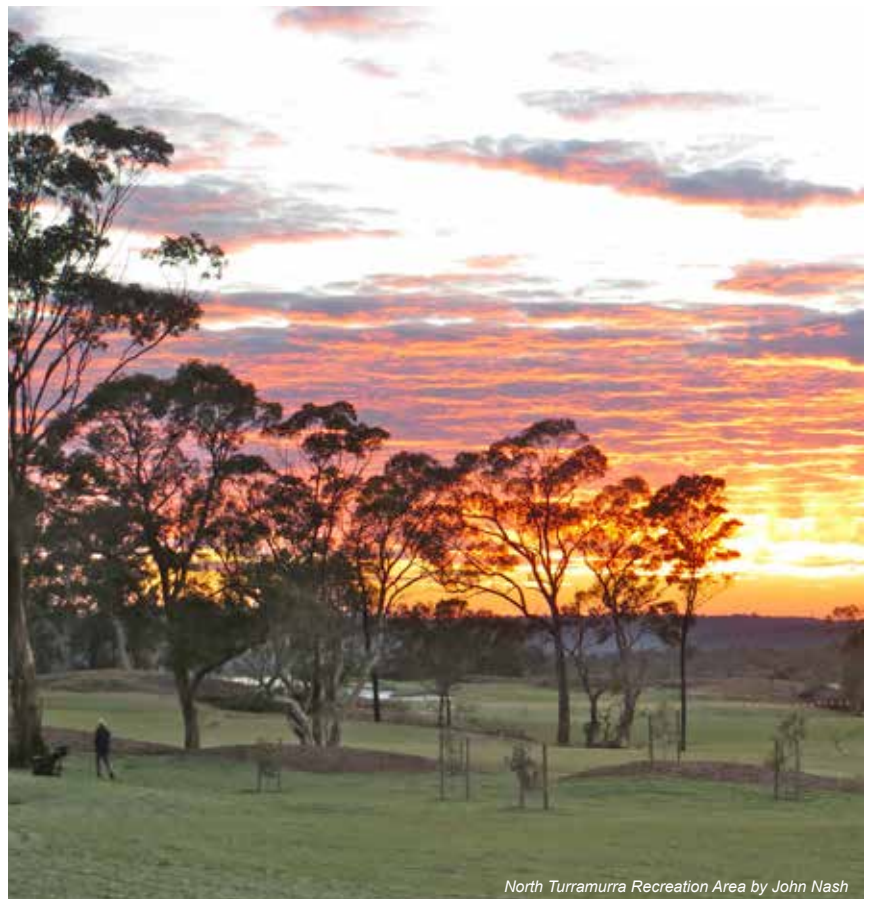
### Managing impacts of development compliance

The Ku-ring-gai community places high importance on new development meeting the design and construction standards set by Council's policies and codes and government regulation. Recent changes to the State Environmental Planning Policy (Exempt and Complying Codes) 2008 has included more forms of development with more people taking up the exempt development options. This has resulted in more complaints being lodged with Council from residents unaware that they are not notified of exempt developments or from more informed residents lodging complaints on perceived non-compliances. The most common action is complaints of alleged

non-complying works on privately certified sites. Residents request Council intervention instead of referring the matter to the certifier to review and respond. In cases where Council becomes involved, developments are often well advanced, resulting in lengthy investigations. We are continuing to monitor this trend and its impact on Council's staff resources.

## The year ahead

- Progress concept designs for Lindfield and Turramurra local centres, including new parks
- Complete major upgrade to Koola Oval - creating 4 new sporting ovals
- Complete new playing fields at NTRA
- Progress revitalisation works at Warrimoo Neighbourhood shopping Centre, St Ives
- Complete restoration of historic Echo Point Seawall, Roseville Chase
- Complete Cameron Park extension works
- Monitoring resources required to assess non-compliant development



North Turramurra Recreation Area by John Nash

# Summary of our performance 2014/15

## PLACES, SPACES AND INFRASTRUCTURE

The tables in this section reflect the progress of our key work during 2014/15.

### 1. HOW WE PERFORMED AGAINST QBL TREND INDICATORS

#### ► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters. The following table indicates our performance for key 'social' indicators for the 2014/15 year, under this theme, compared to the previous four years.

Measure	Unit	2010/11	2011/12	2012/13	2013/14	2014/15	Trend
Non-Aboriginal heritage sites	Sites	1,005	906	878	878	968	Increasing (1)
EPA registered contaminated land sites	No.	3	3	3	2	3	Increased (2)
Noise complaints	No.	362	382	140	139	157	Increased (3)
DA median processing time	Days	45	40	47	52	54	Increased (4)
Development related legal costs	\$	2,000,600	1,396,000	827,038	502,525	1,153,612	Increased (5)
Provision of new local open space	m <sup>2</sup>	4,167	2,893	4,000	3,400	0	Stable (6)
Water consumption (Council) (KL)	KL	89,895	66,230	98,281	96,550	101,481	Stable (7)
Water consumption (Council)	\$	292,754	286,237	289,875	275,769	312,437	Increasing (8)
Energy consumption (Council) buildings	kWh	3,213,932	3,174,654	3,228,439	3,771,000	5,150,000	Increasing (9)
Energy consumption (Council) buildings	\$	590,228	678,321	841,006	999,000	1,038,276	Increasing (10)
Fuel cost	\$	556,872	607,800	587,675	616,999	548,813	Decreased (11)
Street light maintenance costs	\$	1,797,465	1,857,816	1,919,023	1,996,184	1,759,384	Decreasing (12)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

#### Notes:

(1) Additional items were included in Ku-ring-gai Local Environmental Plan 2015 which came into effect on 2 April 2015.

(2) An additional site has been included in the EPA registered site list.

(3) The number of complaints increased slightly over the previous year's results. Council's core focus remains pool pumps and air conditioners.

(4) Increase median processing time is due to a greater proportion of complex applications which require more time to assess and liaise with applicants to achieve sound environmental outcomes.

(5) Legal costs significantly increased in 2014/15 due to development related legal proceedings to the Land and Environment Court doubling in the same period. Council continues to focus on mediation as a means of resolving disputes with applicants, with the number of DA's proceeding to a full hearing reduced to 6, from 14 in 2013/14.

(6) During 2014/15 existing parks were upgraded. Additional new local open space areas are in planning phases to be completed in 2015/16.

(7) Data is for 12 months to March 2015, to match the invoicing cycle in Council's automated Sustainability Data Management System Envizi.

(8) Data is for 12 months to March 2015, to match the invoicing cycle in Council's automated Sustainability Data Management System Envizi.

(9) Figure is for 12 months to May. The large increase in electricity consumption this year is due to the Ku-ring-gai Fitness and Aquatic Centre coming online and the first full 12 month contribution from the sewer treatment plants at Gordon Golf Course and North Turramurra Golf Course.

(10) Figure is for 12 months to May. While Council's electricity consumption increased by 37% electricity costs only increased by 4%.

This is partially due to more competitive retail electricity tariffs secured for Council's small-market electricity sites. It is also partially due to the large contribution of the KFAC to Council's overall electricity footprint and the competitive large-market tariff paid for KFAC electricity.

(11) There has been a reduction in fuel costs due to the market as well as vehicle selection focused towards diesel.

(12) Decreasing costs attributable to interim rates in place during 2014/15 while other changes were being assessed by the Australian Energy Regulator (AER). Future costs will be determined by result of Ausgrid challenge to AER determination and leasing of network. Figures include GST.



## 2. HOW WE PERFORMED AGAINST COUNCIL'S PLAN

### ► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2014/15 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2014/15 under this theme.

Summary – 2014/15	Achieved
<b>Completion of 2014/15 Tasks*</b>	
<i>(One Operational Plan Task could not be progressed or completed due to Council's reliance on external organisations or external factors outside Council's control)</i>	83%
<b>Achievement of 2014/15 Performance Indicators**</b>	79%

#### Notes:

\* Of the 95 Tasks, 73 were achieved, 15 were not achieved and 7 tasks were placed on hold during this period. All tasks not completed were carried over to the 2015/16 Operational Plan.

\*\* Of the 14 Performance Indicators, 11 were achieved and 3 were not achieved during this period. See the table below for details of performance indicator results.



FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)

2014/2015 Performance Indicators	Target	Achieved
Tree Management requests actioned within agreed service delivery standards.	90%	94
Percentage of development applications assessed largely consistent with relevant policies and legislation.	100%	100
Development application determination times.	80 days	54
Percentage of Land and Environment Court matters that result in successful outcomes.	80%	90
Open space projects.	90%	100
Satisfaction with the condition and maintenance of Council sporting fields.	75%	75
Playground Safety Audit Program.	100%	100
Condition rating of community buildings.	3 condition rating	3
Potable water consumption (kL) in Council facilities.	98,282 kL	101,481 (1)
Water reuse/ recycling (kL) used by Council operations.	22,879 kL	74,593
Electricity consumption (MWh) of Council's fixed assets.	3,273 MWh	3,767 (2)
Greenhouse gas emissions (tonnes CO <sub>2</sub> -e) from Council operations.	9,527 tonnes CO <sub>2</sub> -e	10,645 (3)
Utilisation of community halls and meeting rooms.	75%	77
Capital works programs for roads, footpaths and drains.	95%	95 (4)

#### Notes:

(1) Despite water efficiency improvements across Council's facilities, the opening of the Ku-ring-gai Fitness and Aquatic Centre and increased water usage at the Wildflower Garden has resulted in an increasing trend in water consumption in Council's facilities.

(2) Despite energy efficiency improvements across Council's fixed assets, new assets recently coming on line, namely the Ku-ring-gai Fitness and Aquatic Centre, 828

Pacific Highway and the North Turrumurra and Gordon Golf Course sewer treatment plants has resulted in an increasing trend in electricity consumption of Council's fixed assets.

(3) Despite energy efficiency improvements across Council's fixed assets, new assets recently coming on line, namely the Ku-ring-gai Fitness and Aquatic Centre, 828 Pacific Highway and the North Turrumurra

and Gordon Golf Course sewer treatment plants has resulted in an increasing trend in Council's greenhouse gas emissions.

(4) The completed capital works program for roads, footpaths and drains included footpaths (10 of 11 completed); roads (approximately 129 of 132 sections completed) and drains (5 of 9 completed).



FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)

### 3. PROJECTS WE COMPLETED

The following table shows key projects we completed under this theme during 2014/15.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Funds
<b>INFRASTRUCTURE WORKS</b>				
Roads program	June 2015	8,031,854	100%	General Funds
Footpath reconstruction (existing footpaths that are in poor condition)	June 2015	206,789	100%	Infrastructure & Facilities Reserve
New footpaths – various locations	June 2015	150,563	100%	Infrastructure & Facilities Reserve - \$52,388 Infrastructure & Facilities Reserve General Funds - \$98,175
Minor drainage upgrade works	June 2015	66,233	100%	Infrastructure & Facilities Reserve General Funds
B2 Land Subdivision, South Turrumurra	Feb 2015	2,067,653	100%	Land sales
<b>CENTRES REVITALISATION</b>				
Streetscape improvements - Princess Street, Turrumurra	September 2014	34,493	96%	Infrastructure and Facilities Reserve
Business Centres - Princes Street, Turrumurra	September 2014	14,400	100%	Infrastructure and Facilities Reserve
Neighbourhood centres - Streetscape Improvements - Phillip Mall Seats	June 2015	6,186	100%	Infrastructure and Facilities Reserve
<b>ENVIRONMENTAL REGULATION</b>				
Remediation works – Council's former depot site, Pymble	Nov 2014	2,445,812	92%	Infrastructure and Facilities Reserve General funds Grants/Contributions
<b>COMMUNITY BUILDINGS</b>				
Warrimoo Ave, St Ives - Scouts & Guides Halls	Feb 2015	36,828	100%	Infrastructure & Facilities Reserve
<b>PARKS AND PLAYGROUNDS</b>				
Wahroonga Park playground - upgrade	Feb 2015	514,193	100%	Section 94
McKenzie Park, Wahroonga - improvements	March 2015	71,424	100%	Section 94
Wahroonga Park masterplan works - toilet block design	May 2015	67,464	100%	Section 94
Bancroft Park, Roseville - new toilet	Feb 2015	66,734	100%	General Funds
Parks Development Program - range of projects	June 2015	66,912	100%	Infrastructure & Facilities Reserve
Karuah Park aris rail fence and retaining wall	August 2015	52,853	100%	Infrastructure & Facilities Reserve
Carcoola Reserve, St Ives - investigation design and consultation	June 2015	49,166	100%	Section 94
Loyal Henry Park Playground Upgrade	June 2014	11,350	100%	Infrastructure & Facilities Reserve
<b>SPORTSFIELDS AND FACILITIES</b>				
North Turrumurra Recreation Area - golf finishing works	June 2015	2,571,366	100%	New Facilities Levy, Section 94
North Turrumurra Recreation Area – playing fields & earthworks	June 2015	1,097,800	100%	Section 94 funds, Golf Course Levy
Golden Jubilee Field, Wahroonga - masterplan works	June 2015	794,358	100%	Section 94
Allan Small Oval, East Killara Sports field upgrade	April 2015	262,038	100%	Infrastructure & Facilities Reserve – Section 94
Park and Recreation Program - Matching Funding Opportunities for various Clubs & Associations	June 2015	205,303	50%	Infrastructure & Facilities Reserve
Canoon Road Recreation Area – Resurface 9 Courts 17-25	April 2015	162,478	100%	Infrastructure & Facilities Reserve
Cliff Oval No. 2, North Wahroonga Upgrade	June 2015	149,463	100%	Section 94
Kent Road Oval, Turrumurra - car park	May 2015	105,836	100%	Infrastructure & Facilities Reserve
Parks Development Program - range of projects	June 2015	66,912	100%	Infrastructure & Facilities Reserve
North Turrumurra Recreation Area - services infrastructure	June 2015	40,977	100%	New Facilities Levy, Section 94
Warrimoo Oval, St Ives - car park and hall access	March 2015	40,216	100%	Infrastructure & Facilities Reserve
Richmond Park, Gordon - Resurface two acrylic courts.	April 2015	26,755	100%	Infrastructure & Facilities Reserve
St Ives Village Green - Remediation works between tennis courts.	April 2015	16,018	100%	Infrastructure & Facilities Reserve
Browns Field, Wahroonga – Fence Replacement	April 2015	1,244	100%	Infrastructure & Facilities Reserve
Howson Oval, South Turrumurra- Sportsfield Upgrade design	May 2015	697	100%	Section 94

## 4. PROJECTS WE PROGRESSED

The following table shows key projects we progressed under this theme during 2014/15.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Funds
<b>INFRASTRUCTURE WORKS</b>				
New footpaths – various locations	Variable 45%-95%	123,171	100%	Infrastructure & Facilities Reserve - \$37,802 Infrastructure & Facilities General Funds - \$85,369
Bank stabilisation works to retain footpaths	60%	119,354	100%	Infrastructure & Facilities Reserve General Funds
Greengate Rd, Killara – footpath reconstruction	25%	15,000	100%	General Funds
Oliver Rd, Roseville – drainage upgrade works	25%	60,000	100%	General Funds
Upgrade pipe through – Roseville Golf Course	55%	57,423	100%	Infrastructure & Facilities Reserve
New pipe installation – King Edward Street, Pymble	45%	26,575	100%	Infrastructure & Facilities Reserve General Funds
Upgrade stormwater channel – Hesperus Avenue, Pymble	55%	21,202	100%	Infrastructure & Facilities Reserve
New pipe installation – 77 Roseville Avenue, Roseville	45%	19,665	100%	Infrastructure & Facilities Reserve
Slope stabilisation works	95%	75,899	36%	Grants/Contributions /General funds
Echo Point Park, Roseville Chase – seawall reconstruction	75%	14,571	100%	Infrastructure & Facilities Reserve
<b>CENTRES REVITALISATION</b>				
St Ives Village Green Masterplan – Implementation and Design	10%	61,328	100%	Section 94
Neighbourhood Business Centres – Design – Warrimoo Ave Shops	10%	14,430	100%	Infrastructure & Facilities Reserve
Warrimoo Ave Shops Streetscape Upgrade	10%	2,042	100%	Infrastructure & Facilities Reserve
The Mall Park, St Ives Chase - Playground upgrade	10%	1,011	100%	Infrastructure & Facilities Reserve
<b>COMMUNITY BUILDINGS</b>				
Warrimoo Ave, St Ives - scouts & guides halls	79%	107,798	100%	Infrastructure & Facilities Reserve
<b>PARKS AND PLAYGROUNDS</b>				
Cameron Park, Turramurra - extension	50%	97,934	100%	Section 94
Wahroonga Park Masterplan - Toilet Block & Landscape Works	5%	72,247	100%	Section 94
Lofberg Rd, West Pymble - playground upgrade and accessible pathway	50%	60,761	100%	Infrastructure & Facilities Reserve
Turramurra Memorial Park Masterplan – Works Stage 2	10%	43,436	100%	Section 94 funds
St Ives Showground & Precinct Landscape Masterplan – Phase 1	20%	40,446	87%	Infrastructure & Facilities Reserve
The Mall Park Playground, St Ives - upgrade	5%	5,680	50%	Infrastructure & Facilities Reserve and NSW Sport & Recreation grant (external)
Bicentennial Park, Golden Grove Accessible Playground	2%	5,161	90%	Grant – Community Building Partnership
St Ives Village Green Regional Playground & Accessible Toilet Stage 2	5%	4,449	100%	Infrastructure & Facilities Reserve
East Roseville Community Centre – playground refurbishment	10%	3,494	60%	Infrastructure & Facilities Reserve
Golden Grove Playground Landscape Works Accessible Playground	5%	3,000	100%	Infrastructure & Facilities Reserve
St Ives Village Green New Playground & Landscaping	5%	2,285	100%	Section 94 funds
St Ives Village Green Regional Playground Accessible Toilet	5%	1,836	50%	Infrastructure & Facilities Reserve
St Ives Village Green Youth Precinct & BMX/Skate park	5%	1,797	100%	Section 94 funds
St Ives Village Green Masterplan Implementation Works	5%	1,417	100%	Section 94 funds
<b>SPORTSFIELDS AND FACILITIES</b>				
Golden Jubilee Field, Wahroonga - Masterplan works	95%	70,660	100%	Section 94 funds
Koola Park, Killara – Masterplan works	10%	59,850	100%	Section 94 funds
Eton Road Oval, - synthetic grass field & Canoon Road POM	90%	30,725	100%	Infrastructure & Facilities Reserve
Howson Oval, South Turramurra - upgrade	10%	26,574	100%	Infrastructure & Facilities Reserve, Section 94
Koola Park, Killara – additional field & floodlighting	10%	8,501	100%	Section 94 funds
Regimental Park, Half Basketball Court	30%	5,436	100%	Section 94 Funds
Norman Griffiths Oval, West Pymble - design	20%	3,600	100%	Infrastructure & Facilities Reserve
Golden Jubilee Field, Wahroonga - playground upgrade as part of masterplan	10%	3,552	100%	Section 94 funds

# FACTS AND FIGURES

- **2.3KM** of additional and reconstructed **FOOTPATH NETWORK COMPLETED**
- **11 NEW AND UPGRADED** pedestrian facilities completed
- **6 NEW AND UPGRADED BICYCLE** facilities completed
- **53%** of Ku-ring-gai's labour force **DRIVE TO WORK** while **22.6%** travel by **PUBLIC TRANSPORT** and a growing **1.7%** travel **BY BICYCLE**



Ride to Work Day 2014

**A GROWING 1.7%  
OF KU-RING-GAI'S LABOUR  
FORCE RIDE TO WORK**

Waipori street, St Ives Chase by Annette Scholtz



## **ANOTHER GREAT DAY ON WAIPORI STREET, ST IVES CHASE!**

KU-RING-GAI COUNCIL HAS INVESTED OVER \$8 MILLION IN MAINTENANCE OF ROADS AND FOOTPATHS IN THE PAST FINANCIAL YEAR.



FURTHER READING  
[kmc.nsw.gov.au/councilworks](http://kmc.nsw.gov.au/councilworks)

### ENGAGE. CREATE. INNOVATE

Throughout this section we highlight those projects, programs or initiatives that have successfully engaged our community, will create outstanding outcomes for our community or involve exceptional innovation in the development and delivery of the community's long term objectives for Ku-ring-gai, as stated in its Community Strategic Plan 2030.

These are shown with the symbol below.



## THEME 4 Access, Traffic and Transport

This theme is about ensuring that access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure.

Planning for long-term traffic, transport and parking needs in Ku-ring-gai continued during 2014/15, with the completion of studies for Lindfield Local Centre. Information from this work has informed planning for the new Lindfield Community Hub on the western side of Lindfield Railway Station, and the Lindfield Village Green project on the eastern side of the railway.

Improvements to Gordon Town Centre were also progressed. In particular long-stay commuter parking was increased with additional spaces

provided as part of the Gordon Bus Rail Interchange development.

The completion and opening of the interchange has provided significantly improved public transport facilities at this busy station.

Access and transport connections were improved at various locations with the completion of new and reconstructed footpath network, new and upgraded pedestrian and bicycle facilities installed and upgraded bus shelters

### SERVICES PROVIDED

- Traffic and transport strategy and research
- Road safety
- Engineering design
- Civil works and maintenance

## What we achieved in 2014/15

### TRAFFIC, TRANSPORT AND ROAD IMPROVEMENTS

During 2014/15 we progressed traffic studies and improvements to Lindfield Local Centre and Gordon Town Centre as part of Council's centres revitalisation program. This included:



#### ► Lindfield Local Centre

- Completion of transport network model study and assessment of traffic impacts and car parking options for Lindfield Village Green
- Completion of Lindfield Pedestrian Bridge Feasibility and Transport Review & Modelling for Lindfield Community Hub Master Plan & Village Green
- Continued investigations and discussions with Transport for NSW regarding the option of splitting the proposed 240 commuter parking spaces at Lindfield (Transport for NSW) across the Lindfield Community Hub site and the Lindfield Village Green site.
- Inclusion of new traffic signals at the intersection of Lindfield Avenue and Tryon Road as part of the Lindfield Village Green concept plans.

- Inclusion of a new road link between Bent Street and Beaconsfield Parade in the Lindfield Community Hub concept plans.

#### ► Gordon Town centre

- Commencement of traffic investigations as part of a master plan for the proposed Gordon Community Hub of which traffic and transport reviews will be a major component.
- Commencement of construction of a new link road between Dumaresq Street and McIntyre Street in Gordon to improve safe access to the Pacific Highway for vehicles and pedestrians in Gordon
- Commencement of a compulsory acquisition process for the remaining portion of a link road between Dumaresq Street and Moree Street.

#### ► Roads & footpaths renewal

Over 2 kilometres of additional and reconstructed footpath network was completed during the year across Ku-ring-gai, along with 129 sections of road reconstruction works at a cost of over \$8 million.

### ADDRESSED PARKING NEEDS

Access to and within our local centres, including the availability of car parking, is becoming increasingly important as Ku-ring-gai's population grows and our centres develop. In our recent community survey, participants identified the availability of car parking in local centres as an area of high importance.

#### ► Gordon Town Centre

As part of our long term planning for Ku-ring-gai we are addressing the need for short, medium and long stay parking in our key centres.

In conjunction with the construction of the Gordon Bus Rail Interchange the existing Werona Avenue Commuter Car Park (located on the eastern side of the railway station at the corner of Werona Avenue and Park Avenue,) was upgraded and extended with an additional 30 long stay car spaces.

#### ► Turramurra Local Centre

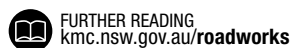
As part of the master planning process for Turramurra, meetings were held with Transport for NSW regarding planning for commuter car parking and Sydney Trains regarding the rail corridor.

### ► Commuter parking – Killara Railway Station

During 2013/14 Transport for NSW compulsorily acquired 3667m<sup>2</sup> of Council owned land used for carparking at Culworth Avenue, Killara. Council received \$7 million for the acquired portion of the site.

Transport for NSW has since turned their portion of the car park into a commuter parking area free of charge. Parking in the Council-owned portion of the site was retained at \$5 per day per vehicle.

A reclassification process for the remaining Council portion of the site, to change its use from community to operational land, is continuing.



FURTHER READING  
[kmc.nsw.gov.au/roadworks](http://kmc.nsw.gov.au/roadworks)

### ► Parking management

A revised parking layout was prepared for shop owners and businesses in the Wahroonga Shopping Centre following consultation with the Chamber of Commerce. Council decided not to proceed with paid parking as an option for the main car park due to high level of opposition from residents and business owners

With the implementation of licence plate recognition technology, regulatory staff are now able to monitor and enforce Council car park and on-street parking areas more efficiently. Since its introduction, licence plate recognition technology has realised a 21% increase in penalties issued for overstaying. This is vital for the effective operation of public parking areas within Ku-ring-gai. These include Council managed car parks within local centres or adjacent to railway stations, street parking with sign posted time restrictions and specially restricted parking zones, mainly outside schools and child care centres. The operation of these parking areas is regularly monitored and reviewed by Council and the Ku-ring-gai Local Traffic Committee to ensure they are operating safely and efficiently.



The new Gordon bus rail interchange



The new Gordon bus rail interchange

THEME 4

## COLLABORATED ON NEW GORDON BUS RAIL INTERCHANGE

The new Gordon bus rail interchange including parking station was completed and opened to the public in May 2015. Council officers contributed to the success of this project, which is the result of Council's long term advocacy for improved bus/ rail facilities for Gordon Town Centre and close collaboration with State Government departments regarding its design interface with the existing Gordon Station and forecourt, St John's Avenue precinct and Gordon town Centre. New facilities include a looped bus interchange, a three-storey car park below the interchange and improved way

finding and pedestrian facilities on the western side of Gordon Station, off Henry Street.

Council officers also assisted Transport for NSW by monitoring construction to ensure works were consistent with Council's design objectives for the precinct and assisting with temporary pedestrian and traffic movement arrangements around the works.

The interchange project provides much needed public transport facilities to cater for the increasing volume of bus and rail commuters at this busy interchange point.





## NORTHCONNEX TUNNEL PROJECT

The NorthConnex tunnel project has commenced construction between the M1 and M2 motorways linking Wahroonga and Pennant Hills.

In 2013/14 the Government released a draft Environmental Impact Statement (EIS) for public comment including any potential effects on local residents living in the vicinity of the proposed tunnel. Council subsequently sought submissions from affected residents of Ku-ring-gai and engaged independent consultants to help compile a submission to the Government on the proposal.

Council's submission on the EIS addressed issues of impacts on residents, air quality, ecologically sensitive areas where the tunnel will be constructed, traffic and access issues, including the impact of any tolls, noise, any impacts on local heritage, geology and hydrology, emergency management and the impacts on construction.

Following public release of the Response to Submissions and Preferred Infrastructure Report in December 2014 by the NSW Department of Planning and Environment, the NSW Government announced the commencement of the project with minor changes to the proposed height of the ventilation stacks.

Council has kept residents informed of the progress of the project through information on its website provided by the NorthConnex community relations team. Council rangers continue to monitor the movement of trucks working on the project, following complaints about construction trucks parking along the Pacific Highway. These were referred to the NorthConnex project team for resolution.

 FURTHER READING  
[northconnex.com.au](http://northconnex.com.au)

## ACCESSIBILITY AND SUSTAINABLE TRANSPORT CHOICES

During 2014/15 we improved public transport connections to make them more accessible to a wider range of age groups and community needs and to better match the travel needs of the community.

### ► Improved public transport connections

Works to upgrade bus stops continued as part of an incremental improvement program. There were 11 new and upgraded pedestrian facilities completed during the year in addition to over 2.0 kilometres of new and reconstructed footpath network. Priorities for works were determined on the basis of patron usage and timetabling information. Improvement works are also designed to be consistent with the requirements of the Disability Discrimination Act, to provide more universally designed facilities and better access that increasingly meeting more diverse community needs.

### ► Planned new bike routes and facilities

During 2014/15 we continued planning for the Turramurra 4 and Roseville 1 routes in the Ku-ring-gai Bike Plan including the resolution of stakeholder issues. These routes are supported by funding assistance from Roads and Maritime Services (RMS).

Planning is also underway for inclusion of part of the Lindfield 4 route in the Plan which travels along Kochia Lane between Lindfield Avenue and Milray Street.

Work continued to ensure inclusion of bicycle parking facilities in key council projects, including: Lindfield Village Green; Lindfield Community Hub, Turramurra Community Hub and Gordon Civic Hub.

 FURTHER READING  
[kmc.nsw.gov.au/cycleways](http://kmc.nsw.gov.au/cycleways)

### ► Promoted sustainable transport

To promote alternative sustainable transport we held a successful Ride2Work day event on 15 October 2014, to encourage people to start riding to work and to promote commuting by bike as a regular habit. Recommendations from the research project completed by Macquarie University students were investigated, including opportunities to engage more effectively with schools regarding alternative transport options as well as suggestions for activities and events to promote alternative transport. A program of activities is under preparation.

## PROMOTED ROAD SAFETY AND EFFICIENCY

We continued to work with NSW Roads and Maritime Services, the NSW Police and other local councils to continue improving road safety for the community.

Road Safety Projects delivered in 2014/15 included the Drink Drive Program, Pedestrian Safety Program, Learner Driver Workshops, Child Restraint Checking Days, Safety Outside Schools Program, the 2015 Senior Road Safety Calendar and Speed Monitor in 40km School Zones.

Audits of schools were completed in consultation with school communities to review current pedestrian and traffic safety facilities and recommend improvements with proposed changes referred to the Ku-ring-gai Traffic Committee.

 FURTHER READING  
[kmc.nsw.gov.au/roadsafety](http://kmc.nsw.gov.au/roadsafety)

In addition to providing convenient and suitable cycle routes within Ku-ring-gai, Council's Bike Plan is also significantly improving safety for cyclists to travel in our area, and connect to other destinations such as Chatswood, St Leonards, North Sydney and the City. The safety measures are part of Council's ongoing commitment to increasing safety and awareness of cyclists generally in Ku-ring-gai, in direct response to previous community feedback.





## The year ahead

- Delivery of increased roads works program of \$10 million to address backlog issues
- Complete new road link for Gordon Town Centre - between Dumaresq and McIntyre Streets
- Complete next stage of Ku-ring-gai Bike Plan
- Resolve future commuter parking design location - Lindfield Local Centre
- Promote alternative forms of transport
- Complete and adopt new PAMP
- Progress traffic studies for Gordon Town Centre and Turramurra Local Centre

# Summary of our performance 2014/15

## ACCESS, TRAFFIC AND TRANSPORT

The tables in this section reflect the progress of our key work during 2014/15.

### 1. HOW WE PERFORMED AGAINST QBL TREND INDICATORS

#### ► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key 'economic' indicators for the 2014/15 year, under this theme, compared to the previous four years.

Measure	Unit	2010/11	2011/12	2012/13	2013/14	2014/15	Trend
Roads upgraded	\$	7,683,072	6,627,090	6,848,018	8,160,787	8,031,854	Stable (1)
Fuel cost	\$	556,872	607,800	587,675	616,999	548,813	Decreased (2)
Street light maintenance costs	\$	1,797,465	1,857,816	1,919,023	1,996,184	1,759,384	Decreasing (3)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

#### Notes:

(1) Significant additional Council funding continued to be redirected from organisational savings. The amount includes Federal and State government funding.

(2) There has been a reduction in fuel costs due to the market as well as vehicle selection focused towards diesel.

(3) Decreasing costs attributable to interim rates in place during 2014/15 while other

changes were being assessed by the Australian Energy Regulator (AER). Future costs will be determined by result of Ausgrid challenge to AER determination and leasing of network. Figures include GST.

### 2. HOW WE PERFORMED AGAINST COUNCIL'S PLAN

#### ► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2014/15 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2014/15 under this theme.

Summary – 2014/15	Achieved
Completion of 2014/15 Tasks * (One Operational Plan Task could not be progressed or completed due to Council's reliance on external organisations or external factors outside Council's control)	73%
Achievement of 2014/15 Performance Indicators **	67%

#### Notes:

\*Of the 23 Tasks, 16 were achieved, 6 were not achieved and 1 task was placed on hold during this period. All tasks not completed were carried over to the 2015/16 Operational Plan.

\*\* Of the 6 Performance Indicators, 4 were achieved and 2 were not achieved during this period. See the table below for details of performance indicator results.



FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)

2014/2015 Performance Indicators	Target	Achieved
Additional footpath network.	0.9km	2.3
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	10	11
Additional cycleway network.	2.5km	0 (1)
Number of new and upgraded bicycle facilities.	5	6
Increase in use of alternative modes of transport: Bicycle count data.	5%	0% (2)
Reduction in the number of recorded collisions per year involving vehicles or pedestrians.	1.5%	3.67% (3)

**Notes:**

(1) Physical additions to the cycleway network were not able to be progressed during 2014/2015 due to delays in resolving issues with the proposed Roseville 1 route and Turramurra 1 route. However during the previous 2013-2014 year Council exceeded the annual target by providing 5.0 km of signposted and resurfaced cycle route. The additional cycleway network achieved to

date under Council's current Bike Plan totals 6.7km

(2) Reliable measurement data for the use of alternative modes of transport could not be obtained for 2014/2015 due to equipment technical faults. During the previous 2013-2014 year Council reported a 9% average increase in bicycle trips at sample sites.

(3) The best available data provided from the RMS is for the period 1 July 2013 – 30

June 2014, with a twelve month time lag in statistics. During this period there were 499 accidents on all roads within the Ku-ring-gai local government area, equivalent to a 3.67% reduction from the previous year (518 accidents).



FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)

### 3. PROJECTS WE COMPLETED

The following table shows key projects we completed under this theme during 2014/15.

(Note that some of these projects are also listed under other themes because they achieve more than one community outcome.)

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Funds
Roads program	June 2015	8,031,854	100%	General Funds
Footpath reconstruction (existing footpaths that are in poor condition)	June 2015	206,789	100%	Infrastructure & Facilities Reserve
New footpaths – various locations	June 2015	150,563	100%	Infrastructure & Facilities Reserve - \$52,388 Infrastructure & Facilities Reserve General Funds - \$98,175
New pipe installation – Karanga Avenue/ Arnold Street, Killara	June 2015	139,759	100%	Infrastructure & Facilities Reserve General Funds
Minor traffic improvements	June 2015	97,517	100%	Infrastructure & Facilities Reserve General Funds
Minor drainage upgrade works	June 2015	66,233	100%	Infrastructure & Facilities Reserve General Funds
Bus stop upgrades	June 2015	51,645	100%	Infrastructure & Facilities Reserve General Funds
Development, maintenance and promotion of walking tracks and bushland recreation trails	June 2015	38,832	0%	Environmental Levy
North Connex submission	June 2015	42,849	100%	Infrastructure & Facilities Reserve General Funds
Transport Network Model Study – Lindfield local Centre	June 2015	5,000	100%	Section 94 Funds
Lindfield Pedestrian Bridge Feasibility – Lindfield local Centre	June 2015	10,000	100%	Section 94 Funds

### 4. PROJECTS WE PROGRESSED

The following table shows key projects we completed under this theme during 2014/15.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Funds
Priority actions derived from Integrated Transport Strategy, Bike Plan and Pedestrian Access Management Plan	50%	170,968	64%	Grants/ Contributions Environmental Levy General Funds
New footpaths – various locations	Variable 45%-95%	123,171	100%	Infrastructure & Facilities Reserve - \$37,802 Infrastructure & Facilities Reserve General Funds - \$85,369
Bank stabilisation works to retain footpaths	60%	119,354	100%	Infrastructure & Facilities Reserve General Funds
Upgrade pipe through – Roseville Golf Course	55%	57,423	100%	Infrastructure & Facilities Reserve
New pipe installation – King Edward Street, Pymble	45%	26,575	100%	Infrastructure & Facilities Reserve General Funds
Upgrade stormwater channel – Hesperus Avenue, Pymble	55%	21,202	100%	Infrastructure & Facilities Reserve
New pipe installation – 77 Roseville Avenue, Roseville	45%	19,665	100%	Infrastructure & Facilities Reserve



FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)

# FACTS AND FIGURES

- Approximately **21,000 PEOPLE** visited the **KU-RING-GAI WILDFLOWER GARDEN** in 2014/15
- There were **12,000 VISITORS** to the **MEDIEVAL FAIRE**; **8,000 VISITORS** to the **WAHROONGA WINE AND FOOD FESTIVAL**
- **35,413 LOCAL JOBS**
- **24.5%** of residents **LIVE AND WORK** in Ku-ring-gai
- **91.8% (46,166)** of the total Ku-ring-gai labour force has **BROADBAND INTERNET** access at home (compared to 82% for Greater Sydney)
- **33,299 PEOPLE** or 66.2% of the local labour force have a **TERTIARY QUALIFICATION**
- **HEALTH CARE** and **SOCIAL ASSISTANCE** is the **LARGEST INDUSTRY** group in Ku-ring-gai
- **KU-RING-GAI LGA'S GROSS REGIONAL PRODUCT (GRP)** is estimated at **\$5.34 BILLION**, which represents 1.1% of NSW's



Eastern Road Wahroonga by Oliver Guan

Activate Lindfield Community Day



## ACTIVATE KU-RING-GAI

KU-RING-GAI COUNCIL AIMS TO INJECT NEW LIFE INTO THE HEART OF LINDFIELD WITH ACTIVATE LINDFIELD. THE PROJECTS LOCATED ON EITHER SIDE OF THE LINDFIELD LOCAL CENTRE, LINDFIELD VILLAGE GREEN AND LINDFIELD COMMUNITY HUB WILL MAKE LINDFIELD MORE ATTRACTIVE TO RESIDENTS, BUSINESS PEOPLE, COMMUTERS AND SHOPPERS. IT WILL ALSO STRENGTHEN AND SUPPORT OUR SMALL BUSINESS COMMUNITY



FURTHER READING  
[kmc.nsw.gov.au/activatelindfield](http://kmc.nsw.gov.au/activatelindfield)



**ENGAGE. CREATE. INNOVATE**

Throughout this section we highlight those projects, programs or initiatives that have successfully engaged our community, will create outstanding outcomes for our community or involve exceptional innovation in the development and delivery of the community's long term objectives for Ku-ring-gai, as stated in its Community Strategic Plan 2030.

These are shown with the symbol below.



# THEME 5 Local Economy and Employment

This theme is about creating sustainable economic and employment opportunities through vital, attractive local and neighbourhood centres, business innovation and use of technology.

Economic development is about creating an environment that promotes sustainable business growth, investment and employment generation making it easier for people to do business with Council.

During 2014/15 Council pursued opportunities and progressed initiatives to attract business and employment to Ku-ring-gai. This work focussed on areas such as employment growth, small business support, enhanced tourism opportunities as well as new investment and growth in local centres.

**SERVICES PROVIDED**

- Economic and social development
- Marketing
- Events coordination

## What we achieved in 2014/15

### FACILITATED BUSINESS AND EMPLOYMENT OPPORTUNITIES

#### ► Economic and Social Development Advisory Committee (ESDAC)

Council's ESDAC was established as an advisory group of Councillors and Directors, with the primary function of reviewing ideas and initiatives, and making recommendations regarding the allocation of resources to best support our local economic development program.

Initiatives include strengthening support for local business, upgrading neighbourhood centres, finding new ways to activate local centre and spaces, increasing our use of social media and improving our website. We are also pursuing opportunities to better promote our shopping centres, attract new investment into the area and expand tourism.

#### ► Business Breakfast Seminar Series

During 2014/2015 the Economic Development Unit and the Economic and Social Development Advisory Committee (ESDAC) facilitated a series of successful Business Breakfasts with the objective of building a stronger network of business people who are able to promote their businesses to each

other. Online feedback surveys helped Council further refine the running of these events and set a program of topics and speakers that are in high demand from our local business community.

#### ► Small Biz Bus

During 2014/15 the Small Biz Bus visited two locations offering advice to small business and prospective new businesses. The Small Biz Bus, sponsored by the NSW government, provides practical, free and independent advice to local business owners. Council also worked with, the Small Business Commissioners Office to explore being a signatory to the Small Business Friendly Council program.

#### ► Helping small business

A partnership with Ku-ring-gai Chamber of Commerce was established to support education and training in the local business community. Council is also working with the NSW Chamber of Commerce to determine opportunities for strengthening our local chambers including promoting their services to enhance business participation.

#### ► Council's website

Council's website was updated to include a greater variety of information to assist small

businesses and promote the activities of the Economic and Social Development Advisory Group (ESDAC). This included the promotion of the Small Biz Bus initiative and Business Breakfasts that helped provide advice and guidance to local businesses. Council's website, social media and local media have been used to promote and support Ku-ring-gai business.

#### ► Consulted on centres revitalisation plans

The business community, Chambers of Commerce and home based businesses were consulted regarding major activation projects, public domain upgrades and improvement programs.

Council attended two Chamber of Commerce meetings and presented the plans and opportunities for the Village Green to Chamber members in September. This helped build their understanding and knowledge of the opportunities of the new project not only to the local Lindfield community but also the Lindfield economy.

Businesses located with Lindfield and Turramurra local centres were provided the opportunity to make comment on the upcoming village green and community hub projects. Feedback was passed to Council's urban design team to assist in the concept design for the sites.

The Community Hub site at Lindfield has a number of proposed design options including significant retail and commercial development.

Council also worked with the business community in Turramurra to help identify streetscape upgrades and improvements as part of the Activate Turramurra initiative. This information helped the design team understand the needs of the business community and provide input to a clean-up program for Turramurra coordinated and conducted in November 2014 by the Operations Department. In addition, businesses in the South Turramurra shopping centre engaged with Council on improvements and upgrades to their centre.



Above: Small Biz Bus in Gordon Below: Business Breakfast Seminar at Warawee Bowling Club



## FORGED PARTNERSHIPS

Over the past year Council has forged stronger relationships with local and regional organisations and associations to help our local business community. Council presented and hosted members of the Ku-ring-gai Local Chamber of Commerce at a lunch in September, as well as provided ongoing support to the programs of the Better Business Partnership. Our partnership with Sydney Business Limited and NSW Small Business Commissioner's Office helped secure the Small Biz Bus for a day at Turramurra Local Centre and Wahroonga Neighbourhood Centre in December. This continues with a visit planned for St Ives and Lindfield centres.

During 2014/2015 partnership was established with the Ku-ring-gai Chamber of Commerce to support the education, training and engagement of the local business community. Council is also working with the NSW Chamber of Commerce to determine opportunities for strengthening our local chambers including promoting their services to enhance business participation.

### ► Better Business Partnership



For the business community, the Council's membership of the Better Business Partnership (BBP) continues to attract businesses interested in reducing waste. Grant funding from the NSW Government (\$246,000) has enabled the BBP to enhance its Waste Saver Service for local businesses generating high volumes of food waste. Between July and December 2014, 66 Ku-ring-gai businesses were recruited and 670 annual potential tonnes of waste were identified which could be redirected from landfill. Currently 118 Ku-ring-gai businesses are actively engaged in the BBP program, with 54 new businesses being recruited between July and December 2014. Of these 35 have been appraised on their performance and issued with accreditation.

### ► Regional economic cooperation

Council is actively working with our neighbouring Councils to determine areas for economic growth. Partnerships are active with Pittwater and Warringah Councils and Ku-ring-gai is working closely to complement the Better Business Partnership program in northern Sydney.

In September Council presented at the Enliven Pittwater Forum, highlighting some of the opportunities and challenges facing the local economy in Ku-ring-gai. The event was a great opportunity to hear from and network with other Councils who are active in the economic development area.



St Ives Medieval Faire, St Ives Showground by Annette Lombard Scholtz



## SUPPORTED AND MARKETED LOCAL EVENTS

Events are an important factor in attracting visitors and feature prominently in the development and marketing plans of most destinations.

Council completed a highly successful marketing program with community partners during the year. The Ku-ring-gai area continued to develop a reputation for well run and interesting events. In the period the very successful Medieval Faire and Wahroonga Food and Wine Festival were held attracting the local community as well as visitors from outside the Council area. The tender for the St Ives Organic and Fresh Food Market was finalised creating a weekly business opportunity. This market will provide an opportunity for Council and the new market operator to activate and revitalise this part of St Ives local centre. 'That Great Market' was established in East Lindfield with Council working with

the operator to launch the market, by providing marketing and promotional support.

A number of major events were organised or sponsored by Council within the Ku-ring-gai area during 2014/15. These events, which have the potential to attract visitors from all over Sydney and beyond, were supported by extensive marketing campaigns. The events also provided opportunities for local businesses to promote their services, with the aim of strengthening local and neighbourhood business centres. Council provided sponsorship grants totalling \$56,000 for local events in 2014/15. This included:

- The Wahroonga Food and Wine Festival held for a second year and bringing over 7,000 people to Wahroonga. - The Wahroonga Food and Wine Festival, which was sponsored by Council,

also attracted high numbers of visitors from both within and outside the local government area.

- The St Ives Food and Wine Festival attracted over 3,000 people to St Ives
- The Medieval Faire at St Ives Showground attracted 12,000 people to St Ives.
- The Ku-ring-gai Philharmonic Orchestra, Bobbin Head Cycle Classic and Special Olympics which were sponsored by Council
- Festival on the Green at St Ives, the Twilight Concert at Wahroonga and new markets at East Lindfield.





## STRENGTHENED TOURISM OPPORTUNITIES

The St Ives Precinct, including the Ku-ring-gai Wildflower Garden, was officially registered with Destination NSW, and is now promoted as a Sydney tourist destination on the Destination NSW website, and major events are listed in the Destination NSW events calendar. Partnerships have also been developed with local accommodation providers for package deals and cross-promotion of Council's major events on accommodation websites. Achievements during 2014/15 included:

- The refurbishment of Caley's Function Centre at the Ku-ring-gai Wildflower Garden was completed at a cost of around \$250,000, providing a venue for community events, commercial events and weddings. A website and other marketing collateral was developed and distributed, resulting in bookings for summer weddings. Several other events were booked for Caley's, such as

the International Women's Day function in March 2015.

- The Visitors' Centre in the St Ives Precinct, was completed, and opened in November 2014. Visitor numbers to the centre in the seven months since its opening are over 3,000, and overall visitation to the Wildflower Garden has almost doubled during the year - from approximately 10,000 in 2013/14 to over 21,000 in 2014/15.
- The St Ives Showground Precinct Plan of Management was also finalised following its public exhibition between December 2014 and February 2015. The plan addresses current and future uses for the land, such as camping and other activities, as well as protection for endangered vegetation.
- Major events at the precinct such as the Medieval Faire (held in September 2014), and the Big

Swing (held in March 2015), have also attracted additional visitors to Ku-ring-gai.

The program proposed for 2015/16 includes major events to be staged by third parties. This includes the Northside Polo Spectacular – September; the Indian Festival of Curry in May; the Raw Challenge in November and March; Soccer Festival November 12th - 16th, 2016; Jewish Sports Festival January 16th - 19th, 2016; the Colour Run November 2016 and Summertime Music Festival December 10th, 2016.

Planning for a new Cultural Centre at the Ku-ring-gai Wildflower Garden also commenced during the year along with development of a Tourism and Visitation Strategy for the Ku-ring-gai local government area. Funding to complete the Strategy is in the new financial year's budget.

## The year ahead

- Continue marketing the St Ives Showground and Wildflower Garden for events
- Progress planning for new cultural centre at Wildflower Garden
- Progress Tourism and Visitation Strategy for Ku-ring-gai
- Strengthen economic partnerships



The Visitors' Centre at St Ives Precinct

# Summary of our performance 2014/15

## LOCAL ECONOMY AND EMPLOYMENT

The tables in this section reflect the progress of our key work during 2014/15.

### 1. HOW WE PERFORMED AGAINST QBL TREND INDICATORS

#### ► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key 'social and economic' indicators for the 2014/15 year, under this theme, compared to the previous four years.

Measure	Unit	2010/11	2011/12	2012/13	2013/14	2014/15	Trend
Ku-ring-gai Wildflower Garden visits	No.	5,380	9,434	12,384	17,900	20,500	Increased (1)
Major Events attendance	No.	15,235	25,540	38,500	51,121	24,000	Decreased (2)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

#### Notes:

(1) Increased visitor numbers are due to the successful new Visitor Centre, giftshop and nursery, Caley's Pavilion and marketing facilities for weddings, corporate events and training.

(2) Numbers of participants were 20% below the annual target of 30,000 in 2014/15 due to inclement weather, which resulted in the cancellation of the Australia Day celebrations and reduced the scale of the Festival on the Green event at St Ives

### 2. HOW WE PERFORMED AGAINST COUNCIL'S PLAN

#### ► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2014/15 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2014/15 under this theme.

Summary – 2014/15	Achieved
Completion of 2014/15 Tasks*	88%
Achievement of 2014/15 Performance Indicators**	100%

#### Notes:

\* Of the 17 Tasks, 15 were achieved and 2 were not achieved during this period. All tasks not completed were carried over to the 2015/16 Operational Plan.

\*\* All 6 Performance Indicators were achieved during this period. See the table below for details of performance indicator results.

 FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)

2014/2015 Performance Indicators	Target	Achieved
Businesses in Ku-ring-gai Local Government Area (LGA).	13,499 number of businesses	13,478
Economic employment promotion initiatives delivered or facilitated by Council (annual program).	100%	100%
Local jobs in Ku-ring-gai Local Government Area (LGA).	34,835 local jobs	35,413
Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	45 participants	100
Visitation promotion initiatives delivered or facilitated by Council.	100% completion of agreed annual program	100%
Visits to selected Ku-ring-gai attractions (Ku-ring-gai Wildflower Garden).	12,000 visits	20,500 (1)

#### Notes:

(1) The significantly increased number of visits to the Ku-ring-gai Wildflower Garden is due to the successful new Visitor Centre, gift shop and nursery, Caley's Pavilion, and

marketing of the facilities for weddings, corporate events and training.

 FURTHER READING  
[kmc.nsw.gov.au/deliveryprogram](http://kmc.nsw.gov.au/deliveryprogram)



North Turramurra shops by Kay Watson

### 3. PROJECTS WE COMPLETED

The following table shows key projects we completed under this theme during 2014/15.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Funds
Upgrade Ku-ring-gai Wildflower Garden centre	June 2015	256,466	100%	Infrastructure & Facilities Reserve
Sponsorship – community events	June 2015	56,000	100%	General Funds

### 4. PROJECTS WE PROGRESSED

The following table shows key projects we progressed under this theme during 2014/15.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Funds
Lindfield Village Green – design stage	30%	356,632	100%	Section 94 Funds
Lindfield Community Hub – multipurpose community floorspace - design stage	80%	426,239	100%	Section 94 Funds General Funds
Turramurra Local Centre - masterplanning	25%	50,000	100%	Section 94 Funds General funds
Warrimoo Ave, St Ives shops - business centre streetscape improvement program	70%	14,430	24%	Infrastructure & Facilities Reserve
Warrimoo Ave, St Ives shops - business centre streetscape improvement program (design)	10%	2,042	100%	Infrastructure & Facilities Reserve General Funds
Economic and Social Development Advisory Committee (ESDAC)	Ongoing	8,000	100%	General Funds

## FACTS AND FIGURES

- Ku-ring-gai Council is in the top 16 of 152 NSW councils for financial strength and stability
- **SPENT** approximately **\$110 MILLION** on **services** and **\$28 MILLION** on **CAPITAL WORKS** in 2014/15
- We **MANAGE \$1 BILLION** worth of assets infrastructure
- Council's **WORKERS COMPENSATION** premium costs are among the **LOWEST** of all councils in NSW
- We have **SAVED OVER \$1MILLION** in workers compensation premiums since 2012 through the Safestart program
- Over the last 6 years Council has **REDUCED WORK HEALTH AND SAFETY INCIDENTS BY 53.1%** and lost time injuries by 64.3%
- **1,315 PEOPLE 'LIKED' COUNCIL ON FACEBOOK**



Festival on the Green



**COMMUNICATION IS THE KEY**  
 COUNCIL HAS A NUMBER OF COMMUNICATION PLATFORMS TO KEEP THE COMMUNITY WELL INFORMED OF ITS VAST NUMBER OF SERVICES, FACILITIES, UPCOMING EVENTS AND OPPORTUNITIES TO HAVE A SAY. THESE RANGE FROM BROCHURES, PAMPHLETS, FLYERS AND NEWSLETTERS AS WELL AS DIGITAL MEDIUMS SUCH AS OUR WEBSITE, E-NEWSLETTERS, DIGITAL ADVERTISING AND SOCIAL MEDIA.

FURTHER READING  
[kmc.nsw.gov.au/subscribe](http://kmc.nsw.gov.au/subscribe)



### ENGAGE. CREATE. INNOVATE

Throughout this section we highlight those projects, programs or initiatives that have successfully engaged our community, will create outstanding outcomes for our community or involve exceptional innovation in the development and delivery of the community's long term objectives for Ku-ring-gai, as stated in its Community Strategic Plan 2030.

These are shown with the symbol below.



## THEME 6 Leadership and Governance

This theme is about ensuring that Ku-ring-gai is well led, managed and supported by an ethical organisation which delivers projects and services to the community by listening, advocating and responding to their needs.

During 2014/15 Council continued to engage with the community regarding the planning and delivery of a wide range of projects, programs and services contained in the Community's Strategic Plan 2030, Resourcing Strategy and Council's four-year Delivery Program and 2014/2015 Operational Plan. We strengthened our financial and asset management to ensure our service delivery is sustainable for the future and our commitment to staff health, safety and wellbeing creates a safe and productive work environment to deliver those services. In recognition of Council's excellence in delivering

major projects and programs and services to the community across social, economic, environmental and governance areas, Council was the joint winner of the 2014 AR Bluett Memorial Award. Consultation and engagement continued to be delivered in an innovative and open manner, tailored to reach a wide audience and meeting high industry standards. In particular, a comprehensive community consultation and engagement program was completed in response to the State Government's Fit for the Future program for local government.

### SERVICES PROVIDED

- Integrated planning and reporting
- Financial management
- Property and asset management
- Revenue accounting
- Governance
- Procurement
- Risk management
- Customer services
- Communication
- Community engagement
- Human resources
- Information management
- Administration and records
- Civic support

## What we achieved in 2014/15



### STRENGTHENED OUR FINANCIAL AND OPERATIONAL SUSTAINABILITY

Council's overall guiding principle is to maintain a healthy financial position. This is underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure required by the community in an effective and efficient manner.

Ku-ring-gai Council was assessed as being in a 'sound' financial position with a 'neutral' outlook for the future in the NSW Treasury Corporation's (TCorp's) Financial Sustainability of the NSW Local Government Section – April 2013. This puts us in the top 16 councils in NSW and is the result of prudent and innovative financial management over many years.

During 2014/15 Council re-valued all roads and transport assets, drainage infrastructure and bridge assets. The revaluation of these assets is a statutory process required to be undertaken as part of Council's financial reporting. Independent consultants completed a review of Council's technical and financial asset registers, methodologies and assumptions. This review identified a number of areas for improvement, has significantly reduced Council's infrastructure backlog assessment, aided in developing new funding strategies for asset renewals and maintenance programs, and the accuracy of Council's infrastructure asset management information.

Council's Long Term Financial Plan (LTFP) was updated and reviewed as part of the preparation of next year's Annual Budget 2015/2016. The 10 year LTFP was finalised and adopted by Council on 23 June 2015 as part of Council's Resourcing Strategy. Council's future financial performance and position is measured against the Fit for the Future (FFTF) performance indicators, with Council meeting current industry benchmarks in all forecast years, except for the Infrastructure Backlog Ratio in 2015/2016. With the adoption of a new funding strategy for asset renewals, this ratio will significantly decrease in the next two years of the LTFP with a further reduction in future years and no infrastructure backlog forecast by 2021/2022.

Council's funding strategies are detailed in Council's Resourcing Strategy, Long Term Financial Plan and Asset Management Strategy which were adopted by Council on 23 June 2015. Refer to [kmc.nsw.gov.au/businesspaper](http://kmc.nsw.gov.au/businesspaper)

See also page 111 for a summary of Council's financial performance and pages 115-228 for Council's audited Financial Statements for 2014/15.

### ► Other efficiencies

Review of the organisation's operations to identify and implement efficiencies and more cost effective practices is ongoing. During 2014/15 major assessment and benchmarking of a range of Council's services and facilities was completed as part of the background investigation and research work undertaken in response to the NSW Government's Fit for the Future initiative. This included:

- internal review of Council's capital and operational expenditure leading to more funding being allocated towards asset maintenance
- completion of a revised Long Term Financial Plan which shows that Council can meet all Fit for the Future financial indicators
- comparison of service deliverables with other northern region Councils for open space and bushland maintenance, environmental protection, community and recreation services and facilities, land use planning and approvals
- reassessment of Council's fees and charges with changes adopted as part of its 2015/2016 Operational Plan. Efficiencies and reduced costs identified from the reviews are being implemented.

► **Deferred relocation to new administration building**

Due to the uncertainty of the proposed reforms to local government, in particular the Fit for the Future proposals, Council resolved in June 2015 to defer its relocation into a new administration building at 828 Pacific Highway Gordon. Vacant space within 828 Pacific Highway will now be leased to commercial tenants.

► **Office of Local Government scorecard**

The Office of Local Government issues a scorecard on NSW councils' performance each year, for the previous year. Ku-ring-gai achieved the following key results for the 2012/13 year:

- Infrastructure audit rated the Council as 'strong', noting the large capital works program planned
- Expenditure on roads and footpaths also rated strong, with Ku-ring-gai spending \$112 per capita compared with the average of \$86.
- Financial sustainability rated as 'sound with a neutral outlook', meaning that the financial position is stable and not expected to change in the near future
- Better than average waste recycling, with Ku-ring-gai residents recycling 60% of their waste, compared with 47% in the state
- 85% of Ku-ring-gai residents micro-chip their pets, compared with the state average of 63%
- Lower than average Council administration costs of \$199 per capita, compared with the average of \$233



East Lindfield Two Creeks Track by Adam Klusman

► **PricewaterhouseCoopers survey results**

Local Government Professionals Australia (NSW) commissioned a survey conducted by PricewaterhouseCoopers among councils volunteering to be part of the project. The survey measured data from the 2012-2013 financial year for 72 NSW councils in the areas of Workforce; Finance; Operations; Risk Management and Corporate Leadership.

Survey highlights for Ku-ring-gai were:

- Total capital expenditure for each Ku-ring-gai resident was \$570, compared with \$230 per resident for other metro councils

- Ku-ring-gai achieved 85% of its operational plan, compared with 77% for the other councils
- The costs of Council staff were 36% of the budget for Ku-ring-gai, compared with large metro councils of 41%
- Ku-ring-gai's percentage of management & supervisory functions compared well with the private sector, at 17.6% of total staff. The private sector averages 16.7% and other councils 22%.
- Ku-ring-gai has a low level of staff overtime at 1.4%, compared with the average in other councils of 4%
- Ku-ring-gai's staff also had a lower percentage of unused annual leave of 35%, compared with other councils at 41%.

## IMPROVED RISK MANAGEMENT

We recognise that all of our employees and Councillors are responsible for managing risk, but that they also need assistance and technical support.

While previously fragmented, reporting to four different Managers across two departments, the risk team has now been brought together in the People and Culture Team. This provides the opportunity for many synergies and operational improvements resulting in a more coordinated and customer focused response to risk issues. Team members are also better able to support each other and provide additional assistance as needed.

The Risk Team consists of the following functions

1. Enterprise, Business Continuity, Sustainability and Compliance Risk Management
2. Insurance Management
3. Work Health and Safety
4. Workers' Compensation and Return to Work.

### ► Online risk system

To assist in the identification of risk and risk controls and their review we developed and implemented an Enterprise Risk Management (ERM) system which meets the requirements of the international standard, and benchmark, AS/NZS ISO 19001 – Risk Management.

This required Council Business Continuity, Enterprise, Sustainability Compliance and Work Health and Safety risks to be entered into the system at the end of 2014 in a comprehensive Register. Responsibility and accountability for identified risks (derived from staff consultation, standards, Asset Management Plans and the Operational Plan and Delivery Program) is allocated to identified staff position holders.

Staff document improvements to the controls applied to their allocation over a 6 month period. The results are reported to the General Manager and Directors (GMD) and the Audit and Risk Committee (ARC) quarterly providing opportunities for the Risk Team, GMD and ARC to identify gaps in Council's risk framework and direct resources to closing any gaps.

This has taken static risk information in custom built spreadsheets and developed it into an integrated, flexible and living system integrated into our main IT reporting system. The Register went live in March 2015.

### ► Contingency Planning

A Business Continuity Framework with contingency plans owned by the responsible managers for each service area was developed during 2014/15. This is to ensure that loss of service to residents and the community is minimised in the event of a catastrophic event in the Ku-ring-gai area. The four major contingency plans – Workspace – Chambers, Workspace – Operations Depot, People and IT and Communications continue to be given a priority for development. The decision to develop separate but integrated contingency plans was made to ensure ownership of those disruption risks and the contingency plan responses by the risk owners – those who will be implementing them. This will build their knowledge of the critical processes and recovery plans they may be required to enact.

### ► Audit and Risk Committee

Our Audit and Risk Committee includes two external independent members (one of whom is the chair), and two Councillor Representatives. It provides independent assurance and assistance to our internal audit function in relation to risk management, internal control, governance, external accountability responsibilities, financial reporting, and compliance with laws and regulations. Additionally, the Committee also provides a level of oversight on the follow-up and completion of any issues or actions identified by internal and external audits, customer and Code of Conduct complaints as well as independent oversight of, and strategic input into our risk management framework.

The Audit and Risk Committee's work in 2014/15 included key reviews of project outcomes, revenue generation activities, financial statements, procurement compliance and an ongoing review of key controls and statutory audits.

## IMPROVED ORGANISATIONAL PRODUCTIVITY

Council can only achieve the outcomes it seeks for the community with the aid of a well-managed and resourced organisation focussed on working in the community's interest and continuously improving its delivery of services. With change continuously taking place in Council's activities the workplace must be able to adapt to these and other changes as they emerge.

Council recognises its obligation to provide a safe, secure and satisfying workplace with appropriate resources for staff to carry out their responsibilities and deliver effective and efficient services to the community.

### ► New organisational values

In early 2015, all staff participated in workshop sessions to develop a new set of core corporate values for the organisation. This initiative was one of the organisational development priorities for 2015.

Seven workshop sessions were attended by employees from all areas of Council. Staff were asked to complete a number of individual and group exercises which assisted in the establishment of three common values. Councillors were also invited to participate in a workshop session. The corporate values, to be launched in early 2015/16, will support our vision, shape our culture and guide what we do day to day.

### ► New Staff performance assessment system

A review of the organisation's staff performance assessment process was carried out following a staff survey. Following consultation and collaboration with key organisational stakeholders a new system has been developed to streamline and automate our performance system for introduction in 2015/16.

Further details of initiatives and achievements for our workforce can be found on pages 42-48.



## IMPROVED SYSTEMS AND EXPANDED ONLINE SERVICES

We are continually enhancing our productivity through the implementation of more effective and efficient procedures and systems. Key achievements in 2014/15 included:

- Installation of a new PABX and new communication links between Council's 12 sites is nearing completion, with only two sites remaining. The new links will improve performance and stability for both the data and voice networks. This project is on schedule for go-live in the first quarter of 2015/16.
- Upgrading of Council's GIS to Dekho version 4.1.10 and ESRI ArcMap version 10.2.2 to ensure all staff have access to the latest technology available
- The Enterprise Asset Management - roads asset class went live in June for Finance.
- Bookings and charges that residents can now pay online continued to expand to include cat and dog registrations as well as several health and building notices. Others include most payments for Council events, bookings for the Ku-ring-gai Arts Centre classes, recreation activities such as booking tennis courts, commercial garbage collections for local businesses; seasonal hire of sportsgrounds, fire safety compliance certificates, food inspections of businesses such as restaurants and cafes and debtor invoices.
- With the launch of Council's new eCertificates modules in January 2015, 972 certificates have been processed online which represents approximately 60% of all planning certificates issued since that date. The service has helped to reduce the workload of Council's customer service staff that previously manually lodge and receipted all applications.
- Approximately 50% of all Section 149 and 603 certificates are now being

ordered online and delivered electronically

- Upgraded access and security at Council's Thomas Carlyle Children's Centre, East Lindfield which now requires pin codes and swipe card entry. The Centre has also continued to refine its mobile phone app for children's documentation, reporting and communication with parents. Currently there are 181 parents and grandparents using the app.
- A new system for managing council's policies which was developed in-house with the implementation of the myCouncil Controlled Document Register.

### ► LinkedIn to Ku-ring-gai

The Council broadened its presence in the employment market by joining LinkedIn as a corporate member. The Council's LinkedIn page contains a video promoting the organisation as an employer of choice, plus regular updates on career opportunities and vacancies. Ultimately the intention is to reduce print media advertising costs.

## ENHANCED COMMUNICATION TO STAKEHOLDERS

A continued program of publicity highlighted many of Council achievements during this year. The Ku-ring-gai community increasingly turned to Council's website and social media sites to obtain information. There were over 2 million total unique page views of Council's website during the year, following design improvements. These included a new 'current projects and priorities' section, images to make the website more visually attractive, clearer sports ground closures pages, improved What's On event submission form; improved functionality and compatibility with PDFs opening on Apple devices.

Council's corporate advertising was enhanced to make public exhibitions clearer to the public and communications strategies were successfully implemented for the Ku-ring-gai Fitness and Aquatic Centre, the Wildflower Garden function centre and new visitors

centre. National media coverage was obtained for the discovery of a new plant species in Ku-ring-gai. Two videos were prepared to promote the North Turramurra Golf Course and the Showground and Wildflower Garden facilities. Communications campaigns were also undertaken for the 50s Festival, the St Ives Medieval Faire, Activate Lindfield, Gordon Golf Course master plan, Marian Street Theatre and the Fit for the Future community consultation. Corporate communications and visual design of Council's communications material, products, promotional material and website continued to be produced to a high standard.

## IMPLEMENTED CORPORATE SUSTAINABILITY INITIATIVES



Council's Corporate Sustainability Action Plan 2015 is currently being implemented and forms the basis of Council's corporate sustainability program. Highlights during 2014/15 included:

- Council's staff sustainability network, the Ku-ring-gai Green Backs (KGB), continued to deliver staff talks and support services for improving sustainability across the organisation.
- Environmentally Sensitive Lands (ESL) training was delivered to 71 staff over the past year: bushfire prone lands mapping (33 people), Aboriginal Heritage Office (9 people) and sediment and erosion control (29 people).
- Collection of base statistics of the organisation's resource use (paper, corporate waste, recycling facilities)
- Investigation into renewable energy options for new projects, for example storage and leasing
- Establishment of 'sustainable' products to be integrated into Council's procurement processes
- Investigations into options for the disposal of expanded polystyrene; and a number of staff workshops, such as a divestment presentation, soap making workshop and re-upholstering workshop.

Council's sustainability data management and reporting (Envizi) system continued to be implemented. This system enables data in relation to Council's key sustainability performance indicators (including energy, water and waste data) to be easily accessible and easily reported against. A corporate sustainability snapshot is under preparation to provide six monthly and annual information on Council's sustainability performance.

## STRENGTHENED OUR PARTNERSHIPS



Ku-ring-gai's Community Strategic Plan 2030 identifies stakeholders, other than Council, who can play a role in delivering the community's desired outcomes stated in the Plan. Council continued to actively pursue and support numerous partnerships with business, community and not for profit groups as well as government agencies and NSROC to deliver those community outcomes. Of particular note during 2014/2015 were joint working relationships or formal partnership arrangements with government agencies which delivered significant new sporting and community facilities at the former University of Technology Sydney (UTS) site, the redevelopment of the Gordon Bus/Rail interchange with commuter parking, a residential subdivision in South Turramurra completed as a joint project with

the Department of Planning and the establishment of a biobanking site to preserve the biodiversity of three bushland reserves with the Office of Environment and Heritage.

Partnership arrangements continued during the period for priority areas with significant benefits for the Ku-ring-gai community. These included the Better Business Partnership (BBP) program, Northern Sydney Waste alliance, Department of Planning partnership for the B2 land subdivision, Transport for NSW partnerships for new and improved commuter parking at Gordon, Lindfield and Killara stations, Federal government partnership to complete community and sporting facilities on the former UTS site, street lighting improvement program as well as bushfire and emergency services partnerships.

## The year ahead - in 2015/16 we will

- Continue to liaise with and respond to the NSW Government's Fit for the Future initiatives and other local government reform proposals
- Maintain our long term financial sustainability and annual operating surplus
- Continue to satisfy performance measures for long term sustainability
- Progress service level reviews to document existing services and assist in identifying productivity improvements
- Maximise funds available for projects to upgrade or renew infrastructure.
- Reviewing our progress in the delivery of Council's 4 year Delivery Program 2013-2017 and addressing delayed actions.
- Preparing our final 12 month Operational Plan to deliver Council's 4 year Delivery Program 2013-2017.

# Summary of our performance 2014/15

## LEADERSHIP AND GOVERNANCE

The tables in this section reflect the progress of our key work during 2014/15.

### 1. HOW WE PERFORMED AGAINST QBL TREND INDICATORS

#### ► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key 'social, economic and governance' indicators for the 2014/15 year, under this theme, compared to the previous four years.

Measure	Unit	2010/11	2011/12	2012/13	2013/14	2014/15	Trend
Customer service requests received	No.	28,669	25,208	23,679	22,375	25,769	Increased (1)
Customer requests completed	%	98	98	96	98	87	Decreased (2)
Consultation surveys conducted	No.	42	45	42	38	60	Increased (3)
Leadership Training Program	No.	10	0	0	27	27	Stable
Induction Program	No.	6	5	5	4	4	Stable
Fulltime employee turnover rate	%	9	8	9	9.3	12	Increased (4)
Number of policies reviewed	No.	15	27	10	11	4	Decreased (5)
Unrestricted Current Ratio	Ratio	2.06	2	2.04	2.88	2.50	Decreased (6)
Restricted cash - internal	\$M	27,339	20,848	14,746	22,992	20,701	Decreased
Restricted cash - external	\$M	76,208	70,650	70,764	65,599	73,554	Increased
Operating result before capital grants and contributions	\$M	5,009	8,360	4,815	3,117	13,460	Increased (7)
Building & Infrastructure renewal expenditure	Ratio	0.98	1.00	0.95	1.04	1.00	Stable
Debt servicing	%	2.23	2	2.08	4.4	16.42	Increased (8)
Loans/borrowings per year	\$M	2.35	2.23	28.3	12.8	1.03	Decreased
Collection Performance (Rates, Annual, Interest and Extra Charges only)	%	3.15	3.39	3.36	3.25	3.18	Stable
Re-votes expenditure	%	10.39	10.00	8.00	12.15	7.61	Decreased
Return on investment	%	6.91	6	5.38	4.27	3.87	Decreasing (9)
Number of ratepayers	No.	39,688	40,299	40,914	41,418	41,975	Increasing
IPART rate increase approved (including special variations)	%	5.75	7.8	8.6	7.3	2.3	Decreased (10)
Untied grants revenue	\$	3,546,000	4,207,000	3,338,000	2,046,000	3,833,000	Increased (11)
Specific purpose grants revenue	\$	5,153,000	4,039,000	5,938,000	3,855,000	4,237,000	Increased (12)
Source of revenue from rates and annual charges	%	56.6	59	61.69	62.4	57.0	Decreased
Available funds balance (Working Capital)	\$M	4.8	5.7	5.90	4.7	4.7	Stable (13)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

#### Notes:

(1) Increase due to Council exposure on social media. Residents have more avenues to report requests. Requests also increased due to some administrative changes throughout the year (TPO etc) also the storms of April 2015.

(2) Certain processes that have changed require council to leave some request types open.

(3) More than 60 surveys were completed during the 2014/15 period with six major surveys being conducted on issues such as the Fit for the Future initiative, Marian Street Theatre and the future of Gordon Gold

Course. Methods used included on-line, paper based and telephone.

(4) The above average movement of staff was mainly due to career progression and advancement opportunities outside Council.

(5) The total number of corporate and governance policies reviewed each year varies according to their review frequency.

(6) Lower than last year but the last three years' ratios outperformed the benchmark.

(7) The increase in 2014/15 year is mainly due to the higher net gain from the sale of assets.

(8) The increase is due to higher one-off principal repayments during the year.

(9) Decreasing due to lower interest rates and lower than anticipated return on investment portfolio. Nevertheless it exceeded the bank bill benchmark by 1.27% (2.6% UBS Bank Bill Index).

(10) The approved rate peg increase was 2.3% in 2014/15.

(11) Increased due to the full FAG payment.

(12) Increased due to s94 contribution.

(13) In line with the target identified in Council's Annual Budget.

## 2. HOW WE PERFORMED AGAINST COUNCIL'S PLAN

### ► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2014/15 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2014/15 under this theme.

Summary – 2014/15	Achieved
Completion of 2014/15 Tasks *	92%
Achievement of 2014/15 Performance Indicators **	90%

#### Notes:

\*Of the 73 Tasks, 67 were achieved and 6 were not achieved during this period. Five tasks which were not completed were carried over to the 2015/16 Operational Plan and 1 task was placed on hold

\*\* Of the 21 Performance Indicators, 19 were achieved and 2 were not achieved during this period. See the table below for details of performance indicator results.



2014/2015 Performance Indicators	Target	Achieved
Occupancy rate of Council property portfolio.	90%	95%
Debt Service Percentage.	4.0% (lesser is better)	16.42 (1)
Working Capital.	\$4M (greater than or equal to)	4.67
Unrestricted Current Ratio.	2.0 ratio	2.5
Rates and Annual Charges Coverage Percentage.	60% (lesser is better)	57.28%
Rates Outstanding Percentage.	4.0% (lesser is better)	3.18%
Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	100% requirements met in period	100%
Building and Infrastructure Renewal Ratio.	100%	100%
Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	100% requirements met in period	100%
Risk management performance against Council's Enterprise Risk Management Framework.	100% reports presented to Audit Committee in period	100%
Council's Business Papers are accessible via Council's website in a timely manner.	100%	100%
Request for information applications completed within statutory timeframes.	90%	94%
Council's policies are accessible via Council's website in a timely manner.	98%	100%
Staff Turnover Rate.	10% (lesser is better)	12% (2)
Reduction in Lost Time Injuries (LTI).	5% reduction from same period in 2012	9% reduction
Staff participation in learning and development.	40%	80.3%
Computer network availability.	98% consistently maintained	98%
Customer service enquiries responded to within agreed service delivery standard.	85%	96%
Customer requests actioned within agreed service delivery standard.	85%	100%
Community engagement activities facilitated by Council.	100% completion of agreed annual program	100%
Increase in community access of information about local activities and services.	5% increase in access	31%

#### Notes:

(1) The Debt Service Percentage target for the end of financial year was exceeded due to increased loan repayments during the year. The total debt service cost (principal and interest) for 2014/15 was \$19.7 million, mainly comprising of a one off repayment of \$8.4m for the aquatic centre loan from proceeds realised from B2 asset sales, \$7 million repayment against the Services

Relocation loan from proceeds realised through the sale of Culworth avenue car park, and the remainder being for interest expense and repayments on other existing infrastructure loans. This one off level of repayment is distorting the debt service ratio. It must be noted that the ratio is below the Fit for the Future benchmark of "less than or equal to 20% average over 3 years".

(2) During 2014/2015 there was a slight above average movement of staff due mainly to career progression and advancement opportunities outside of Council.





Twilight in the Park, Wahroonga Park

### 3. PROJECTS WE COMPLETED

The following table shows key projects we completed under this theme during 2014/15.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Funds
OHS Management Project -SafeStart Human Error Reduction Program	June 2015	43,274	0%	Grants/ Contributions
eProperty online services – S603 and S149 certificates, outstanding Health and Building certificates and on line animal registration	June 2015	27,359	100%	General Funds
Enterprise Budgeting (project bidding module)	December 2014	21,600	100%	General Funds
Integrated Planning & Reporting - new performance assessment system	March 2015	11,400	100%	General Funds
Workplace, Health and Safety management projects (skin cancer screening program)	June 2015	20,100	100%	Grants/ Contributions
Risk register/ system	March 2015	7,200	100%	General Funds

### 4. PROJECTS WE PROGRESSED

The following table shows key projects we progressed under this theme during 2014/15.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Funds
Employment development (human resources and payroll)	75%	44,650	100%	General Funds
Enterprise Asset Management System – roads	90%	41,591	100%	General Funds
Property and Rating – mobile inspections	25%	30,116	100%	General Funds
Enterprise Asset Management System – mobile solutions	25%	13,560	100%	General Funds



# FINANCIAL INFORMATION

The Financial Statements show that Council has achieved a sound financial result for 2014/15. Council's net operating result for the financial year ended 30 June 2015 was a surplus of \$22.58m including Grants and Contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$13.46m. The actual working capital as at 2014/15 was \$4.67m in line with the

target identified in Council's Annual Budget.

The Financial Statements for the year ended 30 June 2015 have been prepared in accordance with the *Local Government Act 1993* (as amended) and Regulations, the Australian Accounting Standards and professional pronouncements and the Local Government Code of Accounting Practice and Financial

Reporting (Update No 22). The Statements are made up of the following:

- General Purpose Financial Statements (independently audited)
- Special Purpose Financial Statements (independently audited)
- Special Schedules

## SUMMARY - FINANCIAL POSITION OF COUNCIL AS AT 30 JUNE 2015

The following table provides a summary of the financial results from the Financial Statements 2014/15:

Income Statement '000	Actual 2015	Actual 2014
Income from Continuing Operations	133,320	116,869
Expenses from Continuing Operations	110,734	100,828
Net Operating Result for the Year	22,586	16,041
<b>Net Operating Result for the year before Grants and Contributions for Capital purposes</b>	<b>13,460</b>	<b>3,117</b>
Statement of Financial Position	Actual 2015	Actual 2014
Current Assets	45,686	57,969
Non-Current Assets	1,139,045	1,028,247
<b>Total Assets</b>	<b>1,184,731</b>	<b>1,086,216</b>
Current Liabilities	23,445	25,759
Non-Current Liabilities	24,280	39,630
Total Liabilities	47,725	65,389
Net Assets	1,137,006	1,020,827
<b>Total Equity</b>	<b>1,137,006</b>	<b>1,020,827</b>
Statement of Cash Flows	Actual 2015	Actual 2014
Net Cash Flow from Operating Activities	29,265	34,768
Net Cash Flow from Investing Activities	(11,122)	(55,922)
Net Cash Flow from Financing Activities	(17,909)	8,076
Net Decrease in Cash	234	(13,078)
Plus: Cash at beginning of year	(50)	13,028
Cash at end of Year	184	(50)
Plus: Investments on hand at end of year	97,100	92,462
<b>Total Cash &amp; Investments</b>	<b>97,284</b>	<b>92,412</b>

For further details regarding the above financial results see the Financial Statements on page 115.

## PERFORMANCE MEASUREMENT INDICATORS

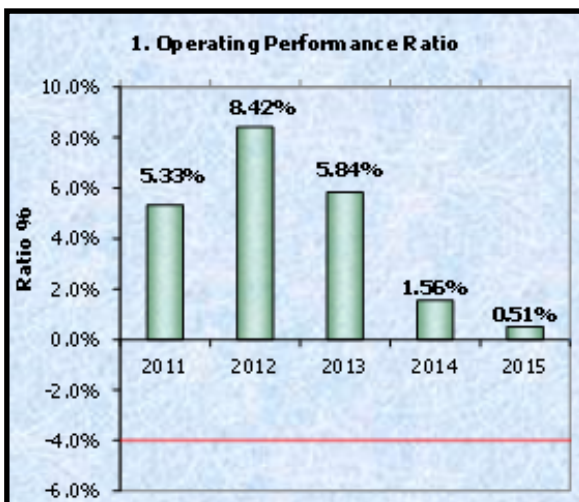
The Statement of Performance Measurement (See Note 13 of the Financial Statements on page 152 to 154 and Special Schedule 7 on page 223) provide ratios used to assess various aspects of Council's financial performance. These ratios have been prescribed by the Code of Accounting Practice for 2014/15, which are mainly the financial ratios identified in T-Corp's Financial Assessment and Benchmarking Report. The Infrastructure assets ratios listed in "Special Schedule 7 - Report on Infrastructure Assets" are Building, Infrastructure & Other Structures Renewal Ratio, Infrastructure Backlog Ratio, Asset Maintenance Ratio and Capital Expenditure Ratio. These can be found on pages 221 to 224 in the Special Schedule section of the Financial Statements.

The results of all financial indicators, including asset ratios, providing previous three to five year comparisons and commentary, are detailed in the charts below.

### ► Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue. It is important to distinguish that this ratio is focussing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded. The benchmark is greater than (-4%).

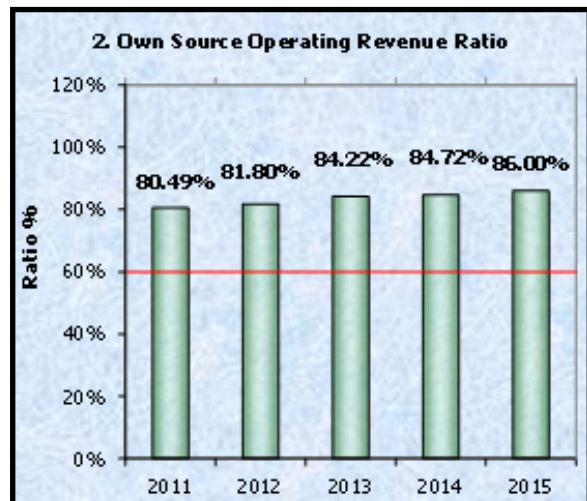
Council performance ratio is above the benchmark which means that Council can easily contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The ratio has been above benchmark for the last five years. The main decrease from last year is mainly due to higher expenditure in Materials & Contracts from Council's former depot site remediation costs, KFAC contractors, tree maintenance costs and others.



### ► Own Source Operating Revenue

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue. The benchmark is greater than 60%.

Council's Own Source Operating Revenue Ratio (86%) has remained above the benchmark of (>60%) in the last five years. Council has a sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.



### ► Unrestricted Current Ratio

The Unrestricted Current Ratio is designed to represent Council's ability to meet short term obligations as they fall due. The benchmark is greater than 1.5x.

Council's Unrestricted Current Ratio at 2.5x is above the benchmark of >1.5x and has been outperforming the benchmark for the last five years. Council's liquidity is good and it can readily pay its debts as they fall due.

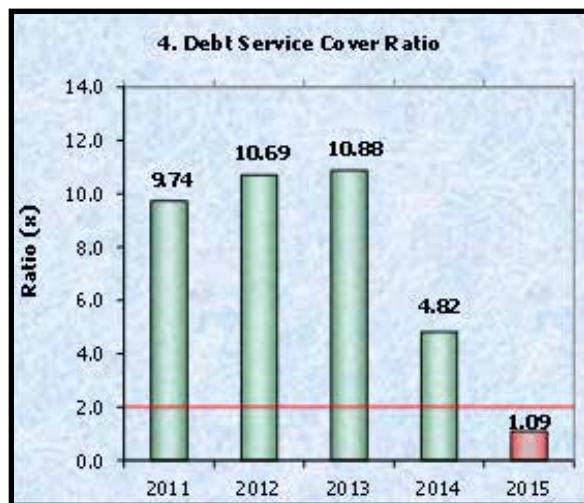




► **Debt Service Cover Ratio**

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark is greater than 2x.

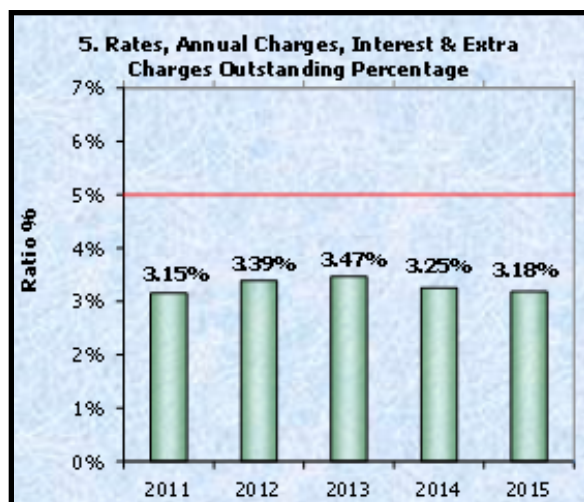
The Debt Service Cover Ratio has been below benchmark (unfavourable) in 2014/15 and it has decreased compared to previous years due to increased one off principal and interest repayments during the financial year.



► **Rates, Annual Charges, Interest & Extra Outstanding Percentage**

The purpose of this ratio is to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

The percentage of rates and annual charges that are unpaid at the end of the financial year is a measure of how well Council is managing debt recovery. Council's ratio of 3.18% is satisfactory and is better than benchmark of "less than 5%".



► **Cash Expense Cover Ratio**

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

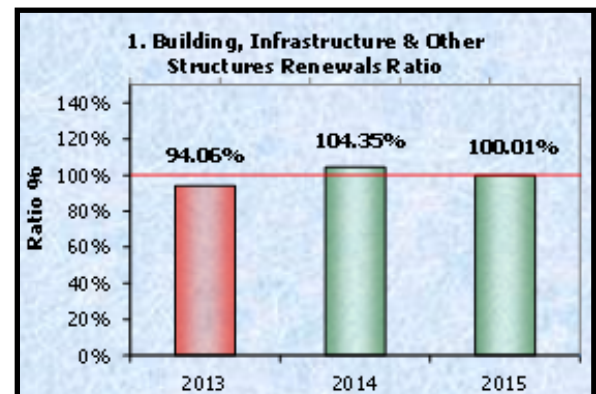
Council's Cash Expense Cover Ratio is satisfactory and above benchmark of "greater than 3 months".



► **Building and Infrastructure Renewal Expenditure**

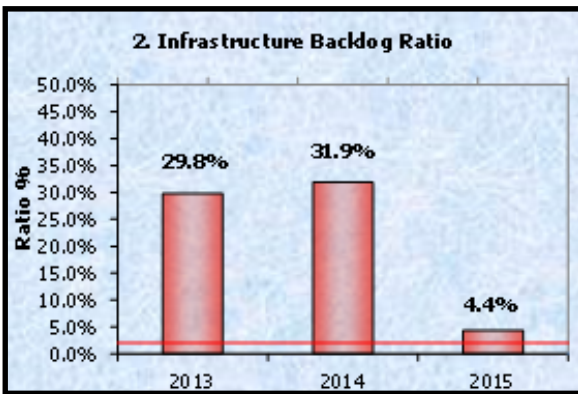
This indicator assesses Council's rate at which buildings and infrastructure assets are being renewed against the rate at which they are depreciating. An indicator of 100% indicates that the amount spent on asset renewals equals the amount of depreciation. Council's ratio was in line with the benchmark in 2014/15.

Council is continuing to focus on appropriate asset standards for renewal and maintenance as identified in Council's Asset Management Strategy. Future financial and asset management plans have consciously prioritised renewal capital works programs over new programs.



► **Infrastructure Backlog Ratio**

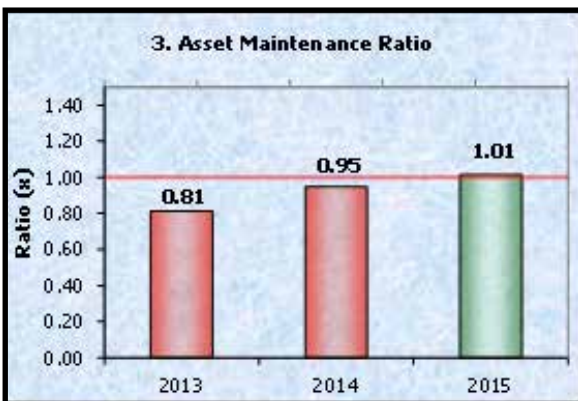
This ratio shows what proportion of the backlog is against the total value of Council's infrastructure. Council achieved a backlog ratio of 4.4% at the end of 2014/15, which is a major decrease from the previous year. This was mainly due to an independent review on infrastructure assets that was undertaken during the year. This review was focused on assessing condition of Council's assets by asset class and reviewing Council's methodology to determine cost to bring assets to a satisfactory condition. The ratio of 4.4% is an improvement from previous years; however, it indicates that Council still has an infrastructure backlog. Council is continuing to focus on appropriate asset standards for renewal and maintenance of its assets.



► **Asset Maintenance Ratio**

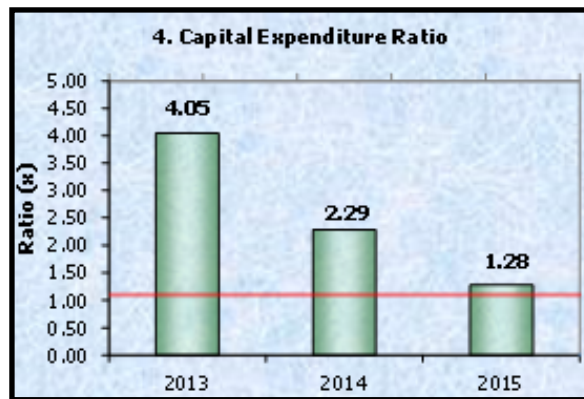
This ratio compares actual versus required annual asset maintenance. A ratio of above 1.0 indicates that Council is investing enough funds within the year to ensure assets reach their useful lives. The benchmark is greater than 1.0.

Council is committed to increase expenditure on asset maintenance in future to maintain its infrastructure assets in satisfactory condition in the long term.



► **Capital Expenditure Ratio**

This indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets, and renewal of existing assets. The benchmark is greater than 1.1x. Council's Capital Expenditure Ratio of 1.28x continues to be above the benchmark reflecting its significant capital expenditure program on new assets and the renewal of existing assets compared to their depreciation. The decrease from previous year is largely due to less capital works undertaken compared to previous year.



# Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Contents

<b>1. Understanding Council's Financial Statements</b> .....	<b>116</b>
<b>2. Statement by Councillors and Management</b> .....	<b>117</b>
<b>3. Primary Financial Statements:</b>	
- Income Statement .....	117
- Statement of Comprehensive Income .....	119
- Statement of Financial Position .....	120
- Statement of Changes in Equity .....	121
- Statement of Cash Flows .....	122
<b>4. Notes to the Financial Statements</b> .....	<b>123</b>
<b>5. Independent Auditor's Reports:</b>	
- On the Financial Statements (Sect 417 [2]) .....	192
- On the Conduct of the Audit (Sect 417 [3]) .....	194

### Overview

(i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for Ku-ring-gai Council.

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

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

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

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

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

(iv) These financial statements were authorised for issue by the Council on 08 September 2015. Council has the power to amend and reissue these financial statements.

# Understanding Council's Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## INTRODUCTION

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

## WHAT YOU WILL FIND IN THE STATEMENTS

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

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

## ABOUT THE COUNCILLOR/MANAGEMENT STATEMENT

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

## ABOUT THE PRIMARY FINANCIAL STATEMENTS

The financial statements incorporate five "primary" financial statements:

### ► 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

### ► 2. The Statement of Comprehensive Income

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

### ► 3. The Statement of Financial Position

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

### ► 4. The Statement of Changes in Equity

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

### ► 5. The Statement of Cash Flows

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

## ABOUT THE NOTES TO THE FINANCIAL STATEMENTS

The Notes to the financial statements provide greater detail and additional information on the 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 two audit reports:

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

## WHO USES THE FINANCIAL STATEMENTS?

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

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

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

# Statement by Councillors and Management

MADE PURSUANT TO SECTION 413(2)(C) OF THE LOCAL GOVERNMENT ACT 1993 (AS AMENDED)

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

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

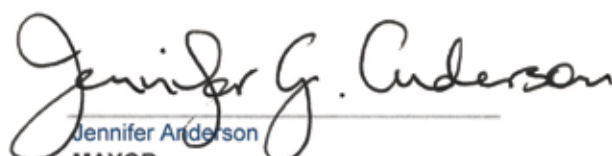
- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

**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 08 September 2015.**

  
Jennifer Anderson  
MAYOR

  
Chantelle Fornar Orsmond  
DEPUTY MAYOR

  
John McKee  
GENERAL MANAGER

  
Angela Apostol  
RESPONSIBLE ACCOUNTING OFFICER

# Income Statement

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Budget <sup>1</sup> 2015	\$ '000	Notes	Actual 2015	Actual 2014
<b>INCOME FROM CONTINUING OPERATIONS</b>				
<b>Revenue:</b>				
76,772	Rates & Annual Charges	3a	76,370	72,976
15,700	User Charges & Fees	3b	13,683	11,480
3,450	Interest & Investment Revenue	3c	4,027	3,962
9,165	Other Revenues	3d	9,534	9,308
6,090	Grants & Contributions provided for Operating Purposes	3e,f	7,728	4,703 <sup>2</sup>
17,110	Grants & Contributions provided for Capital Purposes	3e,f	9,126	12,924
<b>Other Income:</b>				
4,302	Net gains from the disposal of assets	5	12,852	1,516
<b>132,589</b>	<b>Total Income from Continuing Operations</b>		<b>133,320</b>	<b>116,869</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
37,287	Employee Benefits & On-Costs	4a	36,127	35,014
2,091	Borrowing Costs	4b	1,562	1,466
37,280	Materials & Contracts	4c	38,390	31,096
19,559	Depreciation & Amortisation	4d	19,349	18,457
-	Impairment	4d	-	-
15,892	Other Expenses	4e	15,306	14,795
<b>112,109</b>	<b>Total Expenses from Continuing Operations</b>		<b>110,734</b>	<b>100,828</b>
<b>20,480</b>	<b>Operating Result from Continuing Operations</b>		<b>22,586</b>	<b>16,041</b>
<b>20,480</b>	<b>Net Operating Result for the Year</b>		<b>22,586</b>	<b>16,041</b>
<b>3,370</b>	<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>		<b>13,460</b>	<b>3,117</b>

<sup>1</sup> Original Budget as approved by Council - refer Note 16

<sup>2</sup> Financial Assistance Grants for 13/14 were lower reflecting a one off timing difference due to a change in how the grant was paid in prior years - refer Note 3 (e)

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

# Statement of Comprehensive Income

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>Net Operating Result for the year</b> (as per Income statement)		<b>22,586</b>	<b>16,041</b>
<b>Other Comprehensive Income:</b>			
Amounts which will not be reclassified subsequently to the Operating Result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	93,593	1,870
<b>Total Other Comprehensive Income for the year</b>		<b>93,593</b>	<b>1,870</b>
<b>Total Comprehensive Income for the Year</b>		<b>116,179</b>	<b>17,911</b>

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

# Statement of Financial Position

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014	Actual 2013
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	6a	184	-	13,028
Investments	6b	34,826	41,457	42,876
Receivables	7	8,081	7,811	7,379
Inventories	8	251	252	253
Other	8	1,304	1,159	1,283
Non-current assets classified as 'held for sale'	22	1,040	7,290	
<b>Total Current Assets</b>		<b>45,686</b>	<b>57,969</b>	<b>64,819</b>
<b>Non-Current Assets</b>				
Investments	6b	62,274	51,005	34,999
Receivables	7	150	185	192
Inventories	8	-	-	
Infrastructure, Property, Plant & Equipment	9	1,075,975	976,281	957,714
Intangible Assets	25	646	776	850
<b>Total Non-Current Assets</b>		<b>1,139,045</b>	<b>1,028,247</b>	<b>993,755</b>
<b>TOTAL ASSETS</b>		<b>1,184,731</b>	<b>1,086,216</b>	<b>1,058,574</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	10	10,609	11,055	11,047
Borrowings	10	2,536	4,397	2,992
Provisions	10	10,300	10,307	9,602
<b>Total Current Liabilities</b>		<b>23,445</b>	<b>25,759</b>	<b>23,641</b>
<b>Non-Current Liabilities</b>				
Payables	10	-	-	-
Borrowings	10	23,987	39,335	31,676
Provisions	10	293	295	339
<b>Total Non-Current Liabilities</b>		<b>24,280</b>	<b>39,630</b>	<b>32,015</b>
<b>TOTAL LIABILITIES</b>		<b>47,725</b>	<b>65,389</b>	<b>55,656</b>
<b>Net Assets</b>		<b>1,137,006</b>	<b>1,020,827</b>	<b>1,002,918</b>
<b>EQUITY</b>				
Retained Earnings	20	725,925	703,339	687,300
Revaluation Reserves	20	411,081	317,488	315,618
<b>Council Equity Interest</b>		<b>1,137,006</b>	<b>1,020,827</b>	<b>1,002,918</b>
<b>Non-controlling Equity Interests</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Equity</b>		<b>1,137,006</b>	<b>1,020,827</b>	<b>1,002,918</b>

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



# Statement of Changes in Equity

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non- controlling Interest	Total Equity
<b>2015</b>						
<b>Opening Balance</b> (as per Last Year's Audited Accounts)		704,772	317,488	1,022,260	-	1,022,260
a. Correction of Prior Period Errors	20 (c)	(1,433)	-	(1,433)	-	(1,433)
b. Changes in Accounting Policies (prior year effec	20 (d)	-	-	-	-	-
<b>Revised Opening Balance (as at 1/7/14)</b>		<b>703,339</b>	<b>317,488</b>	<b>1,020,827</b>	<b>-</b>	<b>1,020,827</b>
<b>c. Net Operating Result for the Year</b>		<b>22,586</b>	<b>-</b>	<b>22,586</b>	<b>-</b>	<b>22,586</b>
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Reserve	20b (ii)	-	93,593	93,593	-	93,593
<b>Total Comprehensive Income (c&amp;d)</b>		<b>22,586</b>	<b>93,593</b>	<b>116,179</b>	<b>-</b>	<b>116,179</b>
<b>Equity - Balance at end of the reporting period</b>		<b>725,925</b>	<b>411,081</b>	<b>1,137,006</b>	<b>-</b>	<b>1,137,006</b>

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non- controlling Interest	Total Equity
<b>2014</b>						
<b>Opening Balance</b> (as per Last Year's Audited Accounts)		668,370	315,618	983,988	-	983,988
a. Correction of Prior Period Errors	20 (c)	18,928	-	18,928	-	18,928
b. Changes in Accounting Policies (prior year effec	20 (d)	-	-	-	-	-
<b>Revised Opening Balance (as at 1/7/13)</b>		<b>687,298</b>	<b>315,618</b>	<b>1,002,916</b>	<b>-</b>	<b>1,002,916</b>
<b>c. Net Operating Result for the Year</b>		<b>16,041</b>	<b>-</b>	<b>16,041</b>	<b>-</b>	<b>16,041</b>
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Reserve	20b (ii)	-	1,870	1,870	-	1,870
<b>Total Comprehensive Income (c&amp;d)</b>		<b>16,041</b>	<b>1,870</b>	<b>17,911</b>	<b>-</b>	<b>17,911</b>
<b>Equity - Balance at end of the reporting period</b>		<b>703,339</b>	<b>317,488</b>	<b>1,020,827</b>	<b>-</b>	<b>1,020,827</b>

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

# Statement of Cash Flows

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Budget 2015	\$ '000	Notes	Actual 2015	Actual 2014
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
76,058	Rates & Annual Charges		76,298	72,957
15,700	User Charges & Fees		14,925	12,971
3,743	Investment & Interest Revenue Received		3,969	3,523
23,385	Grants & Contributions		17,897	17,113
90	Bonds, Deposits & Retention amounts received		36	74
9,121	Other		14,788	15,725
<b>Payments:</b>				
(35,856)	Employee Benefits & On-Costs		(36,187)	(34,431)
(34,424)	Materials & Contracts		(42,295)	(33,645)
(922)	Borrowing Costs		(812)	(528)
(90)	Bonds, Deposits & Retention amounts refunded		(124)	(81)
(18,576)	Other		(19,231)	(18,910)
38,229	<b>Net Cash provided (or used in) Operating Activities</b>	11b	29,265	34,768
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
	Sale of Investment Securities		39,216	39,380
12,083	Sale of Infrastructure, Property, Plant & Equipment		22,225	6,800
<b>Payments:</b>				
	Purchase of Investment Securities		(43,813)	(53,961)
(33,735)	Purchase of Infrastructure, Property, Plant & Equipment		(28,750)	(48,141)
(21,652)	<b>Net Cash provided (or used in) Investing Activities</b>		(11,122)	(55,922)
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
930	Proceeds from Borrowings & Advances		283	11,070
<b>Payments:</b>				
(12,270)	Repayment of Borrowings & Advances		(18,192)	(2,994)
(11,340)	<b>Net Cash Flow provided (used in) Financing Activities</b>		(17,909)	8,076
5,237	<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>		234	(13,078)
5,495	plus: Cash & Cash Equivalents - beginning of year	11a	(50)	13,028
10,732	<b>Cash &amp; Cash Equivalents - end of the year</b>	11a	184	(50)
	plus: Investments on hand - end of year	6b	97,100	92,462
	<b>Total Cash, Cash Equivalents &amp; Investments</b>		97,284	92,412

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

# Contents of the Notes accompanying the Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

<b>Note</b>	<b>Details</b>	<b>Page</b>
1	Summary of Significant Accounting Policies	124
2(a)	Council Functions / Activities - Financial Information	131
2(b)	Council Functions / Activities - Component Descriptions	132
3	Income from Continuing Operations	133
4	Expenses from Continuing Operations	138
5	Gains or Losses from the Disposal of Assets	142
6(a)	Cash & Cash Equivalent Assets	143
6(b)	Investments	144
6(c)	Restricted Cash, Cash Equivalents & Investments - Details	145
7	Receivables	146
8	Inventories & Other Assets	146
9(a)	Infrastructure, Property, Plant & Equipment	147
9(b)	Externally Restricted Infrastructure, Property, Plant & Equipment	148
9(c)	Infrastructure, Property, Plant & Equipment - Current Year Impairments	148
10(a)	Payables, Borrowings & Provisions	148
10(b)	Description of (and movements in) Provisions	149
11	Statement of Cash Flows - Additional Information	150
12	Commitments for Expenditure	151
13	Statement of Performance Measures:	152
	13a (i) Local Government Industry Indicators (Consolidated)	152
	13a (ii) Local Government Industry Graphs (Consolidated)	153
14	Investment Properties	155
15	Financial Risk Management	155
16	Material Budget Variations	159
17	Statement of Developer Contributions	160
18	Contingencies and Other Liabilities/Assets not recognised	163
19	Interests in other Entities	165
20	Equity - Retained Earnings and Revaluation Reserves	167
21	Financial Result & Financial Position by Fund	169
22	"Held for Sale" Non Current Assets & Disposal Groups	170
23	Events occurring after the Reporting Date	171
24	Discontinued Operations	171
25	Intangible Assets	172
26	Reinstatement, Rehabilitation & Restoration Liabilities	172
27	Fair Value Measurement	173

# Note 1. Summary of Significant Accounting Policies

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Ku-Ring-Gai Council has its principal business office at 818 Pacific Highway Gordon NSW 2072. Council is empowered by the New South Wales Local Government Act (LGA) 1993 and its Charter as specified in Section 8 of the Act.

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

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

## (A) BASIS OF PREPARATION

### (i) Background

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

- Australian Accounting Standards and Australian
- Accounting Interpretations issued by the Australian Accounting Standards Board,
- the Local Government Act (1993) & Regulations, 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 Australian Accounting Standards (AASBs) are sector neutral, some standards either:

- 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
- 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 Australian Accounting Standards.

### (iii) New and amended standards adopted by Council

During the current year, the following relevant

accounting standards became mandatory:

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

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

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

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

The standard that is relevant to Council and has been adopted is:

- AASB 11 Joint Arrangements.

### (iv) Early adoption of Accounting Standards

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

Refer further to paragraph (w) page 19 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:

- certain financial assets and liabilities at fair value through profit or loss,
- the write down of any asset on the basis of Impairment (if warranted) and
- certain classes of non current assets (eg. 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.

There have also been no changes in accounting policies when compared with previous financial statements unless otherwise stated.

### (vii) Critical Accounting Estimates

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

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

### 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 estimate and assumption that have a significant risk of causing a material adjustment to the carrying amount of asset within the next financial year is set out below:

*Estimated fair values of infrastructure, property, plant and equipment.*

# Note 1 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## (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 Council and specific criteria have been met for each of the Council's activities as described below.

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 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 are recognised as revenue when the service has been provided, the payment is received, whichever first occurs.

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

### **Sale of Infrastructure, Property, Plant and Equipment**

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

### **Interest and Rents**

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

Interest Income from Cash and Investments is accounted for using the effective interest rate at the date that interest is earned.

## **Other Income**

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

## (C) PRINCIPLES OF CONSOLIDATION

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

### **(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.

### **(ii) Joint Arrangements**

**Joint Operations** (controlled assets and operations)

Joint Operations represent operational arrangements where the joint control parties have rights to specific assets and obligations for specific liabilities relating to the arrangement rather than a right to the net assets of the arrangement.

The proportionate interests of Council in the assets, liabilities, income and expenses of all Joint Operation activities have been incorporated throughout the financial statements under the appropriate notes and line items.

Detailed information relating to Council's Joint Operations can be found at Note 19 (c).

### **Joint Ventures**

Council has no interest in any joint venture.

### **(iii) Associates**

Council has no interest in any Associates.

### **(iv) Unconsolidated Structured Entities**

Council has no interest in any Unconsolidated Structured Entities.

# Note 1 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## (D) LEASES

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

### 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 are charged to the income statement on a straight-line basis over the period of the lease.

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

## (E) CASH AND CASH EQUIVALENTS

For the Statement of Cash Flows (and Statement of Financial Position) presentation purposes, cash and cash equivalents include:

- cash on hand,
- deposits held at call with financial institutions,
- bank overdrafts.

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

## (F) INVESTMENTS AND OTHER FINANCIAL ASSETS

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

- financial assets at fair value through profit or loss,
- loans and receivables,
- held-to-maturity investments

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

Management determines each Investment classification at the time of initial recognition and reevaluates 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.

### (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 has the positive intention and ability to hold to maturity.

In contrast to the "Loans and 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.

### 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 de-recognised 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

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.

### Impairment

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

If there is evidence of impairment for any of Council's financial assets carried at amortised cost the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, excluding future credit losses that have not been incurred. The cash flows are discounted at the financial asset's original effective interest rate. The loss is recognised in the income statement.

### (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.

# Note 1 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Certain investments that Council holds are no longer prescribed (eg. managed funds, CDOs, and equity linked notes), however they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

## (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 structured financial instruments is based on directly observable market inputs and market-standard valuation methodology.

## (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.

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.

## (I) INVENTORIES

### Raw Materials and Stores and Finished Goods

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

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

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

#### Acquisition of assets

Council's non current assets are continually revalued over a 5 year period in accordance with the fair

valuation policy as mandated by the Office of Local Government.

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

- Plant and Equipment (as approximated by depreciated historical cost)
- Operational Land (External Valuation)
- Community Land (VG Valuation)
- Land Improvements (as approximated by depreciated historical cost)
- Buildings – Specialised/Non Specialised (External Valuation)
- Other Structures (as approximated by depreciated historical cost)
- Roads Assets incl. roads, bridges & footpaths (Internal Valuation)
- Bulk Earthworks (Internal Valuation)
- Stormwater Drainage (Internal Valuation)
- Swimming Pools (as approximated by depreciated historical cost)
- Recreational Facility Assets (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 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 price at which an orderly transaction to sell the asset or to transfer the liability would take place between market participants at the measurement date under current market circumstances.

#### Subsequent costs

Subsequent costs are included in the asset's carrying amount or

recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

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

#### Asset Revaluations (including Indexation)

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

- Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve.
- To the extent that the net increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss.
- 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.

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

#### Capitalisation Thresholds

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset.

Asset capitalisation threshold includes:

- Road Assets \$10,000
- Bridge Assets \$10,000
- Road & Reserve Furniture \$2,000
- Car Park Assets \$10,000
- Footpath Assets \$5,000
- Kerb & Gutter Assets \$5,000
- Stormwater Drainage Assets \$10,000
- Buildings \$5,000
- Parks & Recreation Assets \$5,000

# Note 1 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

- Fleet & Plant \$2,000
- Information Technology Hardware/Software \$2,000

In determining (and annually reviewing) such thresholds, regard is given to the nature of the asset and its estimated service life.

## 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:

- Roads: Surface: 20 - 30 years
- Roads: Pavement: 50 - 100 years
- Roads: Formation: 120 years
- Recreational Facilities: 45 years
- Drain Structures: 10 - 50 years
- Drain grates, inlets and pipes: 100 - 150 years
- Buildings: 60 years
- Motor vehicles: 10 years
- Plant & Equipment: 10 years
- Office Equipment: 10 years
- Software: 5 years

All asset residual values and useful lives are reviewed and adjusted (if appropriate), at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

## Disposal and De-recognition

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

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

## (K) LAND

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

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

## (L) LAND UNDER ROADS

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

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

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

## (M) INTANGIBLE ASSETS

### IT Development and Software

Systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems.

Costs capitalised include software licenses.

Amortisation is calculated on a straight line bases over a period of five years.

## (N) NON-CURRENT ASSETS - "HELD FOR SALE"

A Non-current assets 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.

## (O) 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.

## (P) 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.

## (Q) BORROWINGS

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

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.

## (R) BORROWING COSTS

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

## (S) PROVISIONS

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



# Note 1 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

- 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.

## (S) 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 employee benefit obligations disclosed under payables.

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

All other short-term employee benefit obligations are presented as payables.

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

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

### (ii) Other Long Term Obligations

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

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 five 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 five 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.

Accordingly, Council's contributions to the scheme for the current reporting year have been recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a).

The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 20 February 2013 and covers the period ended 30 June 2015.

However, the position is monitored annually and the Actuary (Mr Richard Boyfield Ba, FIA, FIAA has replaced Mr Martin Stevenson as actuary with effect from 1 July 2013) has estimated that as at 30 June 2015 a deficit still exists.

As a result, the Scheme has asked for a continuation of increased future contributions to recover that deficiency.

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

# Note 1 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

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.

## (U) ALLOCATION BETWEEN CURRENT AND NON-CURRENT ASSETS AND 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.

## (V) TAXES

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).

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.

## (W) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting

periods ending 30 June 2015.

### Council has not adopted any of these standards early.

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

Apart from the AASB disclosures below, there are no other standards that are "not yet effective" which are expected to have a material impact on Council in the current or future reporting periods and on foreseeable future transactions.

### Applicable to Local Government:

#### AASB 9 - Financial Instruments

*(and associated amending standards)*

AASB 9 replaces AASB 139 Financial Instruments: Recognition and Measurement and has an effective date for reporting periods beginning on or after 1 January 2018 (and must be applied retrospectively).

The overriding impact of AASB 9 is to change the requirements for the classification, measurement and disclosures associated with financial assets.

Under the new requirements the four current categories of financial assets stipulated in AASB 139 will be replaced with two measurement categories:

- fair value and
- amortised cost (where financial assets will only be able to be measured at amortised cost where very specific conditions are met).

#### AASB 15 - Revenue from contracts with customers and associated amending standards

AASB 15 will introduce a five step process for revenue recognition with the core principle of the new Standard being that entities recognise revenue so as to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be

entitled in exchange for those goods or services.

The changes in revenue recognition

requirements in AASB 15 may cause changes to accounting policies relating to the timing and amount of revenue recorded in the financial statements as well as additional disclosures.

The full impact of AASB 15 has not yet been ascertained or quantified.

AASB 15 will replace AASB 118 which covers contracts for goods and services and AASB 111 which covers construction contracts.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2017.

#### AASB 124 - Related Party Disclosures

From 1 July 2016, AASB 124 Related Party Disclosures will apply to Council.

This means that Council will be required to disclose information about related parties and Council transactions with those related parties.

Related parties will more than likely include the Mayor, Councillors and certain Council staff. In addition, the close family members of those people and any organisations that they control or are associated with will be classified as related parties (and fall under the related party reporting requirements).

## (X) ROUNDING OF AMOUNTS

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

## (Y) 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.

## (Z) DISCLAIMER

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

# Note 2(a)

## Council Functions/Activities - Financial Information

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

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
	2015	2015	2014	2015	2015	2014	2015	2015	2015	2015	2015	2015	2014
Governance	4	11	1	226	176	245	(222)	(165)	(244)	-	-	79,044	19,920
Administration	40,262	48,978	36,394	27,073	25,200	24,852	13,189	23,778	11,542	59	28	165,926	160,015
Public Order & Safety	449	638	664	4,215	4,147	4,280	(3,766)	(3,509)	(3,616)	278	211	6,533	6,300
Health	137	173	132	457	373	435	(320)	(200)	(303)	24	61	6,578	6,344
Environment	20,321	20,905	18,759	26,707	24,547	23,684	(6,386)	(3,642)	(4,925)	172	79	4,980	4,803
Community Services & Education	6,351	6,808	6,159	6,198	6,514	5,863	153	294	296	1,414	1,210	10,532	10,157
Housing & Community Amenities	929	1,148	3,140	4,638	4,466	4,482	(3,709)	(3,318)	(1,342)	475	563	56,567	54,552
Recreation & Culture	13,452	10,646	9,584	23,873	23,846	19,450	(10,421)	(13,200)	(9,866)	513	444	337,665	325,635
Mining, Manufacturing & Construction	2,174	2,259	2,178	5,119	7,829	4,271	(2,945)	(5,570)	(2,093)	-	-	1,750	1,688
Transport & Communication <sup>2</sup>	13,843	6,678	7,488	13,332	13,441	13,092	511	(6,763)	(5,604)	1,302	1,259	515,155	496,802
Economic Affairs	96	31	41	271	195	174	(175)	(164)	(133)	-	-	-	-
<b>Total Functions &amp; Activities</b>	<b>98,018</b>	<b>98,275</b>	<b>84,540</b>	<b>112,109</b>	<b>110,734</b>	<b>100,828</b>	<b>(14,091)</b>	<b>(12,459)</b>	<b>(16,288)</b>	<b>4,237</b>	<b>3,855</b>	<b>1,184,731</b>	<b>1,086,216</b>
General Purpose Income <sup>1</sup>	34,571	35,045	32,329	-	-	-	34,571	35,045	32,329	3,833	2,046	-	-
<b>Operating Result from Continuing Operations</b>	<b>132,589</b>	<b>133,320</b>	<b>116,869</b>	<b>112,109</b>	<b>110,734</b>	<b>100,828</b>	<b>20,480</b>	<b>22,586</b>	<b>16,041</b>	<b>8,070</b>	<b>5,901</b>	<b>1,184,731</b>	<b>1,086,216</b>

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

2. Variance in actual compared to budget is due to lower than anticipated income received from Development Contributions.

## Note 2(b)

### Council Functions/Activities - Component Descriptions

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

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, 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, and 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, RMS works, other.

#### ECONOMIC AFFAIRS

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

# Note 3 Income from Continuing Operations

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(a) Rates &amp; Annual Charges</b>			
<b>Ordinary Rates</b>			
Residential		25,752	25,069
Business		3,970	3,814
<b>Total Ordinary Rates</b>		<b>29,722</b>	<b>28,883</b>
<b>Special Rates</b>			
Environmental Levy		2,643	2,581
Infrastructure Levy		23,739	23,050
New Facility Rate		1,669	1,630
<b>Total Special Rates</b>		<b>28,051</b>	<b>27,261</b>
<b>Annual Charges</b> (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic Waste Management Services		17,579	15,804
Stormwater Management Services		952	948
Section 611 Charges		66	80
<b>Total Annual Charges</b>		<b>18,597</b>	<b>16,832</b>
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>76,370</b>	<b>72,976</b>

Council has used 2014 year valuations provided by the NSW Valuer General in calculating its rates.

## Note 3 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(b) User Charges &amp; Fees</b>			
<b>Other User Charges &amp; Fees</b>			
<b>(i) Fees &amp; Charges - Statutory &amp; Regulatory Functions (per s.608)</b>			
Building Regulation		1,660	1,710
Certificates		746	840
DA Advertising Fees		76	75
Driveway Application Fees		252	359
Outstanding Notices		148	190
Regulatory Application Fees		237	249
Tree Preservation Charges		91	119
<b>Total Fees &amp; Charges - Statutory/Regulatory</b>		<b>3,210</b>	<b>3,542</b>
<b>(ii) Fees &amp; Charges - Other (incl. General User Charges (per s.608))</b>			
Art Centre		446	448
Bus Shelters		323	265
Family Day Care		1,106	1,051
Golf Courses		725	751
Halls		328	300
Holiday Activities		386	283
Leaseback Fees - Council Vehicles		342	344
Library		43	42
Nursery		38	42
Parks		706	610
Restoration Charges		1,282	1,465
Sale of Documents		6	4
Showground		61	36
Swimming Centre		2,234	-
Tennis Courts		299	301
Trade Waste Charges		1,666	1,526
Other		482	470
<b>Total Fees &amp; Charges - Other</b>		<b>10,473</b>	<b>7,938</b>
<b>TOTAL USER CHARGES &amp; FEES</b>		<b>13,683</b>	<b>11,480</b>

## Note 3 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(c) Interest &amp; Investment Revenue (incl. losses)</b>			
<b>Interest &amp; Dividends</b>			
- Interest on Overdue Rates & Annual Charges		120	133
- Interest earned on Investments (interest & coupon payment income)		3,866	3,823
<b>Fair Value Adjustments</b>			
- Fair Valuation movements in Investments (at FV or Held for Trading)		41	6
<b>TOTAL INTEREST &amp; INVESTMENT REVENUE</b>		<b>4,027</b>	<b>3,962</b>
<b>Interest Revenue is attributable to:</b>			
<b>Unrestricted Investments/Financial Assets:</b>			
Overdue Rates & Annual Charges (General Fund)		120	133
General Council Cash & Investments		892	840
<b>Restricted Investments/Funds - External:</b>			
Development Contributions			
- Section 94		2,537	2,562
<b>Restricted Investments/Funds - Internal:</b>			
Internally Restricted Assets		478	427
<b>Total Interest &amp; Investment Revenue Recognised</b>		<b>4,027</b>	<b>3,962</b>
<b>(d) Other Revenues</b>			
Rental Income - Other Council Properties		4,720	4,703
Fines - Parking		2,001	1,776
Fines - Other		350	368
Legal Fees Recovery - Rates & Charges (Extra Charges)		79	75
Legal Fees Recovery - Other		87	65
Commissions & Agency Fees		17	18
Credit Card Surcharge		118	118
Dog Registration Fees		71	100
Filming Fees		6	8
Insurance Claim Recoveries		95	105
Licence Income		290	333
Program Fees		407	193
Recycling Income (non domestic)		740	505
Surrender Lease		-	345
Trade Discount		26	42
Other		527	554
<b>TOTAL OTHER REVENUE</b>		<b>9,534</b>	<b>9,308</b>

## Note 3 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	2015 Operating	2014 Operating	2015 Capital	2014 Capital
<b>(e) Grants</b>				
<b>General Purpose (Untied)</b>				
Financial Assistance	3,544	1,748	-	-
Pensioners' Rates Subsidies - General Component	289	298	-	-
<b>Total General Purpose</b>	<b>3,833</b>	<b>2,046</b>	<b>-</b>	<b>-</b>
<sup>1</sup> The Financial Assistance Grant for the comparative 13/14 year reflects a one off timing difference (reduction). This grant ceased being paid in advance in the 14/15 year by up to 50% as had occurred in previous years.				
<b>Specific Purpose</b>				
Pensioners' Rates Subsidies:				
- Domestic Waste Management	203	191	-	-
Better Waste and Recycling Fund	271	302	-	-
Community Care	60	-	-	13
Community Centres	1,298	1,141	-	-
Economic Development	-	-	-	15
Environmental Protection	172	78	40	168
Fire Management	1	15	137	119
Library	234	269	-	-
LIRS Subsidy	61	-	-	-
NSW Rural Fire Services	92	69	-	-
Recreation & Culture	29	-	171	28
Road Safety	54	170	-	-
Street Lighting	276	281	-	-
Transport	715	-	362	976
Other	61	-	-	20
<b>Total Specific Purpose</b>	<b>3,527</b>	<b>2,516</b>	<b>710</b>	<b>1,339</b>
<b>Total Grants</b>	<b>7,360</b>	<b>4,562</b>	<b>710</b>	<b>1,339</b>
<b>Grant Revenue is attributable to:</b>				
- Commonwealth Funding	3,544	1,748	55	565
- State Funding	3,816	2,814	655	774
	<b>7,360</b>	<b>4,562</b>	<b>710</b>	<b>1,339</b>



## Note 3 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	2015 Operating	2014 Operating	2015 Capital	2014 Capital
<b>(f) Contributions</b>				
<b>Developer Contributions:</b>				
S 94 - Contributions towards amenities/services	2	18	7,671	9,562
<b>Total Developer Contributions</b>	<b>2</b>	<b>18</b>	<b>7,671</b>	<b>9,562</b>
<b>Other Contributions:</b>				
Contribution to Works	366	123	93	1,679
RMS Contributions (Regional Roads, Block Grant)	-	-	652	344
<b>Total Other Contributions</b>	<b>366</b>	<b>123</b>	<b>745</b>	<b>2,023</b>
<b>Total Contributions</b>	<b>368</b>	<b>141</b>	<b>8,416</b>	<b>11,585</b>
<b>TOTAL GRANTS &amp; CONTRIBUTIONS</b>	<b>7,728</b>	<b>4,703</b>	<b>9,126</b>	<b>12,924</b>

\$ '000	Actual 2015	Actual 2014
<b>(g) Restrictions relating to Grants and Contributions</b>		
<b>Certain grants &amp; contributions are obtained by Council on condition that they be spent in a specified manner:</b>		
Unexpended at the Close of the Previous Reporting Period	61,444	65,768
<b>add:</b> Grants & contributions recognised in the current period but not yet spent:	12,219	13,932
<b>less:</b> Grants & contributions recognised in a previous reporting period now spent:	(7,693)	(18,256)
<b>Net Increase (Decrease) in Restricted Assets during the Period</b>	<b>4,526</b>	<b>(4,324)</b>
<b>Unexpended and held as Restricted Assets</b>	<b>65,970</b>	<b>61,444</b>
<b>Comprising:</b>		
- Specific Purpose Unexpended Grants	823	936
- Developer Contributions	65,147	60,508
	<b>65,970</b>	<b>61,444</b>

## Note 4 Expenses from Continuing Operations

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(a) Employee Benefits &amp; On-Costs</b>			
Salaries and Wages		28,779	27,596
Employee Leave Entitlements (ELE)		4,925	4,751
Superannuation		3,531	3,452
Workers' Compensation Insurance		296	778
Fringe Benefit Tax (FBT)		358	356
Training Costs (other than Salaries & Wages)		329	197
Other		82	98
<b>Total Employee Costs</b>		<b>38,300</b>	<b>37,228</b>
less: Capitalised Costs		(2,173)	(2,214)
<b>TOTAL EMPLOYEE COSTS EXPENSED</b>		<b>36,127</b>	<b>35,014</b>
Number of "Equivalent Full Time" Employees at year end		424	420
<b>(b) Borrowing Costs</b>			
<b>Interest Bearing Liability Costs</b>			
Interest on Loans		1,562	1,466
<b>Total Interest Bearing Liability Costs Expensed</b>		<b>1,562</b>	<b>1,466</b>
<b>TOTAL BORROWING COSTS EXPENSED</b>		<b>1,562</b>	<b>1,466</b>

## Note 4 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(c) Materials &amp; Contracts</b>			
Raw Materials & Consumables		3,319	3,423
Contractor & Consultancy Costs		32,818	25,939
Auditors Remuneration <sup>(1)</sup>		46	48
Legal Expenses:			
- Legal Expenses: Planning & Development		1,277	704
- Legal Expenses: Other		150	54
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payments <sup>(2)</sup>		273	365
Lease Expense		350	394
Other		157	169
<b>Total Materials &amp; Contracts</b>		<b>38,390</b>	<b>31,096</b>
less: Capitalised Costs		-	-
<b>TOTAL MATERIALS &amp; CONTRACTS</b>		<b>38,390</b>	<b>31,096</b>
<b>Auditor Remuneration</b>			
During the year, the following fees were incurred for services provided by the Council's Auditor			
<b>Audit and Other Assurance Services</b>			
- Audit & review of financial statements: Council's Auditor		46	45
- Other audit & assurance services		-	3
<b>Remuneration for audit and other assurance services</b>		<b>46</b>	<b>48</b>
<b>Total Auditor Remuneration</b>		<b>46</b>	<b>48</b>
<b>2. Operating Lease Payments are attributable to:</b>			
Computers		273	365
		<b>273</b>	<b>365</b>

## Note 4 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Impairment Costs		Depreciation/Amortisation	
		Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>(d) Depreciation, Amortisation &amp; Impairment</b>					
Plant and Equipment		-	-	894	948
Office Equipment		-	-	172	173
Furniture & Fittings		-	-	21	15
Land Improvements (depreciable)		-	-	451	1,300
Buildings - Non Specialised		-	-	2,494	2,460
Buildings - Specialised		-	-	442	438
Other Structures		-	-	31	16
Infrastructure:					
- Roads		-	-	6,664	6,519
- Bridges		-	-	162	163
- Footpaths		-	-	1,235	1,280
- Stormwater Drainage		-	-	2,396	2,393
- Swimming Pools		-	-	625	693
- Other Open Space/Recreational Assets		-	-	2,931	1,064
Other Assets					
- Library Books		-	-	512	712
- Other		-	-	53	54
Intangible Assets	25	-	-	266	229
<b>TOTAL DEPRECIATION &amp; IMPAIRMENT COSTS EXPENSED</b>		-	-	<b>19,349</b>	<b>18,457</b>

## Note 4 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(e) Other Expenses</b>			
Advertising		497	314
Bad & Doubtful Debts		3	53
Bank Charges		243	216
Commissions		303	267
Computer Software Charges		907	821
Conferences		158	172
Contributions/Levies to Other Levels of Government		-	-
- Department of Planning Levy		391	384
- NSW Fire Brigade Levy		1,956	1,974
Corporate Events		28	26
Councillor Expenses - Mayoral Fee		39	38
Councillor Expenses - Councillors' Fees		179	176
Donations, Contributions & Assistance to other organisations (Section 356)		173	142
Electricity & Heating		1,169	1,036
External Plant Hire		59	39
Family Day Care (Child Care Assistance)		507	457
Insurance		1,267	1,163
Insurance Excess		73	72
Postage		231	220
Rate Issue Costs		21	28
Rental Rebates		2,321	2,219
Street Lighting		2,237	2,529
Subscriptions & Publications		283	260
Sydney Water		340	281
Telephone & Communications		464	510
Valuation Fees		215	244
Vehicle Registration		155	152
Other		1,087	1,002
<b>TOTAL OTHER EXPENSES</b>		<b>15,306</b>	<b>14,795</b>

# Note 5 Gains or Losses from the Disposal of Assets

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>Plant &amp; Equipment</b>			
Proceeds from Disposal - Plant & Equipment		720	772
less: Carrying Amount of P&E Assets Sold / Written Off		(712)	(732)
<b>Net Gain/(Loss) on Disposal</b>		<b>8</b>	<b>40</b>
<b>Infrastructure</b>			
Proceeds from Disposal - Infrastructure		9,004	5,910
less: Carrying Amount of Infrastructure Assets Sold / Written Off		(2,937)	(4,434)
<b>Net Gain/(Loss) on Disposal</b>		<b>6,067</b>	<b>1,476</b>
<b>Financial Assets</b>			
Proceeds from Disposal / Redemptions / Maturities - Financial Assets		39,216	39,380
less: Carrying Amount of Financial Assets Sold / Redeemed / Matured		(39,216)	(39,380)
<b>Net Gain/(Loss) on Disposal</b>		<b>-</b>	<b>-</b>
<b>Non Current Assets Classified as "Held for Sale"</b>			
Proceeds from Disposal - Non Current Assets "Held for Sale"		12,607	-
less: Carrying Amount of 'Held for Sale' Assets Sold / Written Off		(5,830)	-
<b>Net Gain/(Loss) on Disposal</b>		<b>6,777</b>	<b>-</b>
<b>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</b>		<b>12,852</b>	<b>1,516</b>

## Note 6a Cash Assets and Note 6b Investments

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	2015 Actual Current	2015 Actual Non Current	2014 Actual Current	2014 Actual Non Current
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		184	-	-	-
<b>Total Cash &amp; Cash Equivalents</b>		<b>184</b>	<b>-</b>	<b>-</b>	<b>-</b>
Investments (Note 6b)					
- Term Deposits		16,000	43,000	28,500	32,000
- FRN's		4,993	13,274	-	13,005
- CDO's		-	-	3,000	-
- Deposits (Short Term)		13,833	-	9,957	-
- Other Long Term Financial Assets (CPDO PP)		-	6,000	-	6,000
<b>Total Investments</b>		<b>34,826</b>	<b>62,274</b>	<b>41,457</b>	<b>51,005</b>
<b>TOTAL CASH ASSETS, CASH EQUIVALENTS &amp; INVESTMENTS</b>		<b>35,010</b>	<b>62,274</b>	<b>41,457</b>	<b>51,005</b>
<b>Cash, Cash Equivalents &amp; Investments were classified at year end in accordance with AASB 139 as follows:</b>					
<b>Cash &amp; Cash Equivalents</b>					
a. "At Fair Value through the Profit & Loss"		<b>184</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Investments</b>					
a. "At Fair Value through the Profit & Loss"					
- "Designated at Fair Value on Initial Recognition"	6(b-i)	13,833	-	9,957	-
b. "Held to Maturity"	6(b-ii)	20,993	62,274	31,500	51,005
<b>Investments</b>		<b>34,826</b>	<b>62,274</b>	<b>41,457</b>	<b>51,005</b>

Council holds one "grandfathered" Investment that was previously entered in accordance with Ministerial Investment Order at the time:

- Royal Bank Of Scotland CPDO PP (Constant Proportion Debt Obligation - Principal Protected)

This is a zero coupon senior bank bond with a value of \$6M and is capital protected and invested by Council on a "held to maturity" basis being September 2016. The market value of the CPDO PP at 30 June 2015 was \$5.74M.

As per the General Terms and Condition of the investment the Note benefits from principal protection equal to the principal protection Amount on the maturity date only.

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of investments held.

## Note 6b cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	2015 Actual Current	2015 Actual Non Current	2014 Actual Current	2014 Actual Non Current
<b>Note 6(b-i)</b>				
<b>Reconciliation of Investments classified as "At Fair Value through the Profit &amp; Loss"</b>				
Balance at the Beginning of the Year	9,957	-	8,375	-
Revaluations (through the Income Statement)	41	-	6	-
Additions	8,542	-	6,447	-
Disposals (sales & redemptions)	(4,707)	-	(4,871)	-
<b>Balance at End of Year</b>	<b>13,833</b>	<b>-</b>	<b>9,957</b>	<b>-</b>
<b>Comprising:</b>				
- Deposits	13,833	-	9,957	-
<b>Total</b>	<b>13,833</b>	<b>-</b>	<b>9,957</b>	<b>-</b>
<b>Note 6(b-ii)</b>				
<b>Reconciliation of Investments classified as "Held to Maturity"</b>				
Balance at the Beginning of the Year	31,500	51,005	34,501	34,999
Additions	13,015	22,256	23,499	24,015
Disposals (sales & redemptions)	(34,500)	(9)	(34,500)	(9)
Transfers between Current/Non Current	10,978	(10,978)	8,000	(8,000)
<b>Balance at End of Year</b>	<b>20,993</b>	<b>62,274</b>	<b>31,500</b>	<b>51,005</b>
<b>Comprising:</b>				
- Term Deposits	16,000	43,000	28,500	32,000
- FRN's (with Maturities > 3 months)	4,993	13,274	-	13,005
- CDO's	-	-	3,000	-
- Other Long Term Financial Assets (CPDO PP)	-	6,000	-	6,000
<b>Total</b>	<b>20,993</b>	<b>62,274</b>	<b>31,500</b>	<b>51,005</b>



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

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	2015	2015	2014	2014
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
<b>Total Cash, Cash Equivalents and Investments</b>	35,010	62,274	41,457	51,005
<b>attributable to:</b>				
External Restrictions (refer below)	11,280	62,274	14,594	51,005
Internal Restrictions (refer below)	20,701	-	22,992	-
Unrestricted	3,029	-	3,871	-
	<b>35,010</b>	<b>62,274</b>	<b>41,457</b>	<b>51,005</b>

2015 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
<b>Details of Restrictions</b>				
<b>External Restrictions</b>				
Developer Contributions - General (A)	60,508	10,210	(5,571)	65,147
Specific Purpose Unexpended Grants (B)	936	2,009	(2,122)	823
Domestic Waste Management (C)	-	18,683	(16,200)	2,483
Infrastructure Levy	-	2,716	(2,716)	-
Environmental Levy	1,520	2,643	(1,992)	2,171
New Facility Rate	1,942	2,321	(1,911)	2,352
Specific Purpose Unexpended Loan - LIRS	693	-	(115)	578
<b>Total External Restrictions</b>	<b>65,599</b>	<b>38,582</b>	<b>(30,627)</b>	<b>73,554</b>
<b>Internal Restrictions</b>				
Employees Leave Entitlement	2,226	25	(50)	2,201
Carry Over Works	441	-	(259)	182
Deposits, Retentions & Bonds	1,349	-	(150)	1,199
Infrastructure & Facilities	13,823	10,573	(12,779)	11,617
Other	5,153	1,017	(668)	5,502
<b>Total Internal Restrictions</b>	<b>22,992</b>	<b>11,615</b>	<b>(13,906)</b>	<b>20,701</b>
<b>TOTAL RESTRICTIONS</b>	<b>88,591</b>	<b>50,197</b>	<b>(44,533)</b>	<b>94,255</b>

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

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

**C** 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.

## Note 7 Receivables

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	2015		2014	
		Current	Non Current	Current	Non Current
<b>Purpose</b>					
Rates & Annual Charges		2,154	118	2,046	154
Interest & Extra Charges		207	32	225	31
User Charges & Fees		1,513	-	1,206	-
Capital Debtors (being sale of assets)					
- Other Asset Sales - Plant		106	-	-	-
Accrued Revenues					
- Interest on Investments		1,825	-	1,791	-
- Other Income Accruals		752	-	538	-
Government Grants & Subsidies		687	-	1,459	-
Net GST Receivable		914	-	646	-
Other Debtors		27	-	7	-
<b>Total</b>		<b>8,185</b>	<b>150</b>	<b>7,918</b>	<b>185</b>
<b>less: Provision for Impairment</b>					
User Charges & Fees		(104)	-	(107)	-
<b>Total Provision for Impairment - Receivables</b>		<b>(104)</b>	<b>-</b>	<b>(107)</b>	<b>-</b>
<b>TOTAL NET RECEIVABLES</b>		<b>8,081</b>	<b>150</b>	<b>7,811</b>	<b>185</b>

There are no restrictions applicable to the above receivables

### Notes on Debtors above:

- (i) Rates & Annual Charges Outstanding are secured against the property.
- (ii) Interest was charged on overdue rates & charges at 8.50% (2014 9.00%).  
Generally all other receivables are non interest bearing.
- (iii) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

## Note 8 Inventories & Other Assets

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	2015		2014	
		Current	Non Current	Current	Non Current
<b>Inventories</b>					
Stores & Materials		142	-	149	-
Trading Stock		109	-	103	-
<b>Total Inventories</b>		<b>251</b>	<b>-</b>	<b>252</b>	<b>-</b>
<b>Other Assets</b>					
Prepayments		1,304	-	1,159	-
<b>Total Other Assets</b>		<b>1,304</b>	<b>-</b>	<b>1,159</b>	<b>-</b>
<b>TOTAL INVENTORIES / OTHER ASSETS</b>		<b>1,555</b>	<b>-</b>	<b>1,411</b>	<b>-</b>

There are no restrictions to the above assets

# Note 9a Infrastructure, Property, Plant & Equipment

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

	as at 30/6/2014				Asset Movements during the Reporting Period							as at 30/6/2015				
	At Cost	At Fair Value	Accumulated Dep'n	Carrying Value	Asset Additions	WDIV of Asset Disposals	Depreciation Expense	WIP Transfers	Adjustments & Transfers	Tifs from "Held for Sale" category	Revaluation Decrements to Equity (ARR)	Revaluation Increments to Equity (ARR)	At Cost	At Fair Value	Accumulated Dep'n	Carrying Value
	\$ '000															
Capital Work in Progress	6,651	-	-	6,651	4,911	-	-	(3,100)	-	-	-	-	8,462	-	-	8,462
Plant & Equipment	-	12,374	6,133	6,241	1,615	(712)	(894)	-	(220)	-	-	-	-	12,223	6,193	6,030
Office Equipment	-	1,810	957	853	275	-	(172)	-	208	-	-	-	-	2,363	1,199	1,164
Furniture & Fittings	-	370	205	165	66	-	(21)	-	4	-	-	-	-	445	231	214
Plant & Equipment (under Finance Lease)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Land:</b>																
- Operational Land	-	52,933	-	52,933	238	(539)	-	-	-	-	-	-	-	52,632	-	52,632
- Community Land	-	328,350	-	328,350	-	(1,428)	-	(147)	-	-	-	-	-	326,775	-	326,775
- Land under Roads (post 30/6/08)	-	-	-	66	-	-	-	-	-	-	-	-	-	66	-	66
Land Improvements - depreciable	-	13,344	260	13,084	3,651	-	(451)	-	226	420	-	-	-	17,911	981	16,930
Buildings - Non Specialised	-	125,418	58,028	67,390	1,925	(970)	(2,494)	402	27	-	-	-	-	126,472	60,192	66,280
Buildings - Specialised	-	11,902	627	11,275	-	-	(442)	-	(1)	-	-	-	-	11,899	1,067	10,832
Other Structures	-	5,658	4,461	1,197	-	-	(31)	-	207	-	-	6,528	-	13,032	5,131	7,901
<b>Infrastructure:</b>																
- Roads	-	372,148	175,941	196,207	9,555	-	(6,664)	92	(224)	-	-	50,658	-	455,348	205,724	249,624
- Bridges	-	8,819	2,908	5,911	-	-	(162)	-	1,238	-	(438)	-	-	11,418	4,869	6,549
- Footpaths	-	43,745	22,527	21,218	854	-	(1,235)	-	354	-	-	10,156	-	45,413	14,066	31,347
- Bulk Earthworks (non-depreciable)	-	60,227	-	60,227	-	-	-	-	-	-	(1,438)	-	-	58,789	-	58,789
- Stormwater Drainage	-	237,192	101,009	136,183	1,205	-	(2,396)	-	-	-	-	28,127	-	236,237	73,118	163,119
- Swimming Pools	-	20,944	3,465	17,479	2,862	-	(625)	161	11	-	-	-	-	23,979	4,091	19,888
- Other Open Space/Recreational Assets	-	88,139	40,544	47,595	672	-	(2,931)	2,445	(1,683)	-	-	-	-	87,192	41,094	46,098
<b>Other Assets:</b>																
- Library Books	-	12,340	9,673	2,667	584	-	(512)	-	-	-	-	-	-	12,931	10,192	2,739
- Other	-	4,785	4,196	589	-	-	(53)	-	-	-	-	-	-	4,775	4,239	536
<b>TOTAL INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIP.</b>	<b>6,651</b>	<b>1,400,564</b>	<b>430,934</b>	<b>976,281</b>	<b>28,413</b>	<b>(3,649)</b>	<b>(19,083)</b>	<b>-</b>	<b>-</b>	<b>420</b>	<b>(1,876)</b>	<b>95,469</b>	<b>8,462</b>	<b>1,499,900</b>	<b>432,387</b>	<b>1,075,975</b>

Additions to Buildings, Operational Land, Land Improvements & Infrastructure Assets are made up of Asset Renewals \$17M (Buildings & Infrastructure Assets \$11.4M & Land Improvements \$5.6M) and New Assets \$8.87M. Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of other Infrastructure, Property, Plant & Equipment.

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

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

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

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

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

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

## Note 10a Payables, Borrowings & Provisions

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	2015		2014	
		Current	Non Current	Current	Non Current
<b>Payables</b>					
Goods & Services - operating expenditure		4,347	-	4,414	-
Goods & Services - capital expenditure		1,382	-	1,583	-
Payments Received In Advance		1,625	-	1,441	-
Security Bonds, Deposits & Retentions		2,621	-	2,709	-
Other		634	-	908	-
<b>Total Payables</b>		<b>10,609</b>	<b>-</b>	<b>11,055</b>	<b>-</b>
<b>Borrowings</b>					
Bank Overdraft		-	-	50	-
Loans - Secured <sup>1</sup>		2,536	23,987	4,347	39,335
<b>Total Borrowings</b>		<b>2,536</b>	<b>23,987</b>	<b>4,397</b>	<b>39,335</b>
<b>Provisions</b>					
<b>Employee Benefits;</b>					
Annual Leave		3,124	-	3,109	-
Sick Leave		321	-	400	-
Long Service Leave		6,093	293	5,990	295
Gratuities		762	-	808	-
<b>Total Provisions</b>		<b>10,300</b>	<b>293</b>	<b>10,307</b>	<b>295</b>
<b>Total Payables, Borrowings &amp; Provisions</b>		<b>23,445</b>	<b>24,280</b>	<b>25,759</b>	<b>39,630</b>

### (i) Liabilities relating to Restricted Assets

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

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.

## Note 10a cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Actual 2015	Actual 2014
<b>(ii) Current Liabilities not anticipated to be settled within the next 12 months</b>		
The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employees Benefits	7,210	7,602
Payables - Security Bonds, Deposits & Retentions	2,486	2,574
	<b>9,696</b>	<b>10,176</b>

## Note 10b Description of and movements in Provisions

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Class of Provision	2014		2015			Closing Balance as at 30/6/15
	Opening Balance as at 1/7/14	Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting	Unused amounts reversed	
Annual Leave	3,109	2,410	(2,395)	-	-	3,124
Sick Leave	400	(6)	(73)	-	-	321
Long Service Leave	6,285	1,328	(1,227)	-	-	6,386
Gratuities	808	(41)	(5)	-	-	762
<b>TOTAL</b>	<b>10,602</b>	<b>3,691</b>	<b>(3,700)</b>	<b>-</b>	<b>-</b>	<b>10,593</b>

- a. Employees Leave Entitlements and On-Costs represent those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.

# Note 11 Statement of Cash Flows - Additional Information

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(a) Reconciliation of Cash Assets</b>			
Total Cash & Cash Equivalent Assets	6a	184	-
Less Bank Overdraft	10	-	(50)
<b>BALANCE as per the STATEMENT of CASH FLOWS</b>		<b>184</b>	<b>(50)</b>
<b>(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities</b>			
<b>Net Operating Result from Income Statement</b>		<b>22,586</b>	<b>16,041</b>
<b>Adjust for non cash items:</b>			
Depreciation & Amortisation		19,349	18,457
Net Losses/(Gains) on Disposal of Assets		(12,852)	(1,516)
Non Cash Capital Grants and Contributions		750	938
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:			
- Investments classified as "At Fair Value" or "Held for Trading"		(41)	(6)
<b>+/- Movement in Operating Assets and Liabilities &amp; Other Cash Items:</b>			
Decrease/(Increase) in Receivables		(126)	(533)
Increase/(Decrease) in Provision for Doubtful Debts		(3)	(10)
Decrease/(Increase) in Inventories		1	1
Decrease/(Increase) in Other Assets		(145)	124
Increase/(Decrease) in Payables		(67)	560
Increase/(Decrease) in Other Liabilities		(178)	51
Increase/(Decrease) in Employee Leave Entitlements		(9)	661
<b>NET CASH PROVIDED FROM/(USED IN) OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS</b>		<b>29,265</b>	<b>34,768</b>
<b>(c) Non-Cash Investing &amp; Financing Activities</b>			
Nil			
<b>(d) Financing Arrangements</b>			
<b>Unrestricted access was available at balance date to the following lines of credit:</b>			
Bank Overdraft Facilities (1)		2,000	2,000
Credit Cards		100	100
<b>Total Financing Arrangements</b>		<b>2,100</b>	<b>2,100</b>

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 disclosed in Note 15.

# Note 12 Commitments for Expenditure

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(a) Capital Commitments (exclusive of GST)</b>			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
<b>Property, Plant &amp; Equipment</b>			
Buildings		891	890
Other		4,459	3,794
<b>Total Commitments</b>		<b>5,350</b>	<b>4,684</b>
<b>These expenditures are payable as follows:</b>			
Within the next year		5,350	4,684
<b>Total Payable</b>		<b>5,350</b>	<b>4,684</b>
<b>Sources for Funding of Capital Commitments:</b>			
Unrestricted General Funds		5,350	4,684
<b>Total Sources of Funding</b>		<b>5,350</b>	<b>4,684</b>
<b>(b) Finance Lease Commitments</b>			
Nil			
<b>(c) Operating Lease Commitments (Non Cancellable)</b>			
<b>a. Commitments under Non Cancellable Operating Leases at the Reporting date, but not recognised as Liabilities are payable:</b>			
Within the next year		297	203
Later than one year and not later than 5 years		533	166
Later than 5 years		-	-
<b>Total Non Cancellable Operating Lease Commitments</b>		<b>830</b>	<b>369</b>

**b. Non Cancellable Operating Leases include the following assets:**

Council's current operating leases are for IT Equipment including desktop computers, laptops, printers and multi-function devices and are for a term of three years.

**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.

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

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Amounts 2015	Indicator 2015	Prior Periods 2014      2013	
<b>Local Government Industry Indicators - Consolidated</b>				
<b>1. Operating Performance Ratio</b>				
Total continuing operating revenue <sup>(1)</sup> (excl. Capital Grants & Contributions) - Operating Expenses	<b>567</b>	<b>0.51%</b>	1.56%	5.84%
Total continuing operating revenue <sup>(1)</sup> (excl. Capital Grants & Contributions)	<b>111,301</b>			
<b>2. Own Source Operating Revenue Ratio</b>				
Total continuing operating revenue <sup>(1)</sup> (excl. All Grants & Contributions)	<b>103,573</b>	<b>86.00%</b>	84.72%	84.22%
Total continuing operating revenue <sup>(1)</sup>	<b>120,427</b>			
<b>3. Unrestricted Current Ratio</b>				
Current Assets less all External Restrictions <sup>(2)</sup>	<b>34,406</b>	<b>2.50x</b>	2.78	2.04
Current Liabilities less Specific Purpose Liabilities <sup>(3, 4)</sup>	<b>13,749</b>			
<b>4. Debt Service Cover Ratio</b>				
Operating Result <sup>(1)</sup> before capital excluding interest and depreciation / impairment / amortisation	<b>21,478</b>	<b>1.09x</b>	4.82	10.88
Principal Repayments (from the Statement of Cash Flows) + Borrowing Costs (from the Income Statement)	<b>19,754</b>			
<b>5. Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>				
Rates, Annual and Extra Charges Outstanding	<b>2,511</b>	<b>3.18%</b>	3.25%	3.47%
Rates, Annual and Extra Charges Collectable	<b>79,025</b>			
<b>6. Cash Expense Cover Ratio</b>				
Current Year's Cash and Cash Equivalents + All Term Deposits	<b>59,184</b>	<b>6.08 mths</b>	8.01	7.68
Payments from cash flow of operating and financing activities	<b>9,737</b>			

#### Notes

<sup>(1)</sup> Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and the net share of interests in joint ventures and associates.

<sup>(2)</sup> Refer Notes 6-8 inclusive.

Also excludes any real estate and land for resale not expected to be sold in the next 12 months

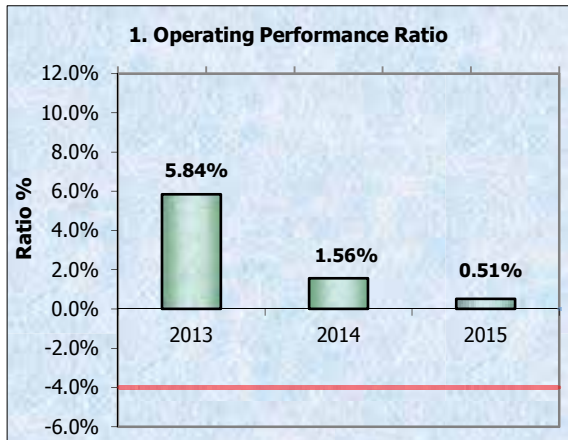
<sup>(3)</sup> Refer to Note 10(a).

<sup>(4)</sup> Refer to Note 10(a)(ii) - excludes all payables and provisions not expected to be paid in the next 12 months (incl. ELE).



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

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015



Benchmark: ----- Minimum  $\geq -4.00\%$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

### Purpose of Operating Performance Ratio

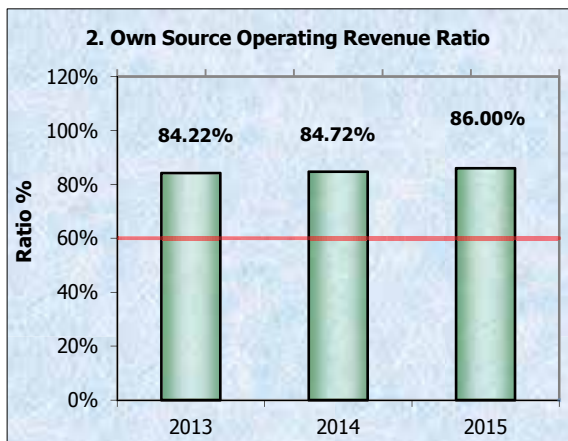
This ratio measures Council's achievement of containing operating expenditure within operating revenue.

### Commentary on 2014/15 Result

**2014/15 Ratio 0.51%**

Council's performance ratio is above the benchmark of (-4%), which means that Council can easily contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The ratio has been above benchmark for the last three years.

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark



Benchmark: ----- Minimum  $\geq 60.00\%$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

### Purpose of Own Source Operating Revenue Ratio

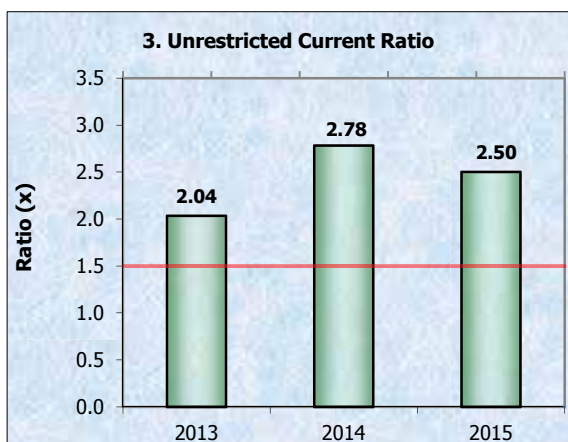
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

### Commentary on 2014/15 Result

**2014/15 Ratio 86.00%**

Council's Own Source Operating Revenue Ratio has remained above the benchmark of (>60%) in the last three years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark



Benchmark: ----- Minimum  $\geq 1.50$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

### Purpose of Unrestricted Current Ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

### Commentary on 2014/15 Result

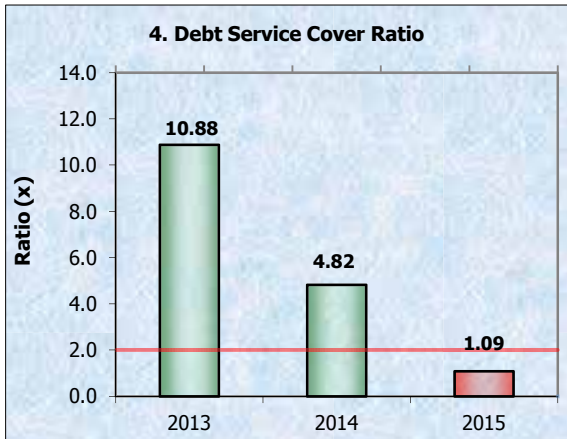
**2014/15 Ratio 2.50x**

Council's Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming benchmark for the last three years. Council's liquidity is good and it can readily pay its debts as they fall due.

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark

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

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015



Benchmark: ----- Minimum  $\geq 2.00$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

## Purpose of Debt Service Cover Ratio

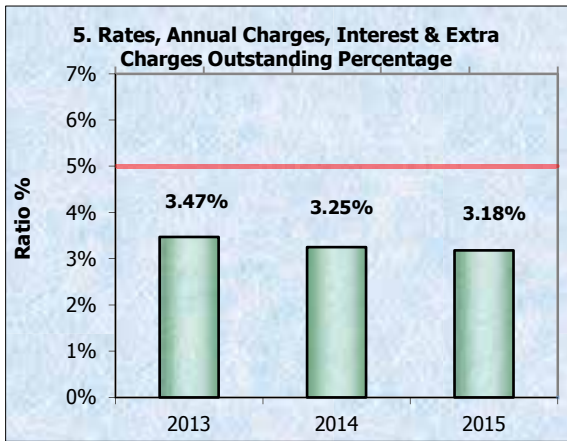
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

## Commentary on 2014/15 Result

**2014/15 Ratio 1.09x**

The Debt Service Cover Ratio has been below the benchmark of 2x compared to previous years, mainly due to one off higher principal and interest repayments during the financial year.

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark



Benchmark: ----- Maximum  $< 5.00\%$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

## Purpose of Rates & Annual Charges Outstanding Ratio

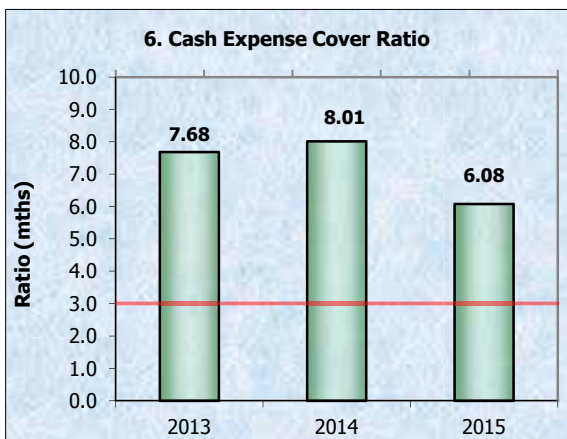
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

## Commentary on 2014/15 Result

**2014/15 Ratio 3.18%**

The percentage of rates and annual charges that are unpaid at the end of the financial year is a measure of how well Council is managing debt recovery. Council's ratio of 3.18% is satisfactory and is better than benchmark of "less than 5%".

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark



Benchmark: ----- Minimum  $\geq 3.00$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

## Purpose of Cash Expense Cover Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

## Commentary on 2014/15 Result

**2014/15 Ratio 6.08 mths**

Council's Cash Expense Cover Ratio is satisfactory and above benchmark of "greater than 3 months".

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark

# Note 14 Investment Properties

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

Council has not classified any Land or Buildings as "Investment Properties"

# Note 15 Financial Risk Management

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## 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.

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

	Carrying Value		Fair Value	
	2015	2014	2015	2014
<b>Financial Assets</b>				
Cash and Cash Equivalents	184	-	184	-
Investments				
- "Designated At Fair Value on Initial Recognition"	13,833	9,957	13,833	9,957
- "Held to Maturity"	83,267	82,505	83,296	82,321
Receivables	8,231	7,996	8,231	7,996
<b>Total Financial Assets</b>	<b>105,515</b>	<b>100,458</b>	<b>105,544</b>	<b>100,274</b>
<b>Financial Liabilities</b>				
Bank Overdraft	-	50	-	50
Payables	8,984	9,614	8,833	9,614
Loans / Advances	26,523	43,682	26,523	43,682
<b>Total Financial Liabilities</b>	<b>35,507</b>	<b>53,346</b>	<b>35,356</b>	<b>53,346</b>

Fair Value is determined as follows:

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

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of financial assets & liabilities

# Note 15 Cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (a) Cash & Cash Equivalents, Financial assets 'at Fair value through the profit & loss' & "Held-to-maturity" Investments

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

Council's Finance area manages the Cash and Investments portfolio with the assistance of independent advisors.

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and its staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The risks associated with the investments held are:

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

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

Council also seeks advice from independent advisors before placing any funds in Cash Equivalents & Investments.

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

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

	Increase of Values/Rates		Decrease of Values/Rates	
	Profit	Equity	Profit	Equity
<b>2015</b>				
Possible impact of a 10% movement in Market Values	1,383	1,383	(1,383)	(1,383)
Possible impact of a 1% movement in Interest Rates	138	138	(138)	(138)
<b>2014</b>				
Possible impact of a 10% movement in Market Values	996	996	(996)	(996)
Possible impact of a 1% movement in Interest Rates	100	100	(100)	(100)

# Note 15 Cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (b) Receivables

Council's major receivables comprise (i) Rates & Annual charges and (ii) User Charges & Fees.

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

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures.

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 material receivables that have been subject to a re-negotiation of repayment terms.

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

	2015 Rates & Annual Charges	2015 Other Receivables	2014 Rates & Annual Charges	2014 Other Receivables
<b>(i) Ageing of Receivables - %</b>				
Current (not yet overdue)	100%	84%	100%	86%
Overdue	0%	16%		14%
	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>(ii) Ageing of Receivables - value</b>				
<b>Rates &amp; Annual Charges</b>	<b>Rates &amp; Annual Charges</b>	<b>Other Receivables</b>	<b>Rates &amp; Annual Charges</b>	<b>Other Receivables</b>
Current	2,272	5,064	2,200	5,036
< 1 year overdue	-	162	-	287
1 - 2 years overdue	-	159	-	94
2 - 5 years overdue	-	678	-	486
	<b>2,272</b>	<b>6,063</b>	<b>2,200</b>	<b>5,903</b>
<b>(iii) Movement in Provision for Impairment of Receivables</b>				
			2015	2014
Balance at the beginning of the year			107	117
- amounts already provided for and written off this year			(3)	(10)
<b>Balance at the end of the year</b>			<b>104</b>	<b>107</b>

# Note 15 Cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (c) Payables & Borrowings

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

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

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

\$ '000	Subject to no maturity	payable in:						Total Cash Outflows	Actual Carrying Values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
<b>2015</b>									
Bank Overdraft	-	-	-	-	-	-	-	-	-
Trade/Other Payables	2,621	6,363	-	-	-	-	-	8,984	8,984
Loans & Advances	-	2,824	19,743	1,497	1,388	708	1,118	27,278	26,523
<b>Total Financial Liabilities</b>	<b>2,621</b>	<b>9,187</b>	<b>19,743</b>	<b>1,497</b>	<b>1,388</b>	<b>708</b>	<b>1,118</b>	<b>36,262</b>	<b>35,507</b>
<b>2014</b>									
Bank Overdraft	50	-	-	-	-	-	-	50	50
Trade/Other Payables	2,709	6,905	-	-	-	-	-	9,614	9,614
Loans & Advances	-	5,128	20,363	14,344	3,263	3,100	1,833	48,031	43,682
<b>Total Financial Liabilities</b>	<b>2,759</b>	<b>12,033</b>	<b>20,363</b>	<b>14,344</b>	<b>3,263</b>	<b>3,100</b>	<b>1,833</b>	<b>57,695</b>	<b>53,346</b>

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities and interest rate structures.

The following interest rates were applicable to Council's Borrowings at balance date:

	2015		2014	
	Carrying Value	Average Interest Rate	Carrying Value	Average Interest Rate
Bank Overdraft	-		50	16.9%
Trade/Other Payables	8,984	5.0%	9,614	5.0%
Loans & Advances - Fixed Interest Rate	1,804	6.0%	2,546	6.0%
Loans & Advances - Variable Interest Rate	24,719	3.9%	41,136	4.3%
	<b>35,507</b>		<b>53,346</b>	

# Note 16 Material Budget Variations

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

Council's Original Financial Budget for 2014/2015 was adopted by the Council on 24 June 2014.

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

This Note sets out the details of Material Variations between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

## Note that for Variations of Budget to Actual :

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

**F** = Favourable Budget Variation, **U** = Unfavourable Budget Variation

\$ '000	2015 Budget	2015 Actual	2015 Variance*	
---------	----------------	----------------	-------------------	--

## REVENUES

<b>User Charges &amp; Fees</b>	<b>15,700</b>	<b>13,683</b>	<b>(2,017)</b>	<b>(13%)</b>	<b>U</b>
--------------------------------	---------------	---------------	----------------	--------------	----------

User Charges & Fees income is down compared to budget by \$2 million. This is primarily due to lower Restorations Income achieved resulting from private sector competition, delay in opening of the Ku-ring-gai Fitness & Aquatic Centre as well as the partial closure of the North Turramurra Golf Course due to on-site construction works.

<b>Interest &amp; Investment Revenue</b>	<b>3,450</b>	<b>4,027</b>	<b>577</b>	<b>17%</b>	<b>F</b>
--	--------------	--------------	------------	------------	----------

The favourable variance in Interest income is mainly due to higher than forecast investment portfolio invested during the year and slightly higher interest rates than budgeted. Additional income compared to budget was also received from Interest on overdue rates.

<b>Operating Grants &amp; Contributions</b>	<b>6,090</b>	<b>7,728</b>	<b>1,638</b>	<b>27%</b>	<b>F</b>
---	--------------	--------------	--------------	------------	----------

The favourable variance of \$1.6 million in Operating Grants & Contributions is primarily due to the reclassification of Roads to Recovery actual grants as operational. Roads to Recovery grants are not specifically given to Council for Capital purposes, therefore, are treated and disclosed as Operational Grants. Other additional grants and contributions for specific projects were also received during the year.

<b>Capital Grants &amp; Contributions</b>	<b>17,110</b>	<b>9,126</b>	<b>(7,984)</b>	<b>(47%)</b>	<b>U</b>
---	---------------	--------------	----------------	--------------	----------

Capital Grants & Contributions is down compared to budget by \$8 million mainly due to lower than anticipated section 94 income received.

<b>Net Gains from Disposal of Assets</b>	<b>4,302</b>	<b>12,852</b>	<b>8,550</b>	<b>199%</b>	<b>F</b>
--	--------------	---------------	--------------	-------------	----------

Net Gain from Disposal of Assets is higher than budget primarily due to the timing variance of the sale of Culworth Avenue carpark brought forward from 2015/16 and the book value of B2 Land Sales being less than forecast.

## EXPENSES

<b>Borrowing Costs</b>	<b>2,091</b>	<b>1,562</b>	<b>529</b>	<b>25%</b>	<b>F</b>
------------------------	--------------	--------------	------------	------------	----------

The favourable variance of \$530k in borrowing costs is mainly due to lower outstanding loan balance during the year as a result of an early loan repayment. A voluntary loan repayment was made to partially discharge the loan associated with Council's Administration Building from additional proceeds from sale of Culworth Avenue car park.

# Note 17 Statement of Developer Contributions

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

Council recovers contributions, raises levies and enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions and levies and the value of all remaining funds which are "restricted" in their future use.

## SUMMARY OF CONTRIBUTIONS & 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	(7,566)	781	-	-	-	-	(6,785)	8,773	(1,988)	-	-
Traffic Facilities	9,153	1,944	-	354	(549)	-	10,902	60,012	(70,914)	-	-
Parking	1,524	-	-	48	(736)	-	836	-	(836)	-	-
Open Space	51,453	4,272	-	1,896	(3,739)	-	53,882	326,396	(380,278)	-	-
Community Facilities	5,822	674	-	233	(547)	-	6,182	12,021	(18,203)	-	-
Other	122	2	-	6	-	-	130	216	(346)	-	-
<b>S94 Contributions - under a Plan</b>	<b>60,508</b>	<b>7,673</b>	<b>-</b>	<b>2,537</b>	<b>(5,571)</b>	<b>-</b>	<b>65,147</b>	<b>407,418</b>	<b>(472,565)</b>	<b>-</b>	<b>-</b>
<b>Total S94 Revenue Under Plans</b>	<b>60,508</b>	<b>7,673</b>	<b>-</b>	<b>2,537</b>	<b>(5,571)</b>	<b>-</b>	<b>65,147</b>				<b>-</b>
<b>Total Contributions</b>	<b>60,508</b>	<b>7,673</b>	<b>-</b>	<b>2,537</b>	<b>(5,571)</b>	<b>-</b>	<b>65,147</b>	<b>407,418</b>	<b>(472,565)</b>	<b>-</b>	<b>-</b>



# Note 17 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## S94 CONTRIBUTIONS - UNDER A PLAN

### CONTRIBUTION PLAN - 1993 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	
Parking	1,524			48	(736)		836		(836)	-	
Community Facilities	245			9	(35)		219		(219)	-	
<b>Total</b>	<b>1,769</b>	<b>-</b>	<b>-</b>	<b>57</b>	<b>(771)</b>	<b>-</b>	<b>1,055</b>	<b>-</b>	<b>(1,055)</b>	<b>-</b>	<b>-</b>

### CONTRIBUTION PLAN - 2000 to 2003 Residential 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	
Open Space	1,372			56	(14)		1,414		(1,414)	-	
Community Facilities	615			25			640		(640)	-	
<b>Total</b>	<b>1,987</b>	<b>-</b>	<b>-</b>	<b>81</b>	<b>(14)</b>	<b>-</b>	<b>2,054</b>	<b>-</b>	<b>(2,054)</b>	<b>-</b>	<b>-</b>

### CONTRIBUTION PLAN - 2004/2009 Residential 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	
Open Space	6,650	14		231	(2,080)		4,815		(4,815)	-	
Community Facilities	3,060	7		125	(62)		3,130		(3,130)	-	
Other	134			6			140		(140)	-	
<b>Total</b>	<b>9,844</b>	<b>21</b>	<b>-</b>	<b>362</b>	<b>(2,142)</b>	<b>-</b>	<b>8,085</b>	<b>-</b>	<b>(8,085)</b>	<b>-</b>	<b>-</b>

# Note 17 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## S94 CONTRIBUTIONS - UNDER A PLAN

CONTRIBUTION PLAN - 2010 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	
Roads	(7,566)	781			-		(6,785)	8,773	(1,988)	-	
Traffic Facilities	9,153	1,944		354	(549)		10,902	60,012	(70,914)	-	
Open Space	43,104	4,258		1,596	(1,645)		47,313	326,396	(373,709)	-	
Community Facilities	1,902	667		74	(450)		2,193	12,021	(14,214)	-	
Other	(12)	2					(10)	216	(206)	-	
<b>Total</b>	<b>46,581</b>	<b>7,652</b>	<b>-</b>	<b>2,024</b>	<b>(2,644)</b>	<b>-</b>	<b>53,613</b>	<b>407,418</b>	<b>(461,031)</b>	<b>-</b>	<b>-</b>

CONTRIBUTION PLAN - Ku-ring-gai SEPP 5 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	
Open Space	327			13	-		340		(340)	-	
<b>Total</b>	<b>327</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>340</b>	<b>-</b>	<b>(340)</b>	<b>-</b>	<b>-</b>

# Note 18 Contingencies & Other Assets/Liabilities Not Recognised

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

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

## LIABILITIES NOT RECOGNISED:

### 1. Guarantees

#### (i) Defined Benefit Superannuation Contribution Plans

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees.

Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The Schemes most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Schemes Defined Benefit member category with member Councils required to make higher contributions in future years.

The Scheme has estimated that as at 30 June 2015 a deficit still exists. Effective from 1 July 2009, employers are required to contribute additional contributions in order to rectify this deficit.

The share of this deficit that can be broadly attributed to Council was estimated to be in the order of \$408,696 as at 30 June 2015.

#### (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.

# Note 18 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '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 Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Council's intention to spend funds in the manner and timing set out in those Plans.

#### (iii) Potential Land Acquisitions due to Planning Restrictions imposed by Council

Council has zoned a number of privately owned land parcels as RE1 Local Open Space or SP2 Local Road.

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.

## ASSETS NOT RECOGNISED:

#### (i) Land Under Roads

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to and including 30/6/08.

#### (ii) Infringement Notices/Fines

Fines and Penalty Income, the result of Council issuing Infringement Notices is followed up and collected by the State Debt Recovery Office.

Council's Revenue Recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at Year End, there is a potential asset due to Council representing issued but unpaid Infringement Notices.

Due to the limited information available on the status, value and duration of outstanding Notices, Council is unable to determine the value of outstanding income.

# Note 19 Interests in Other Entities

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

Council's objectives can and in some cases are best met through the use of separate entities and operations.

These operations and entities range from 100% ownership and control through to lower levels of ownership and control via co-operative arrangements with other Councils, Bodies and other Outside Organisations.

The accounting and reporting for these various entities, operations and arrangements varies in accordance with accounting standards, depending on the level of Council's (i) interest and (ii) control and the type (form) of entity/operation, as follows;

---

## **Controlled Entities (Subsidiaries)**

**Note 19(a)**

Operational arrangements where Council's control (but not necessarily interest) exceeds 50%.

## **Joint Ventures & Associates**

**Note 19(b)**

Joint Ventures are operational arrangements where the parties that have joint control have rights to the net assets of the arrangement.

Associates are separate entities where Council has significant influence over the operations (but neither controls nor jointly controls them).

## **Joint Operations**

**Note 19(c)**

Operational arrangements where the parties that have joint control have rights to specific assets and obligations for specific liabilities relating to the arrangement rather than a right to the net assets of the arrangement.

## **Unconsolidated Structured Entities**

**Note 19(d)**

Unconsolidated Structured Entities represent "special vehicles" that Council has an interest in but which are not controlled by Council and therefore not consolidated as a Subsidiary, Joint Arrangement or Associate. Attributes of Structured Entities include restricted activities, a narrow and well-defined objective and insufficient equity to finance its activities without financial support.

## **Subsidiaries, Joint Arrangements and Associates not recognised**

**Note 19(e)**

---

# Note 19 Cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (a) Controlled Entities (Subsidiaries) - being entities & operations controlled by Council

Council has no interest in any Controlled Entities (Subsidiaries).

## (b) Joint Ventures and Associates

Council has no interest in any Joint Ventures or Associates.

## (c) Joint Operations

### (a) Council is involved in the following Joint Operations (JO's)

Name of Joint Operation	Principal Activity	Place of Business	Interest in Ownership		Interest in Voting	
			2015	2014	2015	2014
B2 Land Subdivision	Joint Operation with the Office of Strategic Lands, NSW Environment and Planning, the joint development and sale of 26 lots housing subdivision.	South Turramurra	54%	54%	50%	50%

### (b) Council Assets employed in the Joint Operations

#### Council's own assets employed in the Operations

##### Current Assets:

Receivables

Inventories

Other Assets

##### Non-Current Assets

Property, Plant & Equipment

#### Total Assets - Council Owned

#### Council's share of assets jointly owned with other partners

Current Assets

Current Liabilities

#### Total Net Assets Employed - Council & Jointly Owned

	2015	2014
Council's own assets employed in the Operations		
Current Assets:		
Receivables	-	-
Inventories	-	-
Other Assets	1,040	7,290
Non-Current Assets		
Property, Plant & Equipment	-	-
<b>Total Assets - Council Owned</b>	<b>1,040</b>	<b>7,290</b>
Council's share of assets jointly owned with other partners		
Current Assets	16	188
Current Liabilities	(12)	(243)
<b>Total Net Assets Employed - Council &amp; Jointly Owned</b>	<b>1,044</b>	<b>7,235</b>

## (d) Unconsolidated Structured Entities

Council has no Unconsolidated Structured Entities

## (e) Subsidiaries, Joint Arrangements & Associates not recognised

None.

# Note 20 Equity - Retained Earnings and Revaluation Reserves

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(a) Retained Earnings</b>			
<b>Movements in Retained Earnings were as follows:</b>			
Balance at beginning of Year (from previous years audited accounts)		704,772	668,370
a. Correction of Prior Period Errors	20 (c)	(1,433)	18,928
b. Net Operating Result for the Year		22,586	16,041
Balance at End of the Reporting Period		<u>725,925</u>	<u>703,339</u>
<b>(b) Reserves</b>			
<b>(i) Reserves are represented by:</b>			
- Infrastructure, Property, Plant & Equipment Revaluation Reserve		411,081	317,488
<b>Total</b>		<u>411,081</u>	<u>317,488</u>
<b>(ii) Reconciliation of movements in Reserves:</b>			
<b>Infrastructure, Property, Plant &amp; Equipment Revaluation Reserve</b>			
- Opening Balance		317,488	315,618
- Revaluations for the year (Infrastructure & Drainage Assets)	9(a)	93,593	1,870
- <b>Balance at End of Year</b>		<u>411,081</u>	<u>317,488</u>
<b>TOTAL VALUE OF RESERVES</b>		<u>411,081</u>	<u>317,488</u>
<b>(iii) Nature &amp; Purpose of Reserves</b>			
<b>Infrastructure, Property, Plant &amp; Equipment Revaluation Reserve</b>			
- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.			

# Note 20 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(c) Correction of Error/s relating to a Previous Reporting Period</b>			
<b>Correction of errors disclosed in this year's financial statements:</b>			
<p>During 2013/14 Council received reimbursement of expenses from the NSW Department of Planning for works undertaken as part of the Joint Operation for B2 land subdivision. This reimbursement was treated as contribution and accounted for as income in the Income Statement, rather than offset against expenditure. As a result, Council's held for sale assets relating to B2 were overstated due to projects gross expenditure being capitalised.</p>			
<p>To correct this error, the following adjustments have been made:</p>			
- Assets held for sale		(1,456)	
- Retained Earnings		1,456	
<b>Minor adjustment to Council's Assets Register</b>			
<p>As part of an Assets review performed last year, an immaterial discrepancy was identified between the Financial Assets Register and the General ledger which was carried forward from previous financial years. This discrepancy was rectified to Retained Earnings at the end of financial year.</p>			
			23
<b>Correction of errors as disclosed in last year's financial statements:</b>			
<p>As part of the implementation of a new Enterprise Asset Management system and an audit of all assets in the Recreational Facility category, Council brought to account assets under Council's care and control not previously recognised.</p>			
<p>Council did not have sufficient and reliable information that would allow the reinstatement of information prior to 30/6/13 (the closing date for the comparative figures in last year's report).</p>			
<p>As a result, Council adjusted the asset base and retained earnings below as at 30/6/13 to reflect the correct value of assets</p>			
- Assets at cost			55,048
- Accumulated depreciation			(34,708)
<b>Recreational Facility Assets (increase) to asset base</b>			<b>20,340</b>

Council recognised assets as "held for sale " for B2 land sub division, which were depreciated in the Financial Asset Register. The depreciation on these assets has been reversed and an adjustment made to equity.



# Note 20 Cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Notes	Actual 2015	Actual 2014
<b>(c) Correction of Error/s relating to a Previous Reporting Period (continued)</b>			
In accordance with AASB 108 - Accounting Policies, Changes in Accounting Estimates and Errors, the above Prior Period Errors have been recognised retrospectively.			
These amounted to the following Equity Adjustments:			
- Adjustments to Opening Equity - 1/7/13 (relating to adjustments for the 30/6/13 reporting year end and prior periods)		(1,433)	20,361
- Adjustments to Closing Equity - 30/6/14 (relating to adjustments for the 30/6/14 year end)		-	-
<b>Total Prior Period Adjustments - Prior Period Errors</b>		<b>(1,433)</b>	<b>20,361</b>

## (d) Voluntary Changes in Accounting Policies

Council made no voluntary changes in any accounting policies during the year.

# Note 21 Financial Result & Financial Position by Fund

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Council utilises only a General Fund for its operations.

## Note 22 "Held for Sale" Non Current Assets

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	2015		2014	
	Current	Non Current	Current	Non Current
<b>(i) Non Current Assets</b>				
<b>Non Current Assets "Held for Sale"</b>				
Land	1,040	-	5,003	-
Land Improvements	-	-	2,287	-
<b>Total Non Current Assets "Held for Sale"</b>	<b>1,040</b>	<b>-</b>	<b>7,290</b>	<b>-</b>
TOTAL NON CURRENT ASSETS CLASSIFIED AS "HELD FOR SALE"	1,040	-	7,290	-

### (ii) Details of Assets

Council owns assets (land/land improvements) which are part of the development of 26 lot residential land subdivision combining Council's surplus land holdings at South Turrumurra with the NSW Department of Planning and Infrastructure residue land from the abandoned B2 Freeway link. The site, owned jointly by Council and the NSW Department of Planning was previously part of the planned B2 road corridor to link the F3 and M2 motorways.

Construction and development of the site is complete, lots in the subdivision were offered for sale during 2014/15 (settlement of two lots is due to be finalised by end of December 2015). Funds received from the sale were used to discharge Council's debt.

\$ '000	Assets "Held for Sale"	
	2015	2014
<b>(iii) Reconciliation of Non Current Assets "Held for Sale"</b>		
<b>Opening Balance</b>	7,290	-
<b>less: Carrying Value of Assets/Operations Sold</b>	(5,830)	-
<b>Balance still unsold after 12 months:</b>	<b>1,460</b>	<b>-</b>
<b>plus New Transfers in:</b>		
- Assets "Held for Sale"	(420)	7,290
<b>Closing Balance of "Held for Sale"</b>	<b>1,040</b>	<b>7,290</b>
<b>Non Current Assets &amp; Operations</b>	<b>1,040</b>	<b>7,290</b>

Refer to Note 27 - Fair Value Measurement for fair value measurement information.

## Note 23 Events occurring after the Reporting Date

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

Events that occur between the end of the reporting period (ending 30 June 2015) and the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 08/09/2015.

Events that occur after the Reporting Period represent one of two types:

### (i) Events that provide evidence of conditions that existed at the Reporting Period

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2015.

### (ii) Events that provide evidence of conditions that arose after the Reporting Period

These financial statements (& figures therein) do not incorporate any "non-adjusting events" that have occurred after 30 June 2015 and which are only indicative of conditions that arose after 30 June 2015.

**Council is unaware of any material or significant "non-adjusting events" that should be disclosed.**

### NSW State Government Review of Local Government

The NSW State Government is undertaking a review of the performance and sustainability of local government through its Fit for the Future (FFTF) initiative. Under FFTF Councils need to demonstrate how they will become sustainable, provide effective and efficient services, and have the scale and capacity needed to meet the needs of communities.

Councils are being asked to consider merging to reduce the number of councils in NSW and the State Government's preferred option for Ku-ring-gai Council is a merger with Hornsby Shire Council. Ku-ring-gai Council was asked to prepare a Merger Proposal or alternatively to demonstrate via a Council Improvement Proposal how it will be Fit for the Future by remaining standing alone.

Council resolved to stand-alone and on 23 June 2015 endorsed a Council Improvement Proposal to meet all of the Fit for the Future criteria within the required timeframes. The State Government has appointed IPART to assess the proposals and will report back to the Minister by October 2015.

As at 8 September 2015 Council is unable to determine the impact that the FFTF findings may have on Council and the financial statements.

## Note 24 Discontinued Operations

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Council has not classified any of its Operations as "Discontinued".

## Note 25 Intangible Assets

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Actual 2015	Actual 2014
Intangible Assets represent identifiable non-monetary asset without physical substance.		
Intangible Assets are as follows;		
<b>Opening Values:</b>		
Gross Book Value (1/7/14)	1,203	1,048
Accumulated Amortisation (1/7/14)	(427)	(198)
Accumulated Impairment (1/7/14)	-	-
<b>Net Book Value - Opening Balance</b>	<b>776</b>	<b>850</b>
<b>Movements for the year</b>		
- Purchases	136	155
- Amortisation charges	(266)	(229)
<b>Closing Values:</b>		
Gross Book Value (30/6/15)	1,339	1,203
Accumulated Amortisation (30/6/15)	(693)	(427)
Accumulated Impairment (30/6/15)	-	-
<b>TOTAL INTANGIBLE ASSETS - NET BOOK VALUE 1</b>	<b>646</b>	<b>776</b>
<b>1. The Net Book Value of Intangible Assets represent:</b>		
- Software	646	776
	<b>646</b>	<b>776</b>

## Note 26 Reinstatement, Rehabilitation & Restoration Liabilities

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

# Note 27 Fair Value Measurement

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, Property, Plant and Equipment
- Investment Property
- Financial Assets & Liabilities

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

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

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

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

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

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

2015	Date of latest Valuation	Fair Value Measurement Hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
<b>Recurring Fair Value Measurements</b>					
<b>Financial Assets</b>					
Investments					
- "Designated At Fair Value on Initial Recognition"	30/06/15	-	-	13,833	13,833
<b>Total Financial Assets</b>		-	-	<b>13,833</b>	<b>13,833</b>
<b>Infrastructure, Property, Plant &amp; Equipment</b>					
Operational Land	30/06/13	-	-	52,632	52,632
Community Land	30/06/11	-	-	326,775	326,775
Land Under Roads	30/06/14	-	-	66	66
Land Improvements Depreciable	30/06/11	-	-	16,930	16,930
Stormwater Drainage	30/06/15	-	-	163,119	163,119
Structure (Car Parks)	30/06/15	-	-	7,901	7,901
Buildings - Non Specialised	30/06/13	-	-	66,280	66,280
Buildings - Specialised	30/06/13	-	-	10,832	10,832
Furniture & Fittings	30/06/15	-	-	214	214
Library Books	30/06/15	-	-	2,739	2,739
Office Equipment	30/06/15	-	-	1,164	1,164
Plant & Equipment (e.g. Fleet & Small Plant)	30/06/15	-	-	6,030	6,030
Other (Artworks, Sculptures)	30/06/11	-	-	536	536
Roads	30/06/15	-	-	233,162	233,162
Bridges	30/06/15	-	-	6,549	6,549

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

Road Structure & Street Furniture	30/06/15	-	-	5,948	5,948
Recreational Facilities	30/06/11	-	-	46,098	46,098
Swimming Pools	30/06/13	-	-	19,888	19,888
<b>Total Infrastructure, Property, Plant &amp; Equipment</b>		<b>-</b>	<b>-</b>	<b>1,067,513</b>	<b>1,067,513</b>
<b>Non-recurring Fair Value Measurements</b>					
<b>Non Current Assets classified as "Held for Sale"</b>					
Community Land	30/06/11	-	-	1,040	1,040
<b>Total NCA's classified as "Held for Sale"</b>		<b>-</b>	<b>-</b>	<b>1,040</b>	<b>1,040</b>

2014	Date of latest Valuation	Fair Value Measurement Hierarchy			Total
		Level 1 Quoted prices in active mkt	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
<b>Recurring Fair Value Measurements</b>					
<b>Financial Assets</b>					
Investments					
- "Designated At Fair Value on Initial Recognition"	30/06/14			9,957	9,957
<b>Total Financial Assets</b>		<b>-</b>	<b>-</b>	<b>9,957</b>	<b>9,957</b>
<b>Infrastructure, Property, Plant &amp; Equipment</b>					
Operational Land	30/06/13	-	-	52,933	52,933
Community Land	30/06/11	-	-	328,350	328,350
Land Under Roads	30/06/14	-	-	66	66
Land Improvements Depreciable	30/06/11	-	-	13,084	13,084
Stormwater Drainage	30/06/10	-	-	136,183	136,183
Structure (Car Parks)	30/06/13	-	-	1,197	1,197
Buildings - Non Specialised	30/06/13	-	-	67,390	67,390
Buildings - Specialised	30/06/13	-	-	11,275	11,275
Furniture & Fittings	30/06/14	-	-	165	165
Library Books	30/06/14	-	-	2,655	2,655
Office Equipment	30/06/14	-	-	853	853
Plant & Equipment (e.g. Fleet & Small Plant)	30/06/14	-	-	6,241	6,241
Other (Artworks, Sculptures)	30/06/11	-	-	582	582
Roads	30/06/10	-	-	215,217	215,217
Bridges	30/06/10	-	-	5,911	5,911
Footpaths	30/06/10	-	-	21,218	21,218
Kerb & Gutter	30/06/10	-	-	35,571	35,571
Road Structure & Street Furniture	30/06/10	-	-	5,646	5,646
Recreational Facilities	30/06/11	-	-	47,591	47,591
Swimming Pool	30/06/13	-	-	17,479	17,479
<b>Total Infrastructure, Property, Plant &amp; Equipment</b>		<b>-</b>	<b>-</b>	<b>969,607</b>	<b>969,607</b>
<b>Non-recurring Fair Value Measurements</b>					
<b>Non Current Assets classified as "Held for Sale"</b>					
Land Operational	30/06/13	-	-	3,220	3,220
Land Improvements	30/06/11	-	-	2,287	2,287
Community Land	30/06/11	-	-	1,783	1,783
<b>Total NCA's classified as "Held for Sale"</b>		<b>-</b>	<b>-</b>	<b>7,290</b>	<b>7,290</b>

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (2) Transfers between Level 1 & Level 2 Fair Value Hierarchies

During the year, there were no transfers between Level 1 and Level 2 Fair Value hierarchies for recurring fair value measurements.

## (3) Valuation techniques used to derive Level 2 and Level 3 Fair Values

Where Council is unable to derive Fair Valuations using quoted market prices of identical assets (ie. Level 1 inputs) Council instead utilises a spread of both observable inputs (Level 2 inputs) and unobservable inputs (Level 3 inputs).

The Fair Valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are as follows:

### Financial Assets

Investments - At fair value through profit or loss are represented by short term deposits. Council obtains its valuation from banks and the Investment Advisor on a monthly basis, and ensures that these valuations are reflected in the Investment Report to Council. The best evidence of fair value is the current price in an active market for similar assets. These assets are placed in Level 3 assets as there is no quoted market for them. Valuation techniques remained the same for this reporting period.

### Infrastructure, Property, Plant & Equipment

#### Community Land

Assets within the "Community Land" class are:

- Council owned land and
- Care Control Management land [Crown] of which Council derives current and future economic benefits arising from the use of the land asset.

Council's community land is valued on the Unimproved Capital Value (UCV), provided by the Valuer General. Currently all Council assets in this asset class are based on UCV, however, should Council have an asset in future for which an UCV is not provided, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing the whole asset class in Level 3. Valuation techniques remained the same for this reporting period.

#### Operational Land

Council's operational land includes all of Council's land classified as operational land under Local Government Act 1993. The total area of land at the time of the last valuation was 42,713m<sup>2</sup>. Council's operational land is valued on an annual basis with a comprehensive valuation completed and revalued every five years. Liquid Pacific Holdings Pty Ltd completed the last valuation in June 2013. Council's operational land was valued at market value (highest and best use) after identifying all elements that would be taken into account by buyers and sellers in setting the price, including but not limited to zoning, topography, location, size, shape, access, exposure to traffic and businesses. Remaining useful life, condition of asset, future cash flow from the use of asset are also considered when determining the fair value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

## Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

### Land Under Roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051. Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment and Council recognised this asset for the first time in financial year 2010/11. One location was included in the valuation. The Land under Roads was valued in accordance with the Australian Accounting Standard AASB 116 Property, Plant and Equipment, the Code of Accounting Practice and Financial Reporting June 2014, and completed by Council's Strategic Asset Coordinator. Values were determined using the Englobio methodology derived from the Code of Accounting Practice and Financial Reporting. This asset class is classified as Level 3 asset as significant inputs used in the Englobio valuation methodology are unobservable. Valuation techniques remained the same for this reporting period.

### Land Improvements Depreciable

The land improvements asset class consists of bus shelters, North Turrumurra Recreation Area assets and land improvement assets surrounding Council buildings. Council values these land improvements internally using cost approach. Replacement costs (unit rates) and useful lives of Council's land improvement assets were determined using technical knowledge from council staff (engineers and asset management) and contractor information. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, pattern of consumption, dimensions and residual value. The condition of each asset was determined by completing field inspections using the ratings 1 (Excellent) to 5 (Very Poor). This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

### Stormwater Drainage

The Stormwater Drainage asset class consists of Council's pits and pipes. Council staff completed the valuation of these assets internally using replacement cost approach and the last valuation was completed in June 2015.

Replacement costs (unit rates) and useful lives for Stormwater Drainage assets were determined through a combination of historic subdivision data and technical knowledge of Council staff, which incorporated standard unit rates applied to the dimensions of the asset and considered environmental factors based on asset location. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, pattern of consumption, and residual value. The asset condition of 1 (Excellent) to 5 (Very Poor) was determined by assumptions based on age and CCTV investigations undertaken across a representative selection of Council's drainage network. This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.



# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## Other Structure

Council's car park assets are separated into two registers: the car park surface and pavement register and the car park structures register which consists of all road structures and furniture within the car park location. Replacement costs (unit rate) were determined using technical knowledge from council staff (engineers and asset management) and contractor information. The useful lives were determined using SSROC useful life as a guide. Other significant inputs considered in the valuation of these assets are condition rating, remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset was determined by completing field inspections using the 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

## Buildings - Non specialised and Specialised

Council engaged Liquid Pacific Holdings Pty Ltd to value all buildings and shelters in 2013. The valuation methodology adopted was dependent on whether a market exists to substantiate the value of the asset. Council's buildings are separated into commercial, community and operational assets.

### Non Specialised Buildings

The market sale approach to the valuation of assets comprises reference to market evidence of the sale of the identical and or similar assets. The valuation aspects are generally, but not limited to the location, size, condition, style and utility of the asset. Replacement cost, asset condition, remaining useful life and building components are some of the inputs used in fair value determination. Since most of these inputs require judgement and are unobservable, the asset class has been classified as Level 3. Valuation techniques remained the same for this reporting period.

### Specialised Buildings

The market buying approach is estimated by the sum of the current market prices for one or more purchase transactions required to reproduce or replace the asset, less accumulated depreciation. In determining the current cost of a specialised asset, reference is made to the cost of replacing the assets service potential and in doing so the Modern Equivalent Replacement Cost (MERC) is adopted. The other significant inputs considered in the valuation are remaining useful life of the asset, condition, pattern of consumption and residual value.

In 2012/13 financial year Council completed construction of Council's Depot at Suakin Street, Pymble which was classified as a specialised building.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## Roads

Council's roads are componentised into the pavement, surface and formation and further separated into segments for inspection and valuation. The full revaluation of road assets is undertaken on a 5 year cycle. The valuation, which is completed by Council's Asset and Pavement Engineers, was completed in June 2015. The Cost approach was adopted to value Council roads. The replacement costs (based on unit rates), useful lives and conditions were determined by extracting technical information contained in Council's pavement management system [SMEC] and the updated road condition spread sheet provided by the Asset and Pavement Engineer (based on invoices and contracts) and useful lives were reviewed based on SSROC guide. This year all the road assets data stored in the Pavement Management System SMEC has been imported into the new corporate system. The Roads due for renewal are assessed by the pavement engineer and the entire road network is assessed by a Independent consultant (every 2-3 years). The last independent assessment was completed in 2013. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, inspections and pattern of consumption, dimensions, components, residual value and type of road. A pavement condition index (PCI) is used in SMEC and determined by field. This PCI is converted into road technical ratings condition 1 (Excellent) to 5 (Very Poor). This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

## Bridges

Council's bridges register consists of all pedestrian and vehicle access bridges. The bridges were inspected and valued by an independent consultant (Asset Val) in June 2015. In order to apply fair valuation and condition based depreciation, the following information was determined by the consultant for each component:

- The replacement cost was based on the cost to replace a component to a current day equivalent. Published available market data for recent projects and published cost guides are utilised to determine the estimated replacement cost.
- The useful life and remaining useful life - Where the site inspections were done, a condition assessment was allocated to all the assets and that was used to estimate useful and remaining useful life of an asset.
- Condition assessment - is based on factors such as age of the asset, overall condition, economic & functional obsolescence.
- Residual value – The estimated amount that an entity would currently obtain from disposal of the asset
- Pattern of Consumption – straight line pattern of consumption

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

## Footpaths

Council's footpath register consists of all pedestrian walkways and cycleways within the Council area. Council staff completed the valuation of the Footpath assets internally and the valuation was completed in June 2015. Replacement costs (unit rates) and useful lives of Council's footpaths were determined using technical knowledge and Contractor information. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset was determined using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## **Kerb & Gutter**

Council's kerb and gutter register consists of all kerb and gutter within Council's road network. Council staff performed the valuation of the assets internally and the valuation was completed in June 2015.

Replacement costs (unit rates) and useful lives of Council's kerb and gutter were determined using technical knowledge, Contractor information and SSROC Guide. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset was determined using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

## **Road Structure and Street Furniture**

The Road Structures and Street Furniture register comprises of all structures (traffic islands, guardrails) and furniture (bollards, signs) within Council's road network. Council staff completed the valuation of the assets internally and the valuation was completed in June 2015. Replacement costs (unit rates) and useful lives of Council's road structures and street furniture were determined using technical knowledge from Council staff (engineers and asset management), Contractor information, current invoices and SSROC guide. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset was determined using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

## **Open Space / Recreational Assets**

Council's recreational facilities register includes all assets within our sports fields, bushland and park locations. This includes but is not limited to ovals, playing courts, playgrounds, fences and fire trails. Council staff completes the valuation of these assets internally. Replacement costs (unit rates) and useful lives of Council's recreational facilities were determined using technical knowledge from Council staff (engineers and asset management) and Contractor information. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of these assets was determined by field inspections using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

## Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

### Swimming Pool

The swimming pool includes all assets located within the facility.

Liquid Pacific Pty Ltd valued the building components of the swimming pool in June 2013 as part of the building revaluation and other substantial components of the pool are valued using replacement cost method. Replacement costs were determined using square metre rates and other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, components, dimensions and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period

### Plant & Equipment, Office Equipment, and Furniture & Fittings

This asset category includes:

Plant & Equipment – Motor vehicles, trucks, mowers, buses, earthmoving equipment

Office Equipment – Computer equipment

Furniture & Fittings – Chairs, desks, cabinets, display systems

These assets are valued at cost in Council's books and reported at Fair value in the notes due to the nature of the items. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market therefore placing these assets in Level 3. Valuation techniques remained the same for this reporting period.

### Library Books

This asset category comprises of assets such as library books, journals, magazines, CDs and DVDs.

The library books are reported at Fair value in the notes however, due to the nature of these items they are valued at cost. There are no major variances between the fair value and carrying amount of these assets. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market making it a Level 3 asset. Valuation techniques remain the same for this reporting period.

### Others (Artwork, Sculptures)

Council engaged McWilliam and Associates Pty Ltd to value all artwork, memorabilia and monuments in June 2011. This information was updated into Council's public art register.

The valuation was completed using the replacement cost approach and market value in accordance with AASB 116.

The replacement value for artworks and memorabilia was determined by the price at which the items could be purchased from a reputable dealer, gallery or retail outlet.

The replacement value for monuments was determined as the cost of replacing an asset with a similar object in a condition equal to, but not better than its condition when new. An estimate of associated costs including consultancy and site management is included in the determination of the replacement value.

Where the fair value of an asset could not be determined by sale on the open market, a depreciable replacement cost has been adopted. Other significant inputs considered in the valuation are the condition of the asset, pattern of consumption and remaining useful life. This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (4). Fair value measurements using significant unobservable inputs (Level 3)

a. The following tables present the changes in Level 3 Fair Value Asset Classes.

	Community Land	Land Under Roads	Land Improvements Depreciable	Stormwater Drainage	Total
<b>Opening Balance - 1/7/13</b>	-	-	-	-	-
Adoption of AASB 13	330,796	58	35,321	138,279	504,454
Transfers from/(to) another asset class	(2,446)	-	(31,350)	-	(33,796)
Purchases (GBV)	-	-	10,413	297	10,710
Depreciation & Impairment	-	-	(1,300)	(2,393)	(3,693)
Reval Incl Dec to Equity (ARR)	-	8	-	-	8
<b>Closing Balance - 30/6/14</b>	<b>328,350</b>	<b>66</b>	<b>13,084</b>	<b>136,183</b>	<b>477,683</b>
Transfers from/(to) another asset class	(147)	-	646	-	499
Purchases (GBV)	-	-	3,651	1,205	4,856
Disposals (WDV)	(1,428)	-	-	-	(1,428)
Depreciation & Impairment	-	-	(451)	(2,396)	(2,847)
Reval Incl Dec to Equity (ARR)	-	-	-	28,127	28,127
<b>Closing Balance - 30/6/15</b>	<b>326,775</b>	<b>66</b>	<b>16,930</b>	<b>163,119</b>	<b>506,890</b>

	Structure (Car Parks)	Buildings Specialised	Other (Artworks, Sculptures)	Roads	Total
<b>Opening Balance - 1/7/13</b>	-	-	-	-	-
Adoption of AASB 13	1,196	11,454	636	211,398	224,684
Transfers from/(to) another asset class	-	-	7	(225)	(218)
Purchases (GBV)	17	259	-	8,284	8,560
Depreciation & Impairment	(16)	(438)	(54)	(4,465)	(4,973)
<b>Closing Balance - 30/6/14</b>	<b>1,197</b>	<b>11,275</b>	<b>589</b>	<b>214,992</b>	<b>228,053</b>
Transfers from/(to) another asset class	207	-	-	-	207
Purchases (GBV)	-	-	-	9,555	9,555
Depreciation & Impairment	(31)	(442)	(53)	(4,667)	(5,193)
Reval Inc / Dec to Equity (ARR)	6,528	-	-	15,349	21,877
Transfer from WIP	-	-	-	92	92
<b>Closing Balance - 30/6/15</b>	<b>7,901</b>	<b>10,833</b>	<b>536</b>	<b>235,321</b>	<b>254,591</b>

## Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

### (4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

#### a. The following tables present the changes in Level 3 Fair Value Asset Classes. (continued)

	Bridges	Footpaths	Kerb & Gutter	Road Structure & Street Furniture	Total
<b>Opening Balance - 1/7/13</b>	-	-	-	-	-
Adoption of AASB 13	6,074	21,572	37,269	6,002	70,917
Purchases (GBV)	-	926	-	-	926
Disposals (WDV)	-	-	-	-	-
Depreciation & Impairment	(163)	(1,280)	(1,698)	(356)	(3,497)
Accumulated Depreciation Adj to Equity	-	-	-	-	-
<b>Closing Balance - 30/6/14</b>	<b>5,911</b>	<b>21,218</b>	<b>35,571</b>	<b>5,646</b>	<b>68,346</b>
Transfers from/(to) another asset class	1,238	354	-	-	1,592
Purchases (GBV)	-	854	-	-	854
Disposals (WDV)	-	-	-	-	-
Depreciation & Impairment	(162)	(1,235)	(1,652)	(345)	(3,394)
Reval Inc / Dec to Equity (ARR)	(438)	10,156	35,384	(1,512)	43,590
<b>Closing Balance - 30/6/15</b>	<b>6,549</b>	<b>31,347</b>	<b>69,303</b>	<b>3,789</b>	<b>110,988</b>

	Recreational Facilities	Swimming Pools	Land Oper & Comm (Assets Held for Sale)	Land Improvements (Assets Held for Sale)	Total
<b>Opening Balance - 1/7/13</b>	-	-	-	-	-
Adoption of AASB 13	20,340	13,233	-	-	33,573
Transfers from/(to) another asset class	27,611	-	5,003	3,743	36,357
Purchases (GBV)	708	4,939	-	-	5,647
Disposals (WDV)	-	-	-	-	-
Depreciation & Impairment	(1,064)	(693)	-	-	(1,757)
Adjustment to Cost	-	-	-	(1,456)	(1,456)
<b>Closing Balance - 30/6/14</b>	<b>47,595</b>	<b>17,479</b>	<b>5,003</b>	<b>2,287</b>	<b>72,364</b>
Transfers from/(to) another asset class	(1,683)	11	-	-	(1,672)
Purchases (GBV)	672	2,862	-	-	3,534
Disposals (WDV)	-	-	(3,963)	(2,287)	(6,250)
Depreciation & Impairment	(2,931)	(625)	-	-	(3,556)
Transfers from WIP	2,445	161	-	-	2,606
<b>Closing Balance - 30/6/15</b>	<b>46,098</b>	<b>19,888</b>	<b>1,040</b>	<b>-</b>	<b>67,026</b>

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

### a. The following tables present the changes in Level 3 Fair Value Asset Classes. (continued)

	Buildings Non Specialised	Furniture & Fittings	Office Equipment	Plant & Equipment	Total
<b>Opening Balance - 1/7/13</b>	-	-	-	-	-
Adoption of AASB 13	65,700	127	790	5,929	72,546
Purchases (GBV)	4,969	53	291	1,937	7,250
Disposals (WDV)	(819)	-	(55)	(677)	(1,551)
Depreciation & Impairment	(2,460)	(15)	(173)	(948)	(3,596)
<b>Closing Balance - 30/6/14</b>	<b>67,390</b>	<b>165</b>	<b>853</b>	<b>6,241</b>	<b>74,649</b>
Transfers from/(to) another asset class	27	4	208	(220)	19
Purchases (GBV)	1,925	66	275	1,614	3,880
Disposals (WDV)	(970)	-	-	(712)	(1,682)
Depreciation & Impairment	(2,494)	(21)	(172)	(894)	(3,581)
Transfers from WIP	402	-	-	-	402
<b>Closing Balance - 30/6/15</b>	<b>66,280</b>	<b>214</b>	<b>1,164</b>	<b>6,029</b>	<b>73,687</b>

	Financial Asset	Operational Land	Library Books	Total	
<b>Opening Balance - 1/7/13</b>	-	-	-	-	
Adoption of AASB 13	-	8,375	50,040	2,931	61,346
Transfers from/(to) another asset class	-	-	(2,557)	12	(2,545)
Purchases (GBV)	-	6,447	7,203	436	14,086
Disposals (WDV)	-	(4,871)	(3,615)	-	(8,486)
Depreciation & Impairment	-	-	-	(712)	(712)
Reval Inc / Dec to Equity (ARR)	-	6	1,862	-	1,868
<b>Closing Balance - 30/6/14</b>	<b>-</b>	<b>9,957</b>	<b>52,933</b>	<b>2,667</b>	<b>65,557</b>
Purchases (GBV)	-	8,542	238	584	9,364
Disposals (WDV)	-	(4,707)	(539)	(512)	(5,758)
Reval Inc / Dec to Equity (ARR)	-	41	-	-	41
<b>Closing Balance - 30/6/15</b>	<b>-</b>	<b>13,833</b>	<b>52,632</b>	<b>2,739</b>	<b>69,204</b>

### b. Information relating to the transfers into and out of the Level 3 Fair Valuation hierarchy (as disclosed in the Table above) includes:

During the year, there were no transfers into and out of the Level 3 Fair Valuation hierarchy

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

### c. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/15) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
<b>Financial Assets</b>					
At Fair Value through profit & loss	13,833	Advisor Report	Unit Prices	0 - 4%	Increase/decrease in unit prices will result in changes in fair value measurements
<b>I,PP&amp;E</b>					
Community Land	326,775	Cost Approach	Unimproved Capital Value provided by Valuer General Total area (6,986,004 m2)	Unit Rates: \$1 - \$2,384 (per square metre)	Increase/decrease in the price per square meter based on the unimproved capital value will result in changes in fair value
Land Under Roads	66	Cost Approach	Total area (85,374,620m2) Total Value of land (\$24,944,545,350) Total area LUR (2245m2) Englobo valuation basis (AASB116)	\$29.22 (per square metre)	Increase/decrease in the price per square meter will result in changes in fair value
Land Improvements Depreciable	16,930	Cost Approach	Replacement Cost  Asset Condition rating  Remaining Useful life	Unit Rates - vary from asset to asset  Asset Condition 1 - 5 representing Excellent to Very poor  Remaining Useful Life 20 - 100 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.



# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

### c. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.

Stormwater Drainage	163,119	Cost Approach	<p>Replacement Cost</p> <p>Asset Condition rating</p> <p>Remaining Useful life</p> <p>Residual Value</p>	<p>Unit Rates: \$95 - \$5,567 vary from asset to asset</p> <p>Asset Condition: 1-5 (Excellent to Very poor)</p> <p>Remaining Useful Life: 15 - 150 yrs Residual Value: 0% to 10%</p>	<p>Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value</p> <p>Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.</p>
Buildings - Specialised	10,832	Cost Approach	<p>Modern Equivalent Replacement Cost (MERC)</p> <p>Asset Condition rating</p> <p>Remaining Useful life</p> <p>Components</p>	<p>Unit Rates: vary from asset to asset</p> <p>Asset Condition: 1-5 (Excellent to Very poor)</p> <p>Remaining Useful Life: 4 - 60yrs Components: Superstructure Roof Floor Mechanical Fire</p>	<p>Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value</p> <p>Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.</p>

## Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

### (4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

#### c. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.

Structure (Car Parks)	7,901	Cost Approach	<p>Replacement Cost</p> <p>Asset Condition rating</p> <p>Remaining Useful life</p> <p>Residual Value</p>	<p>Unit Rates: Surface: \$25</p> <p>Pavement: \$50</p> <p>Formation \$15</p> <p>Asset Condition: 1-5 (Excellent to Very poor)</p> <p>Remaining Useful Life:  2.5yrs to 100 yrs</p> <p>Residual Value: Pavement: 0% to 10%</p>	<p>Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value</p> <p>Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.</p>
Other (Artworks, Sculptures)	536	Cost Approach	<p>Replacement costs</p> <p>In the absence of replacement cost, depreciable replacement (DRC) cost is adopted</p>	<p>Replacement cost vary from asset to asset</p>	<p>Increases (decreases) in replacement cost or condition of the asset would result in a higher (lower) fair value measurement</p>

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

c. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.

Roads	233,161	Cost Approach	Replacement Cost	Unit Rates - Surface: \$25-\$32 - Pavement: \$50-\$100 - Formation: \$15-\$20  (Unit rates vary from asset to asset)	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
			Asset Condition rating	Asset Condition - Surface - Pavement - Formation  Assessed as 1 - 5: Excellent to Very poor	
			Remaining Useful life	Remaining Useful Life - Surface: 2-25yrs - Pavement: 2-55 yrs - Formation 100 yrs	
			Residual Value	Residual Value: 0%	
Bridges	6,549	Cost Approach	Replacement Cost	Unit Rates - vary from asset to asset	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
			Asset Condition rating	Asset Condition: 1-5 (Excellent to Very poor)	
			Remaining Useful life	Remaining Useful Life: 4 - 89 yrs	

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

### c. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.

Footpaths	31,347	Cost Approach	Replacement Cost  Asset Condition rating  Remaining Useful life	Unit Rates: \$100 - \$120 vary from asset to asset  Asset Condition: 1-5 (Excellent to Very poor)  Remaining Useful Life: 4 - 72 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Kerb & Gutter	69,303	Cost Approach	Replacement Cost  Asset Condition rating  Remaining Useful life	Unit Rates: \$140 - \$900 vary from asset to asset  Asset Condition: 1-5 (Excellent to Very poor)  Remaining Useful Life: 0 - 90 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Road Structure & Street Furniture	5,948	Cost Approach	Replacement Cost  Asset Condition rating  Remaining Useful life	Unit Rates: vary from asset to asset  Asset Condition: 1-5 (Excellent to Very poor)  Remaining Useful Life: 0 - 90 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

**(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)**

**c. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.**

Recreational Facilities	46,098	Cost Approach	Replacement Cost  Asset Condition rating  Remaining Useful life	Unit Rates: vary from asset to asset  Asset Condition: 1-5 (Excellent to Very poor)  Remaining Useful Life: 0 - 100 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Swimming Pools	19,888	Cost Approach	Replacement Cost  Asset Condition rating  Remaining Useful life	Unit Rates: vary from asset to asset  Asset Condition: 1-5 (Excellent to Very poor)  Remaining Useful Life: 0 - 100 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

## (4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

### c. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.

Buildings Non Specialised	66,280	Market Value/Cost Approach	Replacement Cost  Asset Condition rating  Remaining Useful life  Components	Unit Rates: vary from asset to asset  Asset Condition: 1-5 (Excellent to Very poor)  Remaining Useful Life: 4 - 60yrs  Components Superstructure Roof Floor Mechanical Fire	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Furniture & Fittings, Office Equipment & Plant & Equipment (e.g. Fleet & Small Plant)	7,408	Cost Approach	Replacement Cost  Remaining Useful life  Residual Value	Cost vary from asset to asset  Remaining Useful Life: 0 - 10yrs  Residual Value: 0-5%	Increase/decrease in the cost of the asset by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Operational Land	52,632	Market Value / Cost Approach	Total area (42,713m <sup>2</sup> )  Total Value of land (\$49,810,000)	Unit Rates: \$1 - \$1170 (per square metre)	Increase/decrease in the price per square meter will result in changes in fair value

# Note 27 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000

**(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)**

**c. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.**

Library Books	2,739	Cost Approach	Replacement Cost	vary from asset to asset	Increase/decrease in the cost of the asset by 10% will result in 10% increase/decrease in Fair value  Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
			Asset Condition rating	Asset Condition: 1-5 (Excellent to Very poor)	
			Remaining Useful life	Remaining Useful Life: 0 - 10 yrs	
			Residual Value	Residual Value: 0% to 10%	

**Non Current Assets classified as "Held for Sale"**

Land	1,004	Cost Approach	Unimproved Capital Value provided by Valuer General Total area (6,986,004 m2)	Unit Rates: \$1 - \$2,384 (per square metre)	Increase/decrease in the price per square meter based on the unimproved capital value will result in changes in fair value
------	-------	---------------	--	--	--

**(5). Highest and best use**

All of Council's non financial assets are considered as being utilised for their highest and best use.

**Ku-ring-gai Council**  
**General Purpose Financial Report**  
**Independent Auditor's Report**

Level 11 | 1 York Street | Sydney | NSW | 2000  
GPO Box 4137 | Sydney | NSW | 2001  
t: +61 2 9256 6600 | f: +61 2 9256 6611  
sydney@uhyhn.com.au  
www.uhyhnsydney.com.au

We have audited the accompanying financial report of Ku-ring-gai Council (the Council), which comprises the Statement of Financial Position as at 30 June 2015, the income statement, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by Councillors and Management.

**Council's Responsibility for the Financial Report**

The Council is responsible for the preparation of the financial report that presents fairly the Council's financial position in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Council, as well as evaluating the overall presentation of the financial report.

Our audit responsibility does not extend to the original budget information disclosed in the income statement, statement of cash flows, note 2(a), note 16 budget variation explanation and note 17 forecast information and accordingly, we do not express an opinion on such. In addition, our audit did not include an analysis of the prudence of business decisions made by Council or Management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



### **Matters Relating to the Electronic Presentation of the Audited Financial Report**

This auditor's report relates to the general purpose financial report of Ku-ring-gai Council for the year ended 30 June 2015 published in the annual report and included on Council's website. The Council is responsible for the integrity of the website. We have not been engaged to report on the integrity of this website. The auditor's report refers only to the financial report identified above. It does not provide an opinion on any other information which may have been hyperlinked to/from the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

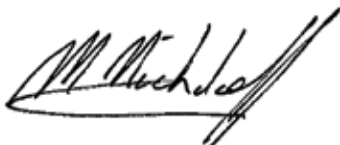
### **Independence**

In conducting our audit, we have complied with the independence requirements of Australian professional accounting bodies.

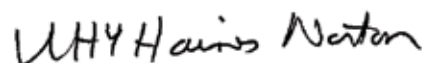
### **Auditor's Opinion**

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial report:
  - (i) has been presented in accordance with the requirements of this Division;
  - (ii) is consistent with the Council's accounting records;
  - (iii) presents fairly the Council's financial position as at 30 June 2015 and the results of its operations for the year then ended; and
  - (iv) is in accordance with applicable Australian Accounting Standards and the Local Government (General) Regulations 2005.
- (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 report that have come to light during the course of the audit.



**M.D. Nicholaeff**  
Partner



**UHY Haines Norton**  
Chartered Accountants

Signed in Sydney on 9<sup>th</sup> September 2015

9 September 2015

Level 11 | 1 York Street | Sydney | NSW | 2000  
GPO Box 4137 | Sydney | NSW | 2001  
t: +61 2 9256 6600 | f: +61 2 9256 6611  
sydney@uhyhn.com.au  
www.uhyhnsydney.com.au

The Mayor  
Ku-ring-gai Council  
818 Pacific Highway  
**GORDON NSW 2072**

Dear Mayor,

**Report on the Conduct of the Audit  
Year Ended 30 June 2015**

We are pleased to advise completion of our audit of the General and Special Purpose Financial Statements for Ku-ring-gai Council for the year ended 30 June 2015, in accordance with Section 415 of the Local Government Act, 1993 ("the Act"); and that our audit opinion provided under Section 417(2) of the Act has been issued to Council. The following report on the conduct of the audit is issued in compliance with Section 417(3) of the Act.

The Councillors and Council Management are responsible for the preparation and true and fair presentation of the financial reports, which includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial reports. While we considered the effectiveness of management's internal controls over financial reporting when determining the nature and extent of our procedures, our audit was not designed to provide assurance on internal controls.

We have conducted our audit in accordance with Australian Auditing Standards in order to provide reasonable assurance as to whether the Council's financial reports are free of material misstatement. An audit is influenced by factors such as professional judgement, selective testing, the inherent limitations of internal control and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

We have reviewed that the accounts have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) and the Local Government Code of Accounting Practice and Financial Reporting.

We offer the following comments on the financial statements and the audit:

## STATEMENT OF COMPREHENSIVE INCOME

### MOVEMENT IN RESULTS OVER PRIOR YEAR

Council's Net Operating Result before Grants and Contributions provided for capital purposes indicates a surplus of \$13.460 million for the year ended 30 June 2015 compared to a surplus of \$3.117 million for the year ended 30 June 2014.

The Net Operating Result after Grants and Contributions for capital purposes has increased \$6.545 million to a surplus of \$22.586 million (2014: surplus of \$16.041 million).

Commentary on the major movements within the income and expense categories within the income statement is detailed below:

### MOVEMENT IN REVENUE ITEMS 2014-2015

	2015	2014	Increase (Decrease)
	\$'000	\$'000	\$'000
Rates and Annual Charges	76,370	72,976	3,394
User Charges and Fees	13,683	11,480	2,203
Grants & Contributions Provided for Operating Purposes	7,728	4,703	3,025
Grants & Contributions Provided for Capital Purposes	9,126	12,924	(3,798)
Net Gains from the Disposal of Assets	12,852	1,516	11,336

### RATES AND ANNUAL CHARGES

Rates and annual charges have increased by \$3.394 million (5%). The increase in rate income is in line with the permissible rate increase granted by the Minister for Local Government and in line with the changes to supplementary valuations in the Ku-ring-gai area.

### USER CHARGES AND FEES

User fees & charges have increased this year by \$2.203 million (19%). This increase is as a result of income received from Council's Fitness and Aquatic Centre which officially opened in October 2014.

### GRANTS AND CONTRIBUTIONS PROVIDED FOR OPERATING PURPOSES

Grants and contributions provided for operating purposes has increased by \$3.025 million (64%) to \$7.728 million. The increase was largely due to the full receipt of the Financial Assistance Grant.

### GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES

Grants and contributions provided for capital purposes has decreased by \$3.798 million (29%) to \$9.126 million. The main reason for the decrease in Capital Grant income is due to decreased Section 94 contributions from developers and a decrease in capital contributions to works.

### NET GAINS FROM THE DISPOSAL OF ASSETS

Net gains from the disposal of assets have increased by \$11.336 million (747%) to \$12.852 million. This increase is largely due to the sale of the Culworth Avenue carpark and twenty-four (24) lots from the B2 Land Subdivision project with the NSW Department of Planning.

### MOVEMENT IN EXPENSE ITEMS 2014-2015

	2015	2014	Increase (Decrease)
	\$'000	\$'000	\$'000
Employee Benefits and On-costs	36,127	35,014	1,113
Materials and Contracts	38,390	31,096	7,294
Depreciation and Amortisation	19,349	18,457	892
Other Expenses	15,306	14,795	511

### EMPLOYEE BENEFITS & ON-COSTS

Employee benefits and on-costs expense has increased by \$1.113 million (3%) to \$36.127 million. The increase is broadly consistent with the increases to the award and an increase in training costs.

### MATERIALS AND CONTRACTS

Materials and contracts expense has increased by \$7.294 million (23%) to \$38.390 million. The increase can mainly be attributed to an increase in contractor and consultancy costs, including costs associated with the Ku-ring-gai Fitness and Aquatic Centre and remediation of Council's old depot at Carlotta Avenue.

### DEPRECIATION AND AMORTISATION

Depreciation and amortisation expense has increased by \$892,000 (5%) to \$19.349 million. The increase was largely due to the recognition of additional assets in the recreational facilities class.

### OTHER EXPENSES

Other expenses have increased by \$511,000 (3%) to \$15.306 million. This was largely a result of increased costs for community events advertising, insurance and utility expenses.

## STATEMENT OF FINANCIAL POSITION

During the year, the Council’s net assets increased by \$116.179 million to \$1.137 billion. The major movements within the balance sheet were:

- Increase of \$99.694 million in the value of infrastructure, property, plant, and equipment.
- Decrease of \$17.209 million in borrowings.

### INFRASTRUCTURE, PROPERTY, PLANT, AND EQUIPMENT

The increase in the IPPE balance is largely a result of asset revaluations conducted for the financial year. The following classes of assets were revalued:

- Roads - \$50.658 million.
- Stormwater Drainage – \$28.127 million.
- Footpaths - \$10.156 million.
- Other Structures - \$6.528 million.
- Bulk Earthworks (Non-Depreciable) – (\$1.438 million).
- Bridges – (\$438,000).

Council also brought to account additional assets to the value of \$28.413 million and had a depreciation expense of \$19.083 million.

### BORROWINGS

The decrease in borrowings is a result of Council making an early loan repayment. A voluntary loan repayment was made to partially discharge the loan associated with Council’s administration building.

## STATEMENT OF CASH FLOWS

	2015	2014	Increase (Decrease)
	\$'000	\$'000	\$'000
Net Cash Flows from Operations	29,265	34,768	(5,503)
Net Cash Flows from Investing	(11,122)	(55,922)	(44,800)
Net Cash Flows from Financing	(17,909)	8,076	25,985

### NET CASH FLOWS FROM OPERATIONS

Net cash provided from operating activities amounted to \$29.265 million in 2015 compared to \$34.768 million in the prior year. The decrease can mainly be explained by additional cash payments in materials and contracts of \$8.650 million and a cash increase in rates and annual charges of \$3.341 million.

#### NET CASH FLOWS FROM INVESTING

Net cash used in investing activities amounted to \$11.122 million for the year ended 30 June 2015 compared to \$55.922 million for the prior year.

This is largely due to cash inflows from the sale of property, plant and equipment of \$22.225 million and a decrease in the acquisition of property, plant and equipment of \$19.391 million.

#### NET CASH FLOWS FROM FINANCING

Net cash used in financing activities amount to \$17.909 million for the year ended 30 June 2015. This can be attributed to the voluntary repayment of the loan associated with the Council Administration Building and repayment of other loans of \$18.192 million. This was offset by loan proceeds of \$283,000.

### TOTAL INVESTMENTS AND CASH BALANCES

	2015	2014	Increase (Decrease)
	\$'000	\$'000	\$'000
Externally Restricted Cash	73,554	65,599	7,955
Internally Restricted Cash	20,701	22,992	(2,291)
Unrestricted Cash	3,029	3,871	(842)
<b>Total Cash, Cash Equivalents and Investments</b>	<b>97,284</b>	<b>92,462</b>	<b>4,822</b>

#### EXTERNALLY RESTRICTED CASH

Externally restricted cash and investments are restricted in their use by externally imposed requirements. The movement in externally restricted cash balances included the increase of \$4.639 million in developer contributions – general and \$2.483 million domestic waste management.

#### INTERNALLY RESTRICTED CASH

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect identified programs of works and any forward plans identified by Council. The movement in internally restricted cash balances included a decrease of \$2.206 million in infrastructure and facilities.

#### UNRESTRICTED CASH

Unrestricted cash and investments are those funds available to provide liquidity for day to day operations.

## WORKING CAPITAL (NET CURRENT ASSETS)

	2015	2014	Increase (Decrease)
	\$'000	\$'000	\$'000
Current Assets	45,686	57,969	(12,283)
Current Liabilities	(23,445)	(25,759)	2,314
<b>Net Current Assets</b>	<b>22,241</b>	<b>32,210</b>	<b>(9,969)</b>
<b>Add:</b> Current Liabilities not anticipated to be settled within the next 12 months	9,696	10,176	(480)
<b>Adjusted Net Current Assets</b>	<b>31,937</b>	<b>42,386</b>	<b>(10,449)</b>
<b>Add:</b> Current Liabilities expected to be settled within the next 12 months			
- Borrowings	2,536	4,347	(1,811)
- Provisions	3,090	2,705	385
- Security Bonds, Deposits and Retentions	135	135	-
<b>Less:</b> Externally Restricted Assets	<b>(11,280)</b>	<b>(14,594)</b>	<b>3,314</b>
<b>Less:</b> Internally Restricted Assets including Current Assets Classified as Held for Sale	<b>(21,741)</b>	<b>(30,282)</b>	<b>8,541</b>
<b>Working Capital as at 30 June</b>	<b>4,677</b>	<b>4,697</b>	<b>(20)</b>

Council's balance of working capital has had a slight decrease of \$20,000 to \$4.677 million for the 2015 financial year. This decrease is as a result of Council's decrease in current investments and non-current assets held for sale. This has been offset by a decrease in Council's internally restricted assets.

## PERFORMANCE INDICATORS AND TRENDS

Our comments in regard to Council's performance for the 2015 year are based on those performance indicators that are considered meaningful.

The indicators we have reviewed are as follows:

	2015	2014
Unrestricted Current Ratio	2.50 : 1	2.78 : 1
Debt Service Cover Ratio	1.09 : 1	4.82 : 1
Operating Performance Ratio	0.51%	1.56%
Own Source Operating Revenue Ratio	86.00%	84.72%
Rates and Annual Charges Outstanding Percentage	3.18%	3.25%
Cash Expense Cover Ratio	6.08	8.01

#### UNRESTRICTED CURRENT RATIO

The unrestricted current ratio is used to assess the adequacy of available current assets and Council's ability to satisfy its obligations in the short term after taking into account any external restrictions over the use of the current assets. The ratio of 2.50 has decreased from the prior year's ratio of 2.78, however is still an indicator of Council's ability to effectively meet their current liabilities.

#### DEBT SERVICE COVER RATIO

At 30 June 2015 Council had outstanding borrowings of \$26.523 million compared with \$43.682 million as at 30 June 2014. The debt service cover ratio measures the availability of operating cash to service debt repayments. For the 2015 financial year the ratio indicated that operating results before capital, interest, depreciation and amortisation covered payments required to service debt by 1.09 to 1. The ratio has decreased as a result of higher principal and interest repayments during the financial year.

#### OPERATING PERFORMANCE RATIO

This ratio is essentially measures Council's ability to contain operating expenditure within its operating revenue, excluding capital grants and contributions. For the 2015 financial year, this indicator was 0.51%, which exceeded the benchmark of -4%.

#### OWN SOURCE OPERATING REVENUE RATIO

The own source operating revenue ratio measures Council's fiscal flexibility and their degree of reliance on external funding sources such as grants and contributions. For the 2015 financial year, this indicator was 86.00% and exceeded the benchmark of 60%.

#### RATES AND ANNUAL CHARGES OUTSTANDING PERCENTAGE

The rates and annual charges outstanding percentage is used to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of debt recovery efforts. The percentage of rates and annual charges outstanding has decreased from 3.25% to 3.18% in the current year. This indicates that debtors are being collected at a faster rate than in the prior year.

#### CASH EXPENSE COVER RATIO

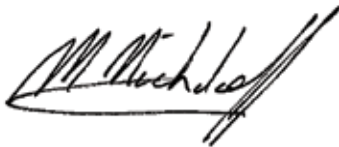
This liquidity ratio indicates the number of months that Council can continue to pay its immediate expenditure items with available cash and term deposit balances, without the need for additional cash inflow. For 2015, this ratio stood at 6.08 months compared to the benchmark of greater than 3 months.



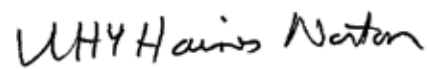
## REPORTING TO MANAGEMENT

A management letter highlighting matters arising from our interim audit has been prepared and issued where considered necessary or appropriate. Matters raised in the letter included suggestions for improvement and management's comments and proposed actions.

We wish to record our appreciation to your General Manager, Director Corporate, Finance Manager and their staff for the co-operation and courtesy extended to us during the course of our audit and commend their efforts in the early completion of the financial reports.



**M.D. Nicholaeff**  
Partner



**UHY Haines Norton**  
Chartered Accountants

Signed at Sydney on 9<sup>th</sup> September 2015

# SPECIAL PURPOSE FINANCIAL STATEMENTS

## Contents

<b>1. Statement by Councillors and Management</b> .....	<b>203</b>
<b>2. Special Purpose Financial Statements:</b>	
- Income Statement of Other Business Activities .....	204
- Statement of Financial Position - Other Business Activities .....	209
<b>3. Notes to the Special Purpose Financial Statements</b> .....	<b>214</b>
<b>4. Auditor's Report</b> .....	<b>216</b>

### Background

- (i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- (ii) The principle of competitive neutrality is based on the concept of a "level playing field" between persons/entities competing in a market place, particularly between private and public sector competitors.  
Essentially, the principle is that government businesses, whether Commonwealth, State or Local, should operate without net competitive advantages over other businesses as a result of their public ownership.
- (iii) For Council, the principle of competitive neutrality & public reporting applies only to declared business activities.  
These include (a) those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation and (b) those activities with a turnover of over \$2 million that Council has formally declared as a Business Activity (defined as Category 1 activities).
- (iv) In preparing these financial statements for Council's self classified Category 1 businesses and ABS defined activities, councils must (a) adopt a corporatisation model and (b) apply full cost attribution including tax equivalent regime payments & debt guarantee fees (where the business benefits from councils borrowing position by comparison with commercial rates).

# Statement by Councillors and Management

MADE PURSUANT TO THE LOCAL GOVERNMENT CODE OF ACCOUNTING PRACTICE AND FINANCIAL REPORTING  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

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

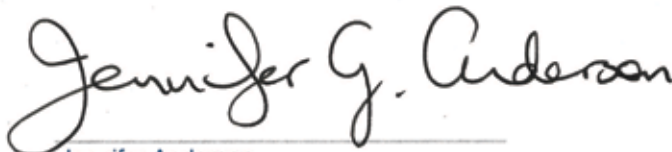
- The NSW Government Policy Statement "Application of National Competition Policy to Local Government".
- The Division of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality".
- The Local Government Code of Accounting Practice and Financial Reporting.

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

- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.

**We are not aware of any matter that would render these Statements false or misleading in any way.**

**Signed in accordance with a resolution of Council made on 8 September 2015.**



Jennifer Anderson  
MAYOR



Chantelle Fornari Orsmond  
DEPUTY MAYOR



John McKee  
GENERAL MANAGER



Angela Apostol  
RESPONSIBLE ACCOUNTING OFFICER

# Income Statement of Council's Other Business Activities

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

	Thomas Carlyle Childrens Centre		Art Centre	
\$ '000	Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>Income from continuing operations</b>				
Access charges	-	-	-	-
User charges	986	966	452	457
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	384	290	-	-
Profit from the sale of assets	-	-	-	-
Other income	-	-	-	-
<b>Total income from continuing operations</b>	<b>1,370</b>	<b>1,256</b>	<b>452</b>	<b>457</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	1,011	950	523	510
Borrowing costs	-	-	-	-
Materials and contracts	147	119	43	53
Depreciation and impairment	23	26	32	26
Other expenses	76	76	50	60
<b>Total expenses from continuing operations</b>	<b>1,257</b>	<b>1,171</b>	<b>648</b>	<b>649</b>
<b>Surplus (deficit) from Continuing Operations before capital amounts</b>	<b>113</b>	<b>85</b>	<b>(196)</b>	<b>(192)</b>
Grants and contributions provided for capital purposes	-	-	-	-
<b>Surplus (deficit) from Continuing Operations after capital amounts</b>	<b>113</b>	<b>85</b>	<b>(196)</b>	<b>(192)</b>
Surplus (deficit) from discontinued operations	-	-	-	-
<b>Surplus (deficit) from ALL Operations before tax</b>	<b>113</b>	<b>85</b>	<b>(196)</b>	<b>(192)</b>
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(34)	(26)	-	-
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>79</b>	<b>60</b>	<b>(196)</b>	<b>(192)</b>
<b>plus Opening Retained Profits</b>	<b>831</b>	<b>831</b>	<b>3,847</b>	<b>3,880</b>
<b>plus Adjustments for amounts unpaid:</b>				
- Corporate taxation equivalent	34	26	-	-
<b>add:</b>				
- Subsidy Paid/Contribution To Operations	-	-	544	159
<b>less:</b>				
- TER dividend paid	-	-	-	-
- Dividend paid	(124)	(85)	-	-
<b>Closing Retained Profits</b>	<b>820</b>	<b>831</b>	<b>4,195</b>	<b>3,847</b>
<b>Return on Capital %</b>	<b>12.2%</b>	<b>9.4%</b>	<b>-4.5%</b>	<b>-4.9%</b>
<b>Subsidy from Council</b>	<b>-</b>	<b>-</b>	<b>329</b>	<b>332</b>

# Income Statement of Council's Other Business Activities

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

	Trade Waste		Gordon Golf Club	
\$ '000	Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>Income from continuing operations</b>				
Access charges	-	-	-	-
User charges	1,671	1,526	558	545
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Other income	92	80	-	-
<b>Total income from continuing operations</b>	<b>1,763</b>	<b>1,606</b>	<b>558</b>	<b>545</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	42	43	274	298
Borrowing costs	-	-	-	-
Materials and contracts	1,475	1,497	347	317
Depreciation and impairment	-	-	124	71
Other expenses	1	10	161	159
<b>Total expenses from continuing operations</b>	<b>1,518</b>	<b>1,550</b>	<b>906</b>	<b>845</b>
<b>Surplus (deficit) from Continuing Operations before capital amounts</b>	<b>245</b>	<b>56</b>	<b>(348)</b>	<b>(300)</b>
Grants and contributions provided for capital purposes	-	-	-	-
<b>Surplus (deficit) from Continuing Operations after capital amounts</b>	<b>245</b>	<b>56</b>	<b>(348)</b>	<b>(300)</b>
Surplus (deficit) from discontinued operations	-	-	-	-
<b>Surplus (deficit) from ALL Operations before tax</b>	<b>245</b>	<b>56</b>	<b>(348)</b>	<b>(300)</b>
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(74)	(17)	-	-
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>172</b>	<b>39</b>	<b>(348)</b>	<b>(300)</b>
<b>plus Opening Retained Profits</b>	(175)	(175)	6,292	5,345
<b>plus Adjustments for amounts unpaid:</b>				
- Corporate taxation equivalent	74	17	-	-
<b>add:</b>				
- Subsidy Paid/Contribution To Operations	-	-	129	1,247
<b>less:</b>				
- Dividend paid	(405)	(56)	-	-
<b>Closing Retained Profits</b>	<b>(335)</b>	<b>(175)</b>	<b>6,073</b>	<b>6,292</b>
<b>Return on Capital %</b>	<b>n/a</b>	<b>n/a</b>	<b>-5.3%</b>	<b>-4.4%</b>
<b>Subsidy from Council</b>	<b>-</b>	<b>-</b>	<b>549</b>	<b>540</b>

# Income Statement of Council's Other Business Activities

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

	Turramurra Golf Course		Tennis Courts	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>\$ '000</b>				
<b>Income from continuing operations</b>				
Access charges	-	-	-	-
User charges	294	362	298	303
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Other income	-	-	-	-
<b>Total income from continuing operations</b>	<b>294</b>	<b>362</b>	<b>298</b>	<b>303</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	321	319	2	2
Borrowing costs	-	-	-	-
Materials and contracts	265	156	8	25
Depreciation and impairment	242	270	639	276
Other expenses	191	232	26	41
<b>Total expenses from continuing operations</b>	<b>1,019</b>	<b>977</b>	<b>675</b>	<b>344</b>
<b>Surplus (deficit) from Continuing Operations before capital amounts</b>	<b>(725)</b>	<b>(615)</b>	<b>(377)</b>	<b>(41)</b>
Grants and contributions provided for capital purposes	-	-	-	-
<b>Surplus (deficit) from Continuing Operations after capital amounts</b>	<b>(725)</b>	<b>(615)</b>	<b>(377)</b>	<b>(41)</b>
Surplus (deficit) from discontinued operations	-	-	-	-
<b>Surplus (deficit) from ALL Operations before tax</b>	<b>(725)</b>	<b>(615)</b>	<b>(377)</b>	<b>(41)</b>
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-	-	-
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>(725)</b>	<b>(615)</b>	<b>(377)</b>	<b>(41)</b>
plus Opening Retained Profits	14,342	11,413	5,993	4,556
plus Adjustments for amounts unpaid:				
add:				
- Subsidy Paid/Contribution To Operations	4,051	3,544	-	1,478
less:				
- Dividend paid	-	-	(235)	-
<b>Closing Retained Profits</b>	<b>17,668</b>	<b>14,342</b>	<b>5,381</b>	<b>5,993</b>
Return on Capital %	-4.0%	-4.1%	-7.0%	-0.7%
Subsidy from Council	1,288	1,149	543	255

# Income Statement of Council's Other Business Activities

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Swimming Pool		Nursery	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>Income from continuing operations</b>				
Access charges	-	-	-	-
User charges	2,234	-	33	41
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Other income	-	-	7	12
<b>Total income from continuing operations</b>	<b>2,234</b>	<b>-</b>	<b>40</b>	<b>53</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	-	-	137	123
Borrowing costs	-	-	-	-
Materials and contracts	2,404	106	8	10
Depreciation and impairment	625	694	11	11
Other expenses	384	50	11	32
<b>Total expenses from continuing operations</b>	<b>3,413</b>	<b>850</b>	<b>167</b>	<b>176</b>
<b>Surplus (deficit) from Continuing Operations before capital amounts</b>	<b>(1,179)</b>	<b>(850)</b>	<b>(127)</b>	<b>(123)</b>
Grants and contributions provided for capital purposes	-	-	-	-
<b>Surplus (deficit) from Continuing Operations after capital amounts</b>	<b>(1,179)</b>	<b>(850)</b>	<b>(127)</b>	<b>(123)</b>
Surplus (deficit) from discontinued operations	-	-	-	-
<b>Surplus (deficit) from ALL Operations before tax</b>	<b>(1,179)</b>	<b>(850)</b>	<b>(127)</b>	<b>(123)</b>
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-	-	-
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>(1,179)</b>	<b>(850)</b>	<b>(127)</b>	<b>(123)</b>
plus Opening Retained Profits	16,926	12,945	83	48
plus Adjustments for amounts unpaid: add:				
- Subsidy Paid/Contribution To Operations	4,008	4,831	113	158
less:				
- Dividend paid	-	-	-	-
<b>Closing Retained Profits</b>	<b>19,755</b>	<b>16,926</b>	<b>69</b>	<b>83</b>
<b>Return on Capital %</b>	<b>-5.9%</b>	<b>-4.9%</b>	<b>-135.1%</b>	<b>-113.9%</b>
<b>Subsidy from Council</b>	<b>1,789</b>	<b>1,472</b>	<b>130</b>	<b>127</b>

# Income Statement of Council's Other Business Activities

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

Commercial Leasing

\$ '000	Actual 2015	Actual 2014
<b>Income from continuing operations</b>		
Access charges	-	-
User charges	1,495	1,549
Fees	-	-
Interest	-	-
Grants and contributions provided for non capital purposes	-	-
Profit from the sale of assets	-	-
Other income	158	168
<b>Total income from continuing operations</b>	<b>1,653</b>	<b>1,717</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	195	146
Borrowing costs	-	-
Materials and contracts	504	585
Depreciation and impairment	565	559
Other expenses	305	361
<b>Total expenses from continuing operations</b>	<b>1,569</b>	<b>1,651</b>
<b>Surplus (deficit) from Continuing Operations before capital amounts</b>	<b>84</b>	<b>66</b>
Grants and contributions provided for capital purposes	-	-
<b>Surplus (deficit) from Continuing Operations after capital amounts</b>	<b>84</b>	<b>66</b>
Surplus (deficit) from discontinued operations	-	-
<b>Surplus (deficit) from ALL Operations before tax</b>	<b>84</b>	<b>66</b>
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(25)	(20)
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>59</b>	<b>46</b>
<b>plus Opening Retained Profits</b>	<b>21,036</b>	<b>14,824</b>
<b>plus Adjustments for amounts unpaid:</b>		
- Corporate taxation equivalent	25	20
<b>add:</b>		
- Subsidy Paid/Contribution To Operations	272	6,146
<b>less:</b>		
- Dividend paid	-	-
<b>Closing Retained Profits</b>	<b>21,392</b>	<b>21,036</b>
<b>Return on Capital %</b>	<b>0.4%</b>	<b>0.3%</b>
<b>Subsidy from Council</b>	<b>573</b>	<b>683</b>



# Statement of Financial Position - Council's Other Business Activities

AS AT 30 JUNE 2015

	Thomas Carlyle Childrens Centre		Art Centre	
\$ '000	Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	19	18	2	-
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
<b>Total Current Assets</b>	<b>19</b>	<b>18</b>	<b>2</b>	<b>-</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	924	907	4,323	3,938
Investments accounted for using equity method	-	-	-	-
Intangible Assets	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>924</b>	<b>907</b>	<b>4,323</b>	<b>3,938</b>
<b>TOTAL ASSETS</b>	<b>943</b>	<b>925</b>	<b>4,325</b>	<b>3,938</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank Overdraft	-	-	-	-
Payables	49	1	114	78
Interest bearing liabilities	-	-	-	-
Provisions	70	89	16	13
<b>Total Current Liabilities</b>	<b>119</b>	<b>90</b>	<b>130</b>	<b>91</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Other Liabilities	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>119</b>	<b>90</b>	<b>130</b>	<b>91</b>
<b>NET ASSETS</b>	<b>824</b>	<b>835</b>	<b>4,195</b>	<b>3,847</b>
<b>EQUITY</b>				
Retained earnings	820	831	4,195	3,847
Revaluation reserves	4	4	-	-
Council equity interest	<b>824</b>	<b>835</b>	<b>4,195</b>	<b>3,847</b>
<b>TOTAL EQUITY</b>	<b>824</b>	<b>835</b>	<b>4,195</b>	<b>3,847</b>

# Statement of Financial Position - Council's Other Business Activities

AS AT 30 JUNE 2015

	Trade Waste		Gordon Golf Club	
\$ '000	Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
<b>Total Current Assets</b>	-	-	-	-
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	-	-	6,562	6,750
Investments accounted for using equity method	-	-	-	-
Intangible Assets	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	-	-	<b>6,562</b>	<b>6,750</b>
<b>TOTAL ASSETS</b>	-	-	<b>6,562</b>	<b>6,750</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank Overdraft	-	-	-	-
Payables	140	-	1	1
Interest bearing liabilities	-	-	-	-
Provisions	195	175	47	16
<b>Total Current Liabilities</b>	<b>335</b>	<b>175</b>	<b>48</b>	<b>17</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Other Liabilities	-	-	-	-
<b>Total Non-Current Liabilities</b>	-	-	-	-
<b>TOTAL LIABILITIES</b>	<b>335</b>	<b>175</b>	<b>48</b>	<b>17</b>
<b>NET ASSETS</b>	<b>(335)</b>	<b>(175)</b>	<b>6,514</b>	<b>6,733</b>
<b>EQUITY</b>				
Retained earnings	(335)	(175)	6,073	6,292
Revaluation reserves	-	-	441	441
Council equity interest	<b>(335)</b>	<b>(175)</b>	<b>6,514</b>	<b>6,733</b>
<b>TOTAL EQUITY</b>	<b>(335)</b>	<b>(175)</b>	<b>6,514</b>	<b>6,733</b>

# Statement of Financial Position - Council's Other Business Activities

AS AT 30 JUNE 2015

\$ '000	Turramurra Golf Course		Tennis Courts	
	Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	27	28	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
<b>Total Current Assets</b>	<b>27</b>	<b>28</b>	<b>-</b>	<b>-</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	18,330	14,992	5,396	6,011
Investments accounted for using equity method	-	-	-	-
Intangible Assets	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>18,330</b>	<b>14,992</b>	<b>5,396</b>	<b>6,011</b>
<b>TOTAL ASSETS</b>	<b>18,357</b>	<b>15,020</b>	<b>5,396</b>	<b>6,011</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank Overdraft	-	-	-	-
Payables	-	-	15	18
Interest bearing liabilities	-	-	-	-
Provisions	107	96	-	-
<b>Total Current Liabilities</b>	<b>107</b>	<b>96</b>	<b>15</b>	<b>18</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Other Liabilities	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>107</b>	<b>96</b>	<b>15</b>	<b>18</b>
<b>NET ASSETS</b>	<b>18,250</b>	<b>14,924</b>	<b>5,381</b>	<b>5,993</b>
<b>EQUITY</b>				
Retained earnings	17,668	14,342	5,381	5,993
Revaluation reserves	582	582	-	-
Council equity interest	<b>18,250</b>	<b>14,924</b>	<b>5,381</b>	<b>5,993</b>
<b>TOTAL EQUITY</b>	<b>18,250</b>	<b>14,924</b>	<b>5,381</b>	<b>5,993</b>

# Statement of Financial Position - Council's Other Business Activities

AS AT 30 JUNE 2015

	Swimming Pool		Nursery	
\$ '000	Actual 2015	Actual 2014	Actual 2015	Actual 2014
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	262	-	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
<b>Total Current Assets</b>	<b>262</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	19,880	17,479	94	108
Investments accounted for using equity method	-	-	-	-
Intangible Assets	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>19,880</b>	<b>17,479</b>	<b>94</b>	<b>108</b>
<b>TOTAL ASSETS</b>	<b>20,142</b>	<b>17,479</b>	<b>94</b>	<b>108</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Bank Overdraft	-	-	-	-
Payables	321	487	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	21	21
<b>Total Current Liabilities</b>	<b>321</b>	<b>487</b>	<b>21</b>	<b>21</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Other Liabilities	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>321</b>	<b>487</b>	<b>21</b>	<b>21</b>
<b>NET ASSETS</b>	<b>19,821</b>	<b>16,992</b>	<b>73</b>	<b>87</b>
<b>EQUITY</b>				
Retained earnings	19,755	16,926	69	83
Revaluation reserves	66	66	4	4
Council equity interest	<b>19,821</b>	<b>16,992</b>	<b>73</b>	<b>87</b>
<b>TOTAL EQUITY</b>	<b>19,821</b>	<b>16,992</b>	<b>73</b>	<b>87</b>

# Statement of Financial Position - Council's Other Business Activities

AS AT 30 JUNE 2015

\$ '000	Commercial Leasing	
	Actual 2015	Actual 2014
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	-	-
Investments	-	-
Receivables	37	48
Inventories	-	-
Other	-	-
Non-current assets classified as held for sale	-	-
<b>Total Current Assets</b>	<b>37</b>	<b>48</b>
<b>Non-Current Assets</b>		
Investments	-	-
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant and equipment	21,394	21,026
Investments accounted for using equity method	-	-
Intangible Assets	-	-
Other	-	-
<b>Total Non-Current Assets</b>	<b>21,394</b>	<b>21,026</b>
<b>TOTAL ASSETS</b>	<b>21,431</b>	<b>21,074</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Bank Overdraft	-	-
Payables	3	2
Interest bearing liabilities	-	-
Provisions	36	36
<b>Total Current Liabilities</b>	<b>39</b>	<b>38</b>
<b>Non-Current Liabilities</b>		
Payables	-	-
Interest bearing liabilities	-	-
Provisions	-	-
Other Liabilities	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>39</b>	<b>38</b>
<b>NET ASSETS</b>	<b>21,392</b>	<b>21,036</b>
<b>EQUITY</b>		
Retained earnings	21,392	21,036
Revaluation reserves	-	-
Council equity interest	21,392	21,036
<b>TOTAL EQUITY</b>	<b>21,392</b>	<b>21,036</b>

# Special Purpose Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Summary of Significant Accounting Policies	214

## Note 1 Significant Accounting Policies

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by Council and the Office of Local Government.

For the purposes of these statements, the Council's business activities (reported herein) are not reporting entities.

The special purpose financial statements, unless otherwise stated, have been prepared in accordance with:

- the recognition and measurement criteria of applicable Australian Accounting Standards,
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB) &
- Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with:

- the Local Government Act and Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis. They are based on historic costs and do not take into account changing money values nor current values of non-current assets (except where specifically stated).

Certain taxes and other costs (appropriately described) have been imputed for the purposes of the National Competition Policy.

### National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government".

The "Pricing & Costing for Council Businesses A Guide to Competitive Neutrality" issued by the Office of Local Government in July 1997 has also been adopted.

The pricing & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are

reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; council subsidies; return on investments (rate of return); and dividends paid.

### Declared Business Activities

In accordance with *Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

- Category 1  
(Where gross operating turnover is over \$2 million)
  - a. Swimming Pool  
Comprising the whole of the operations and assets of Councils Swimming Pool.
- Category 2  
(Where gross operating turnover is less than \$2 million)
  - b. Thomas Carlyle Children's Centre  
Comprising the whole of the operations and assets of Thomas Carlyle Children's Centre.
  - c. Art Centre  
Comprising the whole of the operations and assets of the Art Centre.
  - d. Trade Waste  
Comprising the whole of the operations and assets of Trade Waste.
  - e. Gordon Golf Course  
Comprising the whole of the operations and assets of the Gordon Golf Course.
  - f. Turramurra Golf Course  
Comprising the whole of the operations and assets of Turramurra Golf Course.
  - g. Tennis Courts  
Comprising the whole of the operations and assets of Council's Tennis Courts.
  - h. Plant Nursery  
Comprising the whole of the operations and assets of Council's Plant Nursery.
  - i. Commercial Leasing  
Comprising the whole of the operations and assets of Commercial Leasing.

# Note 1 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

## Monetary Amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest one thousand dollars.

### (i) Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties in undertaking its business activities. Where this is the case, they are disclosed in these statements as a cost of operations just like all other costs.

However, where Council is exempt from paying taxes which are generally paid by private sector businesses (such as income tax), equivalent tax payments have been applied to all Council nominated business activities and are reflected in these financial statements.

### Income Tax

An income tax equivalent has been applied on the profits of each reported Business Activity.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account of in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level (gain/(loss) from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income Tax is only applied where a positive gain/(loss) from ordinary activities before capital amounts has been achieved.

Since this taxation equivalent is notional - that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the council.

Accordingly, there is no need for disclosure of internal charges in Council's General Purpose Financial Statements.

The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

### Loan & Debt Guarantee Fees

There are no loans applicable to the business activities in the operating statement.

### (ii) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed.

Subsidies occur where council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for council to meet its community service obligations.

Accordingly, Subsidies disclosed (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by the council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported Business Activity.

### (iii) Return on Investments (Rate of Return)

The Policy statement requires that councils with Category 1 businesses "would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field".

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The Rate of Return on Capital is calculated as follows:

$$\frac{\text{Operating Result before Capital Income + Interest Expense}}{\text{Written Down Value of I,PP\&E as at 30 June}}$$

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.07% at 30/6/15.

The actual rate of return achieved by each Business Activity is disclosed at the foot of each respective Income Statement.

### (iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

### Current Assets and Liabilities

Current Assets and Liabilities are accounted for in Council's consolidated general fund and in our view would not make a material difference to the financial position of Council's Business Activities.

**Ku-ring-gai Council  
Special Purpose Financial Report  
Independent Auditor's Report**

We have audited the accompanying financial report, being a special purpose financial report, of Ku-ring-gai Council (the Council), which comprises the statement of financial position as at 30 June 2015, the income statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the statement by Councillors and Management.

**Council's Responsibility for the Financial Report**

The Council is responsible for the preparation of the financial report and has determined that the basis of preparation described in Note 1 to the financial report is appropriate to satisfy the requirements of the *Local Government Act 1993* and meet the needs of the NSW Office of Local Government. The Council's responsibility also includes such internal control as the Council determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report 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 report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Council, as well as evaluating the overall presentation of the financial report.

Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



### **Matters Relating to the Electronic Presentation of the Audited Financial Report**

This auditor's report relates to the special purpose financial report of Ku-ring-gai Council for the year ended 30 June 2015 included on Council's website. The Council is responsible for the integrity of the website. We have not been engaged to report on the integrity of this website. The auditor's report refers only to the financial report identified above. It does not provide an opinion on any other information which may have been hyperlinked to/from the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

### **Independence**

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

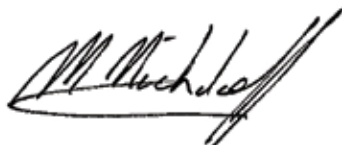
### **Auditor's Opinion**

In our opinion the special purpose financial report of Ku-ring-gai Council:

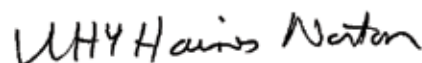
- a) has been prepared in accordance with the requirements of those applicable Australian Accounting Standards detailed in note 1 and the Local Government Code of Accounting Practice and Financial Reporting;
  - i) is consistent with the Council's accounting records;
  - ii) presents fairly, in all material respects, the financial position of Council's nominated Business Activities as at 30 June 2015 and the results of their operations for the year then ended;
- b) all information relevant to the conduct of the audit has been obtained; and
- c) there are no material deficiencies in the accounting records or financial report that we have become aware of in the course of the audit.

### **Basis of Accounting**

Without modifying our opinion, we draw attention to Note 1 to the financial report which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the requirements of the NSW Office of Local Government. As a result, the financial report may not be suitable for another purpose.



**M.D. Nicholaeff**  
Partner



**UHY Haines Norton**  
Chartered Accountants

Signed in Sydney on 9<sup>th</sup> September 2015

# SPECIAL SCHEDULES

## Contents

<b>Special Schedules No. 1</b>	<b>Net Cost of Services .....</b>	<b>219</b>
<b>Special Schedule No. 2(a)</b>	<b>Statement of Long-term Debt (all purposes).....</b>	<b>221</b>
<b>Special Schedule No. 7</b>	<b>Report on Infrastructure Assets (as at 30 June 2015).....</b>	<b>222</b>
<b>Special Schedule No. 8</b>	<b>Financial Projections .....</b>	<b>225</b>
<b>Special Schedule No. 9</b>	<b>Permissible Income Calculation .....</b>	<b>226</b>

<sup>1</sup> Special Schedules are not audited (with the exception of Special Schedule 9).

### Background

(i) These Special Schedules have been designed to meet the requirements of special purpose users such as:

- the NSW Grants Commission
- the Australian Bureau of Statistics (ABS)
- the NSW Office of Water (NOW)
- the Office of Local Government (OLG).

(ii) The financial data is collected for various uses including:

- the allocation of Financial Assistance Grants
- the incorporation of Local Government financial figures in national statistics
- the monitoring of loan approvals
- the allocation of borrowing rights
- the monitoring of the financial activities of specific services.

# Special Schedule No. 1 - Net Cost of Services

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
<b>Governance</b>	<b>176</b>	<b>11</b>	<b>-</b>	<b>(165)</b>
<b>Administration</b>	<b>25,200</b>	<b>48,963</b>	<b>15</b>	<b>23,778</b>
<b>Public Order and Safety</b>				
Emergency Services	2,747	92	146	(2,509)
Enforcement of Local Govt. Regulations	1,203	225	-	(978)
Animal Control	197	175	-	(22)
<b>Total Public Order &amp; Safety</b>	<b>4,147</b>	<b>492</b>	<b>146</b>	<b>(3,509)</b>
<b>Health</b>	<b>373</b>	<b>173</b>	<b>-</b>	<b>(200)</b>
<b>Environment</b>				
Other Environmental Protection	1,656	1,671	18	33
Solid Waste Management	14,878	18,927	-	4,049
Street Cleaning	1,373	-	-	(1,373)
Drainage	3,190	-	-	(3,190)
Stormwater Management	3,450	228	61	(3,161)
<b>Total Environment</b>	<b>24,547</b>	<b>20,826</b>	<b>79</b>	<b>(3,642)</b>
<b>Community Services and Education</b>				
Administration & Education	2,772	2,894	-	122
Aged Persons and Disabled	311	185	-	(126)
Children's Services	3,431	3,729	-	298
<b>Total Community Services &amp; Education</b>	<b>6,514</b>	<b>6,808</b>	<b>-</b>	<b>294</b>
<b>Housing and Community Amenities</b>				
Street Lighting	2,239	277	-	(1,962)
Town Planning	1,958	411	1	(1,546)
Other Community Amenities	269	459	-	190
<b>Total Housing and Community Amenities</b>	<b>4,466</b>	<b>1,147</b>	<b>1</b>	<b>(3,318)</b>

# Special Schedule No. 1 cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
<b>Recreation and Culture</b>				
Public Libraries	4,397	349	61	(3,987)
Art Galleries	645	452	-	(193)
Community Centres and Halls	1,838	849	-	(989)
Other Cultural Services	585	112	-	(473)
Sporting Grounds and Venues	5,045	560	81	(4,404)
Swimming Pools	3,411	2,234	-	(1,177)
Parks & Gardens (Lakes)	7,610	413	4,867	(2,330)
Other Sport and Recreation	315	-	668	353
<b>Total Recreation and Culture</b>	<b>23,846</b>	<b>4,969</b>	<b>5,677</b>	<b>(13,200)</b>
<b>Mining, Manufacturing and Construction</b>				
Building Control	7,829	2,259	-	(5,570)
<b>Total Mining, Manufacturing and Const.</b>	<b>7,829</b>	<b>2,259</b>	<b>-</b>	<b>(5,570)</b>
<b>Transport and Communication</b>				
Urban Roads (UR) - Local	10,525	1,287	1,265	(7,973)
Parking Areas	728	2,085	-	1,357
Footpaths	2,188	98	-	(2,090)
Other Transport & Communication	-	-	1,943	1,943
<b>Total Transport and Communication</b>	<b>13,441</b>	<b>3,470</b>	<b>3,208</b>	<b>(6,763)</b>
<b>Economic Affairs</b>				
Camping Areas & Caravan Parks	195	31	-	(164)
<b>Total Economic Affairs</b>	<b>195</b>	<b>31</b>	<b>-</b>	<b>(164)</b>
<b>Totals – Functions</b>	<b>110,734</b>	<b>89,149</b>	<b>9,126</b>	<b>(12,459)</b>
<b>General Purpose Revenues</b> <sup>(2)</sup>		<b>35,045</b>		<b>35,045</b>
Share of interests - joint ventures & associates using the equity method	-	-		-
<b>NET OPERATING RESULT</b> <sup>(1)</sup>	<b>110,734</b>	<b>124,194</b>	<b>9,126</b>	<b>22,586</b>

(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 2015

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
<b>Loans (by Source)</b>											
Commonwealth Government	-	-	-								
Treasury Corporation	-	-	-								
Other State Government	-	-	-								
Public Subscription	-	-	-								
Financial Institutions	4,347	39,335	43,682	1,033	18,192	-	-	1,562	2,536	23,987	26,523
Other	-	-	-								
<b>Total Loans</b>	<b>4,347</b>	<b>39,335</b>	<b>43,682</b>	<b>1,033</b>	<b>18,192</b>	<b>-</b>	<b>-</b>	<b>1,562</b>	<b>2,536</b>	<b>23,987</b>	<b>26,523</b>
<b>Other Long Term Debt</b>											
Ratepayers Advances	-	-	-								
Government Advances	-	-	-								
Finance Leases	-	-	-								
Deferred Payments	-	-	-								
<b>Total Long Term Debt</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Debt</b>	<b>4,347</b>	<b>39,335</b>	<b>43,682</b>	<b>1,033</b>	<b>18,192</b>	<b>-</b>	<b>-</b>	<b>1,562</b>	<b>2,536</b>	<b>23,987</b>	<b>26,523</b>

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).  
 New loans raised during the year include Capitalised interest portion on loan associated with Council's Administration Building.

# Special Schedule No. 7 - Report on Infrastructure Assets

AS AT 30 JUNE 2015

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard <sup>(1)</sup>	Required <sup>(2)</sup> Annual Maintenance	Actual <sup>(3)</sup> Maintenance 2014/15	Written Down Value (WDV) <sup>(4)</sup>	Assets in Condition as a % of WDV <sup>(4), (5)</sup>				
						1	2	3	4	5
<b>Buildings</b>	All Council Buildings	5,306	2,750	1,741	77,112	20%	24%	36%	20%	0%
	<b>sub total</b>	<b>5,306</b>	<b>2,750</b>	<b>1,741</b>	<b>77,112</b>	<b>20.0%</b>	<b>24.0%</b>	<b>36.0%</b>	<b>20.0%</b>	<b>0.0%</b>
<b>Other Structures</b>	Other Structures	211	85	20	7,901	28%	36%	33%	3%	0%
	<b>sub total</b>	<b>211</b>	<b>85</b>	<b>20</b>	<b>7,901</b>	<b>28.5%</b>	<b>35.9%</b>	<b>32.9%</b>	<b>2.7%</b>	<b>0.0%</b>
<b>Roads</b>	Roads	17,965	2,110	1,675	174,372	14%	41%	32%	11%	2%
	Bridges	4	90	-	6,549	0%	65%	34%	0%	0%
	Footpaths	749	960	988	31,347	53%	22%	23%	2%	0%
	Kerb and Gutter	127	525	248	69,304	5%	11%	84%	0%	0%
	Road Furniture	51	135	-	5,948	46%	33%	21%	1%	0%
	<b>sub total</b>	<b>18,896</b>	<b>3,820</b>	<b>2,911</b>	<b>287,520</b>	<b>16.3%</b>	<b>31.8%</b>	<b>43.5%</b>	<b>7.3%</b>	<b>1.0%</b>
<b>Drainage</b>	Pits and Pipes	857	1,900	600	163,119	16%	73%	10%	1%	0%
	<b>sub total</b>	<b>857</b>	<b>1,900</b>	<b>600</b>	<b>163,119</b>	<b>16.0%</b>	<b>73.4%</b>	<b>9.9%</b>	<b>0.7%</b>	<b>0.0%</b>
<b>Open Space and Recreational Assets</b>	Swimming Pools	-	630	-	19,887	100%	0%	0%	0%	0%
	Recreational Assets	1,720	1,586	5,833	46,099	29%	35%	34%	1%	0%
	<b>sub total</b>	<b>1,720</b>	<b>2,216</b>	<b>5,833</b>	<b>65,986</b>	<b>50.4%</b>	<b>24.5%</b>	<b>23.9%</b>	<b>0.9%</b>	<b>0.3%</b>

# Special Schedule No. 7 - cont'

AS AT 30 JUNE 2015

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard <sup>(1)</sup>	Required <sup>(2)</sup> Annual Maintenance	Actual <sup>(3)</sup> Maintenance 2014/15	Written Down Value (WDV) <sup>(4)</sup>	Assets in Condition as a % of WDV <sup>(4), (5)</sup>						
						1	2	3	4	5		
Land Improvements - Depreciable												
	Land Improvements	-	200	-	16,930	97%	3%	0%	0%	0%		
	sub total	-	200	-	16,930	97.0%	3.0%	0.0%	0.0%	0.0%		
	<b>TOTAL - ALL ASSETS</b>	<b>26,990</b>	<b>10,971</b>	<b>11,105</b>	<b>618,568</b>	<b>22.7%</b>	<b>40.3%</b>	<b>30.3%</b>	<b>6.2%</b>	<b>0.5%</b>		

Council undertook an independent review of its infrastructure assets and financial data to ensure that there is a consistent organisational approach to infrastructure reporting that is aligned with industry standards. The following was reviewed: condition of Council's assets by asset class, unit rates and useful lives, Council's methodology to determine cost to bring assets to a satisfactory condition, actual asset maintenance compared to required asset maintenance, current asset renewals and required asset renewals. All asset classes reported in Special Schedule 7 " Report on Infrastructure Assets" have been assessed as part of the review as well as the overall cost to bring infrastructure assets to a satisfactory condition. Based on revised condition assessment of Council's infrastructure assets a new methodology for determining the infrastructure backlog has been applied and as at end of June 2014/15 the backlog was assessed at \$26.9m

## Notes:

- (1). Satisfactory is defined as "satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate". The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset to ensure that it is in a satisfactory standard. This estimated cost should not include any planned enhancements (ie. to heighten, intensify or improve the facilities).
- (2). Required Annual Maintenance is "what should be spent to maintain assets in a satisfactory standard."
- (3). Actual Maintenance is what has been spent in the current year to maintain the assets.
- (4). Actual Maintenance may be higher or lower than the required annual maintenance due to the timing of when the maintenance actually occurs.
- (5). Written Down Value is in accordance with Note 9 of Council's General Purpose Financial Statements

## Infrastructure Asset Condition Assessment "Key"

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

# Special Schedule No. 7 - cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$ '000	Amounts 2015	Indicator 2015	Prior Periods 2014      2013	
<b>Infrastructure Asset Performance Indicators Consolidated</b>				
<b>1. Building, Infrastructure &amp; Other Structures Renewals Ratio</b>				
Asset Renewals				
<u>(Building, Infrastructure &amp; Other Structures) <sup>(1)</sup></u>	<b>16,982</b>	<b>100.01%</b>	104.35%	94.06%
Depreciation, Amortisation & Impairment	<b>16,980</b>			
<b>2. Infrastructure Backlog Ratio</b>				
Estimated Cost to bring Assets to a Satisfactory Condition	<b>26,990</b>	<b>4.36%</b>	31.91%	29.79%
<u>Total value <sup>(2)</sup> of Infrastructure, Building, Other Structures &amp; depreciable Land Improvement Assets</u>	<b>618,568</b>			
<b>3. Asset Maintenance Ratio</b>				
Actual Asset Maintenance	<b>11,105</b>	<b>1.01</b>	0.95	0.81
Required Asset Maintenance	<b>10,971</b>			
<b>4. Capital Expenditure Ratio</b>				
Annual Capital Expenditure	<b>24,764</b>	<b>1.28</b>	2.29	4.05
Annual Depreciation	<b>19,349</b>			

## Notes

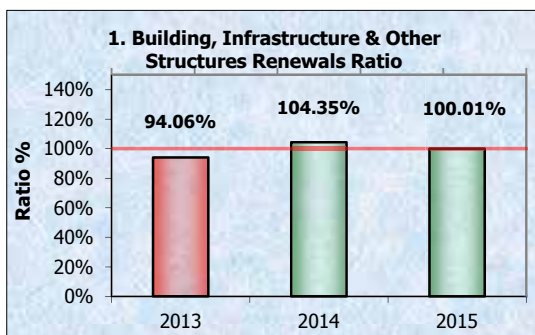
<sup>(1)</sup> Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Asset Renewals include building, infrastructure & other structure assets only.

<sup>(2)</sup> Written Down Value



# Special Schedule No. 7 - cont'

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015



### Purpose of Asset Renewals Ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

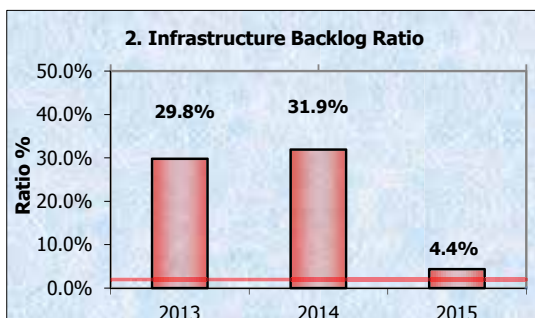
### Commentary on 2014/15 Result

**2014/15 Ratio 100.01%**

An indicator of 100% indicates that the amount spent on asset renewals equals the amount of depreciation. Council's ratio for 2014/15 is in line with the benchmark. Council is continuing to focus on appropriate asset standards for renewal and maintenance as identified in Council's Asset Management Strategy. Future financial and asset management plans have consciously prioritised renewal capital works programs over new programs.

Benchmark: — Minimum  $\geq 100.00\%$   
Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark



### Purpose of Infrastructure Backlog Ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

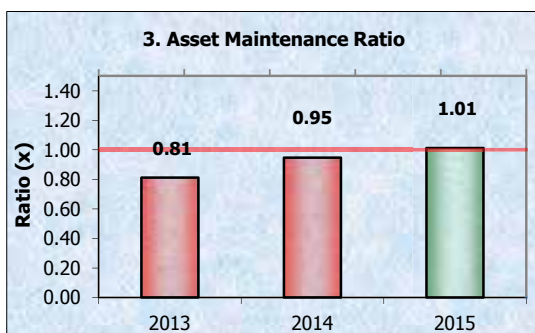
### Commentary on 2014/15 Result

**2014/15 Ratio 4.4%**

Council achieved a backlog ratio of 4.4% at the end of 2014/15 financial year, which is a major decrease from the previous year. This was mainly due to an independent review on infrastructure assets that was undertaken during the year. This review was focused on assessing condition of Council's assets by asset class and reviewing Council's methodology to determine cost to bring assets to a satisfactory condition. The ratio of 4.4% achieved in 2014/15 is an improvement from previous years, however, it indicates that Council still has an infrastructure backlog. Council is continuing to focus on appropriate asset standards for renewal and maintenance of its assets.

Benchmark: — Maximum  $< 2.00\%$   
Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark



### Purpose of Asset Maintenance Ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the Infrastructure Backlog growing.

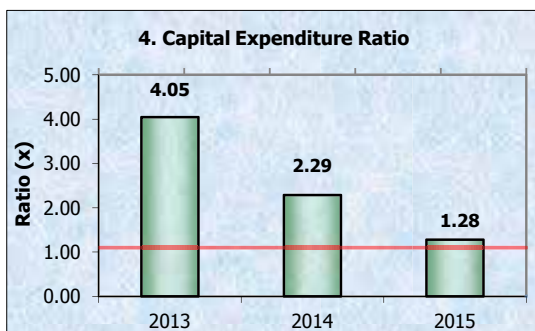
### Commentary on 2014/15 Result

**2014/15 Ratio 1.01 x**

A ratio of above 1.0x indicates that the Council is investing enough funds within the year to ensure assets reach their useful lives. The benchmark is greater than 1.0x. Council is committed to increase expenditure on asset maintenance in future to maintain its infrastructure assets in satisfactory condition in the long term.

Benchmark: — Minimum  $> 1.00$   
Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark



### Purpose of Capital Expenditure Ratio

To assess the extent to which a Council is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets.

### Commentary on 2014/15 Result

**2014/15 Ratio 1.28 x**

Council's Capital Expenditure Ratio of 1.28x continues to be above the benchmark of 1.10x reflecting its significant capital expenditure program on new assets and the renewal of existing assets compared to their depreciation. The decrease from previous year is largely due to less capital works undertaken during the year compared to previous year.

Benchmark: — Minimum  $> 1.10$   
Source for Benchmark: Code of Accounting Practice and Financial Reporting #23

■ Ratio is within Benchmark  
■ Ratio is outside Benchmark

# Special Schedule No. 8 - Financial Projections

AS AT 30 JUNE 2015

Special Schedule 8 data is now being collected in the Financial Data Return.

# Special Schedule No. 9 - Permissible Income Calculation

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015

\$'000		Calculation 2014/15	Calculation 2015/16
<b>Notional General Income Calculation <sup>(1)</sup></b>			
Last Year Notional General Income Yield	a	56,965	58,666
Plus or minus Adjustments <sup>(2)</sup>	b	381	539
<b>Notional General Income</b>	c = (a + b)	<b>57,346</b>	<b>59,205</b>
<b>Permissible Income Calculation</b>			
Special variation percentage <sup>(3)</sup>	d	7.30%	0.00%
or Rate peg percentage	e	2.30%	2.40%
or Crown land adjustment (incl. rate peg percentage)	f	0.00%	0.00%
less expiring Special variation amount	g	(2,620)	(1,683)
plus Special variation amount	h = d x (c+g)	3,995	-
or plus Rate peg amount	i = c x e	-	1,381
or plus Crown land adjustment and rate peg amount	j = c x f	-	-
<b>sub-total</b>	k = (c+g+h+i+j)	<b>58,721</b>	<b>58,903</b>
plus (or minus) last year's Carry Forward Total	l	(0)	55
less Valuation Objections claimed in the previous year	m	-	-
<b>sub-total</b>	n = (l + m)	<b>(0)</b>	<b>55</b>
<b>Total Permissible income</b>	o = k + n	<b>58,721</b>	<b>58,957</b>
less Notional General Income Yield	p	58,666	58,973
<b>Catch-up or (excess) result</b>	q = o - p	<b>55</b>	<b>(16)</b>
plus Income lost due to valuation objections claimed <sup>(4)</sup>	r	-	18
less Unused catch-up <sup>(5)</sup>	s	-	-
<b>Carry forward to next year</b>	t = q + r - s	<b>55</b>	<b>2</b>

## Notes

- The Notional General Income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called "supplementary valuations" as defined in the Valuation of Land Act 1916.
- The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.
- Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Council can claim the value of the income lost due to valuation objections in any single year.
- Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Special Schedule 9 in the Financial Data Return (FDR) to administer this process.

**Report on Special Schedule No. 9**

**Scope**

We have audited the accompanying special purpose financial report comprising the reconciliation of total permissible general income (Special Schedule No.9) of Ku-ring-gai Council for the year ending 30 June 2016.

**Responsibility of Council for Special Schedule No.9**

The Council is responsible for the preparation and fair presentation of Special Schedule No.9 in accordance with the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) Update No.23. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of Special Schedule No.9 that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

**Auditors' Responsibility**

Our responsibility is to express an opinion on Special Schedule No.9 based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance as to whether Special Schedule No.9 is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in Special Schedule No.9. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of Special Schedule No.9, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of Special Schedule No.9.

Because of the inherent limitations of an audit, together with the inherent limitations of internal controls, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards.

In making our risk assessments, we consider internal controls relevant to the entity's preparation of Special Schedule No.9 in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Independence**

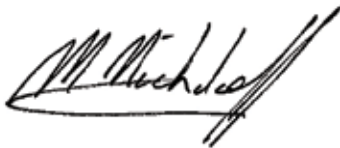
In conducting our audit, we followed applicable independence requirements of Australian Professional Ethical Pronouncements.

**Audit Opinion**

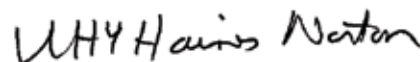
In our opinion, Special Schedule No.9 of Ku-ring-gai Council for the year ending 30 June 2016 is properly drawn up in accordance with the requirements of the Office of Local Government and in accordance with the books and records of the Council.

**Basis of Accounting**

Without modifying our opinion, we advise that this schedule has been prepared for distribution to the Office of Local Government for the purposes of confirming that Council's reconciliation of Council's total permissible general income is presented fairly. As a result, the schedule may not be suitable for another purpose.



**M.D. Nicholaeff**  
Partner



**UHY Haines Norton**  
Chartered Accountants

Signed in Sydney on 9<sup>th</sup> September 2015

# Local Government Reporting

## LOCAL GOVERNMENT ACT, 1993

Under Section 428 of the *Local Government Act, 1993* Council must prepare an Annual Report within five months of the end of the financial year. The Annual Report is a report to the community and must outline Council's achievements in implementing its four year Delivery Program and annual Operating Plan. The Annual Report must also contain Council's audited financial statements and notes and any information required by regulation or guidelines.

### Section 406 - Integrated Planning and Reporting Guidelines

The Annual Report has been prepared in accordance with the requirements of the NSW Division of Local Government's Integrated Planning and Reporting Guidelines for Local Government in NSW 2010. (revised 2013).

### Section 428(2) - End-of-Term Report

- Not required

The End-of-Term report is prepared for the outgoing Council in the year of the Council election. It presents Council's progress and achievements in implementing its Community Strategic Plan over the previous four years. The End-of-Term Report is not required for the 2014/2015 reporting year.

### Section 428(4)(a) - Financial Statements

Ku-ring-gai Council's audited Financial Statements for the 2014/15 financial year are presented on pages 115 - 216. (see General Purpose Financial Statement and Special Purpose Financial Statements).

### Section 428A(4) - State of the Environment Report

- Not required

Our State of the Environment Report was prepared in 2011/12 as part of the joint Northern Sydney Regional Organisation of Councils (NSROC) Regional State of Environment Report prepared for the seven Northern Sydney member councils of Ku-ring-gai, Hornsby, Hunters Hill, Lane Cove, North Sydney, Ryde and Willoughby Councils.

The Report provides a comprehensive representation of environmental trends, major environmental impacts and relevant environmental indicators for the region. The joint report recognises that many environmental issues impact beyond council boundaries. Member councils are committed to cooperative approaches to achieve improved environmental outcomes. The joint Report is available at [kmc.nsw.gov.au](http://kmc.nsw.gov.au).

A State of the Environment Report is not required for the 2014/15 reporting year.

## LOCAL GOVERNMENT (GENERAL) REGULATION, 2005

Clause 217 of the Local Government (General) Regulation requires the following information to be included in the Annual Report:

### CI 217 (1)(a) - Details of overseas visits by councillors and council staff

This must include the purpose of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations)

- Nil

### CI 217 (1)(a1) - Details of mayoral and councillor fees, expenses and facilities

This must include the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor

or reconciled with the councillor), including separate details on the total cost of each of the following:

- (i) Provision of dedicated office equipment allocated to councillors - \$1,380.15

This includes equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs)

- (ii) Communication costs (including telephone calls) – \$12,495.88
- (iii) Attendance of councillors at conferences and seminars – \$11,971.72 (including accommodation, conference registration, transport and meals)
- (iv) Training of councillors and provision of skill development – \$12,240.00
- (v) Interstate visits by councillors, including transport, accommodation and other out of pocket travelling expenses – Nil
- (vi) Overseas visits by councillors, including transport, accommodation and other out of pocket travelling expenses – Nil
- (vii) Expenses of any spouse, partner or other person who accompanied a councillor – \$1,780.75 spouse expenses
- (viii) Expenses involved in the provision of care for a child or an immediate family member of a councillor – \$4,063.72

Ku-ring-gai Council has in place a Councillors' Expense Policy that governs the expenses paid and facilities provided to the Mayor and councillors in the discharge of their civic duties. The Policy, entitled 'Payment of Expenses and Provision of Facilities to Councillors' can be found at the following link on Council's website - [www.kmc.nsw.gov.au/policies](http://www.kmc.nsw.gov.au/policies)

The total amount of money spent on mayoral and councillor fees was \$218,410.44.

## CI 217(1)(a2) - Contracts awarded by Council in 2014/15

This includes contracts exceeding \$150,000 not including employment contracts. It must include the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

Payee name	Contract Amount (\$)	Description	Contract Description
* Amber Road	65,000.00	Contract	Lindfield Green - Design Consultancy Services
* JMD Design	65,000.00	Contract	Lindfield Green - Design Consultancy Services
* RPS Asia Pacific	65,000.00	Contract	Lindfield Green - Design Consultancy Services
Neverstop Irrigation Pty Ltd	249,355.25	Contract	North Turramurra Recreation Area (NTRA) Stage 3 Irrigation Works
** Dry Recyclables - Polytrade	Schedule of Rates > \$150,000	Contract	Processing / Disposal Vegetation Waste and Dry Recyclables
** Greenwaste - Kimbriki	Schedule of Rates > \$150,000	Contract	Processing / Disposal Vegetation Waste and Dry Recyclables
SJB Urban NSW Pty Limited	241,090	Contract	Engage Multidisciplinary Consulting Team
** Hones La Hood Lawyers	Schedule of Rates > \$150,000	Contract	Legal Services Panel
** HWL Ebsworth Lawyers	Schedule of Rates > \$150,000	Contract	Legal Services Panel
** Lander & Rogers	Schedule of Rates > \$150,000	Contract	Legal Services Panel
** Local Government Legal	Schedule of Rates > \$150,000	Contract	Legal Services Panel
** Matthews Folbigg Pty Ltd	Schedule of Rates > \$150,000	Contract	Legal Services Panel
** Norton Rose Fulbright Australia	Schedule of Rates > \$150,000	Contract	Legal Services Panel
** Sparke Helmore Lawyers	Schedule of Rates > \$150,000	Contract	Legal Services Panel
** Swaab Attorneys	Schedule of Rates > \$150,000	Contract	Legal Services Panel
** Wilshire Webb Staunton Beattie	Schedule of Rates > \$150,000	Contract	Legal Services Panel
Landscape Solutions	1,864,100.73	Contract	Koola Park - Stage 3 Playing Fields
Westbury Constructions Pty Ltd	468,278.00	Contract	Wahroonga Park Toilet Facilities
Civil Edge	597,576.00	Contract	Dumaresq - McIntyre - New Road
Design Landscapes Pty Ltd	447,380.58	Contract	Gross Pollution Traps - McIntyre and Arthur Street Gordon
Hargraves Urban Pty Ltd	996,169.70	Contract	Cameron Park Extension – Corner Eastern and Gilroy Roads Turramurra

\* Three contractors have been awarded for the same contract (Lindfield Green – Design Consultancy Services) totalling \$195,000.

\*\* Items which were started in the 2014/15 year and not completed but are however estimated to be more than \$150,000.

### CI 217(1)(a3) - Amounts incurred in relation to legal proceedings

This includes a summary of the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result.

**Land and Environment Court:** The total cost incurred in the 2014/15 financial year was **\$1,153,612**. The amounts received for costs recovered was **\$75,000**.

Proceedings	Nature of Proceedings	Result	Costs \$
Council ats The Northern Eruv Inc	L & E - Class 1	Dismissed	2,146
Council ats De Stoop	L & E - Class 1	Resolved by agreement	1,210
Council & The Minister for Planning and Infrastructure ats Lord & Ayres	L & E - Class 1	Upheld (amended proposal)	136,484
Council ats Arkibuilt Pty Ltd	L & E - Class 1	Dismissed	26,279
Council ats Diamond Killara Pty Ltd	L & E - Class 1	Dismissed	109,403
Council ats Murtag Developments Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	1,053
Council ats Roseville Uptown Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	9,402
Council ats Chandos Group Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	53
Council ats Staldone Corporation Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	12,769
Council ats Barratt	L & E - Class 1	Resolved by agreement (amended proposal)	43,720
Council ats Ormaechea	L & E - Class 1	Resolved by agreement (amended proposal)	57,153
Council ats Staldone Turramurra Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	52,206
Council ats Funfour Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	99,717
Council ats Bunnings Properties Pty Ltd	L & E - Class 1	Discontinued	68,781
Council ats Nolan	L & E - Class 1	Resolved by agreement (amended proposal)	9,282
Council ats Mackenzie Architects Pty Ltd (No 1)	L & E - Class 1	Resolved by agreement (amended proposal)	23,809
Council ats Landmark Group Australia Pty Limited	L & E - Class 1	Resolved by agreement (amended proposal)	38,882
Council ats Able Apartments Pty Limited	L & E - Class 1	Resolved by agreement (amended proposal)	11,442
Council ats ARTZ 2 Design Limited (No 1)	L & E - Class 1	Not concluded	19,310
Council ats Gelder	L & E - Class 1	Resolved by agreement (amended proposal)	11,628
Council ats Chapman Planning Pty Limited	L & E - Class 1	Resolved by agreement (amended proposal)	29,117
Council ats Mackenzie Architects Pty Ltd (No 2)	L & E - Class 1	Not concluded	48,649
Council ats Nolan	L & E - Class 1	Resolved by agreement (amended proposal)	6,880
Council ats Barkl	L & E - Class 1	Upheld (amended proposal)	11,877
Council ats Jacka	L & E - Class 1	Not concluded	93,590
Council ats Ryan & Ryan	L & E - Class 1	Resolved by agreement (amended proposal)	26,713
Council ats Blake Organisation	L & E - Class 1	Not concluded	31,597
Council ats ARTZ 2 Design Limited (No 2)	L & E - Class 1	Not concluded	53,168
Council ats Nasab	L & E - Class 1	Not concluded	15,899
Council ats R & J Associates Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	20,346
Council ats Mackenzie Architects International Pty Ltd	L & E - Class 1	Not concluded	4,956
Council ats Stein	L & E - Class 1	Dismissed	19,825
Council ats El-Hage Construction Pty Ltd	L & E - Class 1	Not concluded	18,252

**Supreme Court of New South Wales:** The total cost incurred in the 2014/15 financial year was **\$103,252.50**.

Proceedings	Nature of Proceedings	Result	Costs \$
Council v Ichor Constructions	Supreme Court – Construction List	Successful with costs awarded to Council. Costs assessment still pending.	103,253

#### CI 217(1)(a4) - Works on private land

Council is required to provide a summary of resolutions made under Section 67 of the Act concerning work carried out on private land, including details or a summary of such work if the cost of the work has been fully or partly subsidised by the council, together with a statement of the total amount by which the council has subsidised any such work during that year.

During 2014/15 Council resolved to or carried out the following works:

- **Vegetable/ Herb Garden construction**

Council's Environmental Levy Small grants scheme

provided \$915 funding for the construction of a vegetable and herb garden at Michelle's Family Day Care, St Ives.

#### CI 217(1)(a5) - Contributions/ grants to organisations and individuals

Each year, Council provides financial assistance to community and cultural groups in Ku-ring-gai in accordance with Section 356 of the Act. The grants enhance the capacity of community groups to provide much needed support services to the community, foster celebrations, promote the development of artistic pursuits in Ku-ring-gai, increase resident participation in community activities

and deliver small community based environmental projects at a neighbourhood level.

- **Environment project grants**

Council's environmental levy funds a small grants scheme, which provides money to community groups or individuals to complete projects that benefit Ku-ring-gai's natural environment. During 2014/2015 Council provided 15 grants valued at over \$49,902 for works that included weed removal at a number of environmentally sensitive sites, wildlife education and a weed awareness display/campaign. The following table details the recipients, project and funding:

#### Environmental Levy Community Small Grants Scheme 2014/15

Recipient organisation or group	Name of project	Suburb	Amount
Troon Place Streetcare	Tradescantia removal	Pymble	\$1,600
Geary's Way Bushcare Group	Bank stabilisation	Gordon	\$2,700
Michelle's Day care	Vegetable and herb garden	St Ives	\$915
Macquarie University	Do bass use ladders?	Gordon	\$5,000
Gaia Guide Association	Mobile field guides to the local native flora and fauna of Ku-ring-gai	Killara	\$2,500
Ku-ring-gai Bushcare Association	Weed awareness display	Gordon	\$4,983
STEP	Repair to the STEP track	Turrumurra	\$5,000
ARIES	Greening Ku-ring-gai's rooftops	Gordon	\$5,000
Buller St residents	Reclaim Buller Ck	Turrumurra	\$2,400
Weed removal at Rofe Pk	Bush regeneration at Warragul Rd	Turrumurra	\$3,200
Friends of the Rifleway	Restoration of the Rifleway	Roseville	\$4,404
Normac Streetcare Group	Weed removal	Roseville	\$1,000
ARIES	Supporting Ku-ring-gai's Habitat Stepping Stones	Ku-ring-gai	\$3,000
Quarry Creek Bushcare Group	Weed control	West Pymble	\$5,000
Minnamurra Streetcare	Vine control	Gordon	\$3,200
<b>Total</b>			<b>\$49,902</b>

#### Community project grants

Every year Council provides financial assistance to community and cultural groups in Ku-ring-gai with the projects funded under the Community Grants Program 2014/15 covering a diverse range of target groups including, children, young people, older people, people with disabilities and people from culturally and linguistically diverse backgrounds.

The grants awarded to community and cultural groups provide services to the people of Ku-ring-gai. The aim of this program is to provide residents with the opportunity to engage with and develop interests which will benefit the local community.

A total of \$97,875 funding was allocated in 2014/15. The following tables detail

the recipients, projects and funding. It is noted that three community groups received grants under two different categories.

#### Summary - Recipients and funding allocations

Group	Purpose	Amount \$
Community and cultural groups	Various (Recipients and funding are detailed in the following tables)	94,150
Eryldene Historic House	Rates, garbage rebate (former Council resolution)	3,725
<b>TOTAL</b>		<b>\$97,875</b>



## Community and Cultural Groups - Details of recipients and funding allocations

### 1. Category: Small Equipment

Name of organisation or group	Amount \$
East Lindfield Girl Guides	1,270
Easy Care Gardening	1,000
English At Gordon (Gordon Baptist Church Cross Cultural Friendship Centre)	800
The Eryldene Trust	1,750
Fresh Tracks Foundation	2,000
The Friends of Richard Geeves	1,500
Killara Bowling Club Inc.	1,000
KU Killara Park Preschool	1,250
KU South Turramurra Preschool	850
Ku-ring-gai Community Workshop "The Shed" Inc.	2,000
Ku-ring-gai Neighbourhood Centre Inc.	1,250
KYDS Youth Development Service Inc.	675
Lady Game Kindergarten	1,250
Lifeline Harbour to Hawkesbury	1,863
Lindfield Montessori Preschool	940
North St Ives Scout Group: The Scout Association of Australia NSW Branch	1,250
North Turramurra Girl Guides - Girl Guides Assoc NSW	800
1st Pymble Scout Group - The Scout Assoc of Aust NSW Branch	1,250
Special Olympics Sydney Upper North Shore (SOSUNS)	1,500
St Ives Netball Club Inc	1,250
2nd St Ives Scout Group - The Scout Assoc of Aust NSW	1,250
StreetWork Inc.	1,250
West Pymble Scouts	1,250
<b>Total</b>	<b>\$29,198</b>

### 2. Category: Community Development

Name of organisation or group	Amount \$
Autism Spectrum Australia (Aspect)	3,692
Adventist Development and Relief Agency (ADRA) Australia Ltd	3,250
Chabad House of the North Shore	4,000
Constant Companion Service	1,380
Hee Nyeon Church - Uniting Church in Australia	750
Hornsby Ku-ring-gai Women's Shelter	5,000
Ku-ring-gai Community Workshop "The Shed" Inc.	3,000
KYDS Youth Development Service Inc.	4,000
Rainbow Club Hornsby	1,500
Rotary Club of Turramurra	5,000
St Edmund's School for Students with Special Needs	2,500
St Philips Anglican Church Turramurra (Combined Churches Australia Day Community Breakfast)	1,000
<b>Total</b>	<b>\$35,072</b>

### 3. Category: Arts/Cultural

Name of organisation or group	Amount \$
The Cathedral Singers	1,000
Community Migrant Resource Centre	3,500
English At Gordon (Gordon Baptist Church Cross Cultural Friendship Centre)	880
Jewish Arts Incorporated	4,000
Ku-ring-gai Art Society	3,000
Ku-ring-gai Historical Society Inc.	5,000
Ku-ring-gai Youth Orchestra	4,000
Lindfield Public School P&C Assoc Inc.	1,500
The Mirrabooka Singers	1,200
St Ives Preschool Kindergarten	1,500
Sunshine	1,800
Wahroonga Hispanitos Playgroup	1,500
West Pymble Public School P&C Assoc	1,000
<b>Total</b>	<b>\$29,880</b>

**CI 217(a)(a6) - A statement of all external bodies that exercised functions delegated by Council during the year**

• Nil return

**CI 217(1)(a7) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council (whether alone or in conjunction with other councils) held a controlling interest during the year**

• Nil return

**CI 217(1)(a8) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council participated during the year**

• Nil return

**CI 217(1)(a9) - A statement of the activities undertaken by Council during the year to implement its equal employment opportunity management plan**

Ku-ring-gai Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law.

Council continually monitors legislative and industry changes in this area and undertakes regular reviews of HR practices and processes to ensure that EEO principles are applied accordingly.

**Equity**

Within Ku-ring-gai we expect that all employees will

- be treated with respect and fairness
- work in a place free from all forms of harassment and unlawful discrimination

- have access to and compete equitably for recruitment, selection, promotion and transfer opportunities
- choose and pursue their own career path
- have access to relevant training and development opportunities.

**Diversity**

Diversity recognises that employees differ not just on the basis of race, gender and ethnicity but also on other dimensions such as age, lifestyles and geographic origins. Diversity involves not only tolerance of employees regardless of their differences, but acceptance of employees because of their differences and valuing their individual contribution to the workplace.

Our draft Equity and Diversity Management Plan 2015/19 sets out the objectives and strategies to be delivered across the next 4 years. This will enable management and employees to understand Equity and Diversity principles and their responsibilities in relation to its implementation.

Specific activities and achievements under the EEO Management Plan for 2014/15 included:

- Continuing actions in response to an Employee Opinion Survey. Survey results showed that staff identified 'equal opportunity' and 'prevention and discouragement of bullying and harassment' as 2 of the top 5 best performance scores.
- Continued refresher training to all staff for the prevention of bullying and harassment.
- Regular reporting of EEO statistical information to the Senior Management team.

- Ongoing coordination of our EEO Contact Officer network which provides employees opportunities to raise issues and/or concerns with peers.
- Continued delivery of our comprehensive induction process inclusive of Equal Employment Opportunity and Bullying and Harassment Prevention training which is provided to all new employees upon commencement.
- Development of our new draft Equity and Diversity Plan for 2015 – 2019.

**CI 217(1)(b) and (c) - Senior staff remuneration packages during the year - see table below.**

**CI 217(1)(e) - A statement providing information on the stormwater management services provided by Council during the year, as funded by Council's annual charge for stormwater management services.**

The stormwater management charge is used to fund new and upgraded drainage works across the Ku-ring-gai Local Government Area as well as the environmental management of Council's drainage system impacting on watercourses. During 2014/15 this included:

- drainage upgrades
- water quality analysis and data monitoring.
- regular maintenance of 141 EnviroPods and 72 other Gross Pollutant Traps as part of the stormwater pollution control device maintenance contract, funded by the stormwater charge.

This maintenance removed approximately 79.62 tonnes of pollutants (rubbish, leaf litter and sediment) from our waterways.

**Table - CI 217(1)(b) and (c) - Senior staff remuneration packages**

Senior Officers	Gross (Salary Component)	Statutory Superannuation Contributions	Non- Cash Benefits	FBT Payable by Council	Total
General Manager	\$297,210.00	\$15,792.05	\$8,416.10	\$9,878.91	\$331,297.06
Directors	\$984,310.00	\$118,827.79	\$28,397.47	\$36,570.19	\$1,168,105.45

## COMPANION ANIMAL ACT, 1998

Clause 217(1)(f) of the Local Government Act (General) Regulation requires a detailed statement, prepared in accordance with relevant guidelines, of Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act, 1998*

### Companion Animals Management

During 2014/15, Council carried out companion animals management in accordance with Council's adopted Companion Animals Management Plan 2011-2016, together with Council's adopted Compliance Policy.

Highlights for the year included the hosting of a successful specialty community event for dogs, their owners and dog lovers, known as 'Dogs Day Out' and the achievement of local registration rates in excess of 97%.

Companion animal management has remained a key operational regulatory program throughout the year, with a steady demand placed on Council's Regulatory Services Unit. Council continues to receive good feedback from members of the community and staff via email, website and social media. This has assisted Council in providing timely community consultation and education on key companion animal matters.

Overall in 2014/15, Council's Companion Animal Unit completed the following:

- managed 677 complaints regarding companion animal issues, a 1% decrease on the previous year's figures
- handled 203 complaints in relation to stray, abandoned or roaming dogs, a 4% decrease on the previous year's figures, which can be attributed to increased ranger patrols
- handled 9 complaints in relation to stray, abandoned or nuisance cats, a 20% decrease on the previous year's figures, which can be attributed to increased education and information available about nuisance cats.
- handled 266 complaints regarding barking dogs, a 6% decrease on the previous year's figures.

Overall requests for management of companion animal matters within

Ku-ring-gai local government area remained relatively steady, with a notable decrease in dog attacks and barking dog complaints.

### Specific statements – Companion Animal Act, 1998

#### 16.2 (a) - Lodgement of pound data collection returns with the Division

Council seized 98 companion animals in 2014/15; 47 of these were returned directly home and the remaining 51 were transferred to Council's impounding facility. This is the second year these figures have been recorded and there has been 40% decrease in the total number seized. It demonstrates our local vet services and Council are proactively reuniting pets with their owners and reducing the resources required to impound animals. Our high registration rates also assist in the efficient return of animals to their owners.

A total of 169 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2014/15, a 12% increase from previous years.

A total of 172 animals were released from the facility which included 33% released to their owners, 33% sold from the facility, 20% released to rescue, 13% euthanised and 1% escaped.

The 23 animals (22 cats and 1 dog) euthanised were the result of the animals being declared as unsuitable for rehoming due to terminal illness, infant status, or feral behaviour. The total percent euthanised has decreased by 1% from the previous year.

#### 16.2 (b) - Lodgement of data about dog attacks with the Division

There were 43 reported dog attacks in 2014/15, a decrease of 50% from the previous year. The decrease could be attributed to increased patrols and education programs.

#### 16.2 (c) - The amount of funding spent on companion animal management and activities

Companion Animal Management expenditure amounted to a total of \$196,770. The largest component of expenditure was attributed to Council's contractual arrangements with our impounding authority, Thornleigh Veterinary Hospital, at \$60,000. Income for the group was \$133,554,

mainly attributed to registration fees of \$70,500 and fine income of \$60,000.

#### 16.2 (d) - Companion animal community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats.

Ku-ring-gai Council continued to promote and educate the community regarding Companion Animals Legislation through the website, social media, e-newsletters, information with rates notices, flyers distributed at off leash areas and participation at community events such as Dogs Day Out and Festival on the Green.

Council has a number of strategies in place to promote and assist the desexing of dogs and cats, including regular unregistered animal notices, promoting the benefits of desexing prior to registration, promotion of National Desexing Network Week as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, RSPCA and Animal Welfare League).

#### 16.2 (e) - Council's strategies for complying with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals

Thornleigh Veterinary Hospital continues to act as Council's animal impounding service provider. They have a number of strategies in place to comply with the requirement under Section 64 of the Act to seek alternatives to euthanasia of unclaimed animals. Unclaimed animals are advertised for adoption through social media, their on-site veterinary clinic, website, flyers and newspaper articles if needed. In addition, if animals cannot be adopted they will be released to approved not-for-profit organisations that help to rescue and rehome animals within NSW.

#### 16.2 (f) - Off leash areas provided in the council area

There was one park declared an off leash area during the 2014/15 year at Friars Field Pymble. There are currently 22 Leash Free Areas and a full list of these areas is available on Ku-ring-gai Council's website at [kmc.nsw.gov.au/dogs](http://kmc.nsw.gov.au/dogs)

## ENVIRONMENTAL PLANNING AND ASSESSMENT ACT, 1979

Under section 93G(5) of the *Environmental Planning and Assessment Act, 1979* Council must include in its 2013/14 Annual Report the planning agreements entered into during the year and information on the status of current planning agreements.

### **Status of Voluntary Planning Agreement for the delivery of a future public road at 28-30 and 32 Dumaresq Street, Gordon - DA 501/12**

In 2012/2013 Council resolved to enter into one Planning Agreement pursuant to Section 93G (5) of the *Environmental Planning and Assessment Act, 1979*.

Australia Wenzhou Group approached Ku-ring-gai Council in mid-2012 to enter into a Voluntary Planning Agreement (VPA) in connection with the redevelopment of a multi-unit apartment block at 28-30 Dumaresq Street Gordon.

The agreement relates to a proposed road identified in the Ku-ring-gai Local Environmental Plan (Local Centres) 2012, Ku-ring-gai Development Control Plan (Local Centres) 2012, Ku-ring-gai Contributions Plan 2010 and Ku-ring-gai Public Domain Plan 2010. The road is to be partly located on 32 Dumaresq Street Gordon, which Ku-ring-gai Council has acquired for this purpose, and will continue through to Moree Street, Gordon to provide a link road.

Under the VPA the developer is required to pay monetary contributions and deliver that part of the road located on 32 Dumaresq Street Gordon together with earth works required to support the road until it can be continued to Moree Street in the future.

The VPA also includes the sale at agreed market value of a residual amount of land not required for the road reservation.

Development Application 501/12 was determined on 23 May 2014 and the VPA was executed on Monday 25 September 2014.

On the 21 November 2014, Australia Wenzhou Group transferred its freehold property to Qun Lun Developments Pty Ltd. The VPA was registered on title of the land and

the terms of the original agreement automatically transferred to the new owner.

On 5 June 2015, Ku-ring-gai Council compulsorily acquired the land fronting Moree Street which will enable the road link to be completed.

### **Status of Council Voluntary Planning Agreement - Edgelea Development 100 Eton Road Lindfield NSW 2070 (also known as UTS Ku-ring-gai) - DA0677/11**

Defence Housing Australia (DHA), in accordance with the terms of Condition B13 of Concept Approval MP06\_0130 (issued by the Minister for Planning) approached Ku-ring-gai Council in December 2011 to enter into a Voluntary Planning Agreement (VPA) in connection with the redevelopment of the UTS Ku-ring-gai site, known as 100 Eton Road Lindfield. The agreement is linked to the first stage of development, being the initial subdivision, land dedication and embellishment works.

Council resolved to enter into an agreement with Defence Housing Australia and the VPA was formalised in September 2012.

Under the VPA the developer was required to pay monetary contributions and provide other material public benefits which included;

- a minimum of 9,800m<sup>2</sup> of land for a soccer field (sports field)
- 300m<sup>2</sup> of built community space plus associated amenities
- new public access roads and parking, financial contribution for the future maintenance of the public roads in the vicinity of \$200,000
- environmental lands.

During 2012/13 DHA tendered for the construction of the sportsfield and community building, which were completed and opened for use in December 2013. On completion of the sportsfield Council entered into an exclusive licence agreement with DHA for use of the sportsfield at no cost to Council. This agreement will run until registration of the plan of subdivision for the sportsfield and community building, and dedication of the sportsfield to Council.

Council also currently has exclusive use of part of the community building for community groups, under licence and at no cost to Council. This building and land, and other surrounding environmental lands, will be dedicated to Council following completion of residential sales for the former UTS Ku-ring-gai site.

During 2014/15 two new roads were dedicated to the public upon the registration of the plan of subdivision for Stage 0 of the development.

## GIPA ANNUAL REPORT

### **Review of proactive release program – Clause 7(a)**

Under section 7 of the GIPA Act, NSW agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Ku-ring-gai Council's program for the proactive release of information involves a review of what information is already being made available to the public on Council's website and the types of information requested under both informal and formal requests for information. We also look at current matters that council is involved in or that could be considered of interest to the public.

During the reporting period, we reviewed this program by examining the information publicly available on the website. The website continues to provide timely reporting on current matters. The website also includes information on the status of development applications with details about new applications and those that have recently been determined via Council's DA tracking system.

In the reporting period Council received five (5) public requests for information which resulted from details of Formal Access requests which were recorded in Council's Disclosure Log on the website.

We have also continued to monitor trends in informal requests for information to identify requests for similar information that could otherwise be disclosed proactively on

our website. Despite the high number of informal requests received the same information is rarely sought by a number of different members of the public resulting in no new avenues to proactively disclose information as a result of informal requests.

While there is continued public interest in information about older development applications, information relating to these applications is often protected by copyright and is unable to be proactively released on the website. A public access computer kiosk is located in the foyer area of Council's Administration Building allowing members of the public to enable free public viewing access to electronic information on current development applications.

This review has determined that the proactive release of information to the public by Ku-ring-gai Council is considered appropriate at this time.

#### Number of access applications received – Clause 7(b)

During the reporting period, Ku-ring-gai Council received a total of 39 formal access applications (including withdrawn applications).

#### Number of refused applications for Schedule 1 information – Clause 7(c)

During the reporting period, Ku-ring-gai Council refused four formal access application.

### GOVERNMENT INFORMATION PUBLIC ACCESS ACT, 2009

#### Statistical report for 2014/15

In accordance with Section 125 of the *Government Information (Public Access) Act 2009* Council, as an agency under the Act, is required to prepare an annual report of its obligations under the Act. Schedule 2 of the Act outlines the annual reporting requirements for capturing statistical information and are to be used as the framework for this report.

#### Schedule 2 – number of Applicants by type of applicant and outcome

Ku-ring-gai Council received a total of 39 formal applications, of which nine were subsequently withdrawn under the *Government Information (Public Access) Act 2009* during the reporting year 2014/15.

**Table A: Number of Applications by type of applicant and outcome\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	1	0	0	0	0	0	1
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	3	0	1	0	0	0	3
Members of the public (other)	6	10	4	0	0	2	0	5

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

\*Note: There was 1 application awaiting determination as at 1 July 2015.

**Table B: Number of Applications by type of applicant and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm/deny whether information is held	Application withdrawn
Personal information applications*	1	6	1	0	0	1	0	2
Access applications (other than personal information applications)	10	5	3	1	0	1	0	7
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual)

**Table C: Invalid Applications**

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

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

Reason for Invalidity	Number of times consideration used*
Overriding Secrecy Laws	0
Cabinet Information	0
Executive Council Information	0
Contempt	0
Legal Professional Privilege	0
Excluded Information	0
Documents affecting law enforcement and public safety	0
Transport Safety	0
Adoption	0
Care and Protection of Children	0
Ku-ring-gai Council Code of Conduct	0
Aboriginal and Environmental Heritage	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This applies in relation to Table E.

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

	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	7
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	Number of Applications
Decided within the statutory timeframe (20 days plus any extensions)	27
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	2
<b>Total</b>	<b>29</b>

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

	Decision Varied	Decision Upheld	Total
Internal Review	0	1	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>Nil</b>	<b>1</b>	<b>1</b>

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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

	Number of applications for review
Applications by access applicants	1
Application by persons to whom information the subject of access application relates (see section 54 of Act)	Nil

# Indexes and Glossary

## Global reporting initiative - content index

The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation's contribution to sustainable development. The guidelines are designed to ensure GRI based reports:

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

Council is not fully compliant with the G4 Sustainability Reporting Guidelines but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our Four Year Delivery Program and Annual Report. The GRI indicators that have been discussed in this report (either wholly or in part) are referenced in the following table.

*More information about the GRI is available at [globalreporting.org](http://globalreporting.org)*

GRI.4 Section	General Standard Disclosures	Report Section	Comment
<b>Strategy and analysis</b>			
G4-1	CEO Statement	Introduction	
G4-2	Risk and Opportunities	Our community leadership	Theme 6 - Leadership and Governance
<b>Organisational Profile</b>			
G4-3	Name of the organisation	Cover Introduction	
G4-4	Primary brands, products, and/or services	Introduction Our performance 2014/15	Vision Performance highlights
G4-5	Location of operational headquarters	Introduction Inside back cover	Who we are Contact us
G4-6	Jurisdiction or areas in which the council operates	Introduction	
G4-7	Legal form of the council	Our community leadership	
G4-8	The main target customers of the council's activities	Introduction	About this report Ku-ring-gai – at a glance
G4-9	Scale of the council * number of employees * net revenues * total assets	Introduction Our community leadership Our performance 2014/15	Our performance – Financial Information Theme 6 - Leadership and Governance
G4-10	Size and compilation of the workforce	Our performance 2014/15	Ku-ring-gai – our place our people Theme 6 - Leadership and Governance
G4-11	Workforce covered by collective bargaining agreements	Our performance 2014/15	Ku-ring-gai – our place our people Theme 6 - Leadership and Governance
G4-12	Council's supply chain	Statutory information	Contracts awarded
G4-13	Significant changes to the council during the reporting period	Introduction Our community leadership Our performance 2014/15	Performance highlights 2014/15 Our performance - financial Our performance - summary
G4-15	Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Introduction Our performance 2014/15	About this report Performance highlights 2014/15 Our performance 2014/15
G4-16	Association memberships and national/international advocacy organisations in which the organisation has positions	Our community leadership Our performance 2014/15	
<b>Identified Material Aspects and Boundaries</b>			
G4-17	Entities included in the Council's financial statements	Financial Information	
G4-20	Aspect boundary and limitations within the organisation	Introduction Financial Information	About this report
G4-21	Aspect boundary and limitations within the organisation	Introduction Financial Information	About this report

GRI.4 Section	General Standard Disclosures	Report Section	Comment
G4-23	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report		No significant changes
<b>Stakeholder Management</b>			
G4-24	List of stakeholder groups engaged by the organisation	Introduction	
G4-25	Basis for identification and selection of stakeholders with whom to engage	Introduction	
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Introduction	
G4-27	Issues and concerns raised through stakeholder engagement and how the organisation has responded	Our performance 2014/15	Theme 6 - Leadership and Governance
<b>Report Profile</b>			
G4-28	Reporting period for information provided	Introduction Our performance 2014/15	About this report
G4-29	Date of most recent previous report		Ku-ring-gai Council's Annual Report 2014/15 was published 30 November 2015 and available at <a href="http://www.kmc.nsw.gov.au/annualreport">www.kmc.nsw.gov.au/annualreport</a>
G4-30	Reporting cycle	Introduction	Annual Report 1 July 2014 to 30 June 2015
G4-31	Contact point	Inside back cover	Contact us
G4-32	GRI Content Index for Standard disclosures	Indexes and glossary	
G4-33	Policy and current practice with regard to seeking external assurance for the report	Introduction	
<b>Governance</b>			
G4-34	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks	Our community leadership	
G4-36	Appointment of executive-level positions and reporting lines to highest governance body	Our community leadership Our organisational leadership	
G4-37	The process for consultation between stakeholders and highest governance body	Introduction Our community leadership	
G4-38	The composition of the highest governance body and committees	Our community leadership	
G4-39	Indicate whether the chair of the highest governance body is also an executive officer	Our community leadership	
G4-40	The selection process for the highest governance body	Our community leadership	
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Our community leadership	
G4-44	Processes for evaluating the highest governance body's own performance particularly with respect to economic, environmental and social performance	Introduction Our performance 2014/15	Our performance - Financial Theme 6 - Leadership and Governance
G4-46	Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts	Our community leadership	
G4-51	Remuneration policies for the highest governance body and senior executives	Statutory information	
G4-52	The process for determining remuneration	Statutory information	
G4-56	The values, principles and code of conduct	Our community leadership	



GRI.4 Section	General Standard Disclosures	Report Section	Comment
<b>Economic Performance Indicators</b>			
G4-EC1	Economic value generated and distributed	Introduction Financial Information	Our financial performance – summary
G4-EC2	Financial Implications and other risks and opportunities for the organisations activities due to climate change	Our performance 2014/15	Theme 2 – Natural Environment
G4-EC4	Financial assistance received from government	Financial Information	
G4-EC7	Development and Impact of Infrastructure Investments and Services supported	Our performance 2014/15 Financial Information	
G4-EC8	Significant Indirect Economic Impacts	Our performance 2014/15 Financial Information	Theme 2 – Natural Environment Theme 4 – Local Economy and Employment
<b>Environmental Performance Indicators</b>			
G4-EN2	Percentage of materials used that are recycled input materials	Statutory information	Theme 2 - Natural Environment
G4-EN3	Energy consumption within the organisation	Our performance 2014/15	Theme 2 - Natural Environment
G4-EN6	Reduction of Energy Consumption	Our performance 2014/15	Theme 2 - Natural Environment
G4-EN13	Habitats protected or restored	Our performance 2014/15	Theme 2 - Natural Environment
G4-EN16/17	Indirect greenhouse gas emissions	Our performance 2014/15	Theme 2 - Natural Environment
G4-EN19	Reduction of greenhouse gas emissions	Our performance 2014/15	Theme 2 - Natural Environment
G4-EN23	Total weight of waste by type and disposal method	Our performance 2014/15	Theme 2 - Natural Environment
<b>Social Performance Indicators</b>			
G4-LA1	Total number and rates of new employee hires and employee turnover	Our people Our performance 2014/15	Theme 6 - Leadership and Governance
G4-LA5	Percentage of workforce represented in health and safety committees	Our people Our performance 2014/15	Theme 6 - Leadership and Governance
G4-LA6	Rates of injury and lost days	Our people Our performance 2014/15	Theme 6 - Leadership and Governance
G4-LA9	Hours of training per year	Our people Our performance 2014/15	Theme 6 - Leadership and Governance
G4-LA11	Employees receiving regular performance and career development reviews	Our people Our performance 2014/15	Theme 6 - Leadership and Governance
<b>Society Performance Indicators</b>			
G4-SO1	Business units with implemented local community engagement, impact assessments, and development programs	Our performance 2014/15	Theme 6 - Leadership and Governance
G4-SO3	Business units assessed for risks related to corruption	Our performance 2014/15	Theme 6 - Leadership and Governance
G4-SO4	Communication and Training on anti-corruption policies and procedures	Our performance 2014/15	Theme 6 - Leadership and Governance
G4-SO5	Confirmed incidents of corruption and actions taken	Our performance 2014/15	Theme 6 - Leadership and Governance
<b>Product Responsibility Performance Indicators</b>			
G4-PR2	Incidents of non-compliance – health and safety	Our performance 2014/15	Theme 6 - Leadership and Governance
G4-PR5	Results of surveys measuring customer satisfaction	The community's role Our performance 2014/15	Engaging with our community Theme 6 – Leadership and Governance

# Glossary of terms

## **ABS**

Australian Bureau of Statistics.

## **AHO**

Aboriginal Heritage Office  
Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects over 1,000 Aboriginal heritage sites across Sydney's north shore. The eight partnering councils are North Sydney, Willoughby, Lane Cove, Warringah, Ku-ring-gai, Pittwater, Manly and Ryde.

The AHO also studies Aboriginal life before colonisation and runs a series of educational walks and talks for school groups and the general public. The AHO hosts the only Aboriginal Museum, Education Centre and Keeping Place in northern Sydney and supports local Aboriginal people.

## **APZ**

Asset Protection Zone.

## **ARA**

Australasian Reporting Awards.

## **AR Bluett Memorial Award**

The AR Bluett Memorial Award has been awarded annually since 1945 in memory of Albert Robert Bluett. AR Bluett was an outstanding figure in local government, serving as the Secretary and Solicitor to the Local Government and Shires Associations of NSW for 30 years and one of the architects of the Local Government Act of 1919. The A R Bluett Memorial Award is keenly contested each year by councils in NSW who would like to be recognised as being the most progressive in the state in all aspects of their operations and services.

## **Better Business Partnership**

BBP is a joint Council program designed to improve the sustainability of businesses located on Sydney's North Shore. Small to medium sized businesses can join the program for free thanks to the support of the four local government areas (LGAs) of Ku-ring-gai, Lane Cove, North Sydney and Willoughby City. For information visit [betterbusinesspartnership.com.au](http://betterbusinesspartnership.com.au)

## **Best Practice**

A best practice is a method or technique that has consistently shown results superior to those

achieved with other means, and that is used as a benchmark.

## **Biodiversity**

The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

## **CALD**

Culturally and linguistically diverse.

## **Catchment**

Area of land that drains rainfall into a river or lake.

## **Community Engagement**

Refers to Council's consultative practices that enable communities and individuals to participate in the development of Ku-ring-gai and build community capacity. It supports and informs all Council's decision-making processes.

## **Community Strategic Plan**

The Ku-ring-gai Community Strategic Plan 2030 - Our community Our future identifies the community's main priorities and aspirations for the future and sets out clear strategic directions to achieve them over the long-term. While Council has the main role in progressing the plan on behalf of the community other partners such as government agencies, external organisations and community groups also play an important role in delivering the long-term objectives of the plan.

## **Councillors**

Elected representatives who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.

## **CRC**

Corporate Research Centre.

## **DA**

Development Application.

## **Database**

Systematic arrangement of computer data to enable it to be automatically retrieved and manipulated.

## **Development Control Plan (DCP)**

Provides policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development.

## **Delivery Program**

The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's longterm objectives and priorities during the 4 year term of the elected Council. This includes identifying who is responsible for achieving objectives in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will be community groups or individuals.

## **Demographic Statistics**

Demographic statistics in this report are taken from the 2011 Australian Bureau of Statistics Census figures for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council's website.

## **DLG (NSW)**

New South Wales Division of Local Government.

## **EEO**

Equal Employment Opportunity.

## **EIS**

Environmental Impact Statement.

## **EPA**

Environmental Protection Authority.

## **ERP**

This is the estimated resident population and is updated annually by the Australian Bureau of Statistics. The Census count is not the official population of an area. To provide a more accurate population figure which is updated more frequently than every five years, the Australian Bureau of Statistics also produces 'Estimated Resident Population' (ERP) numbers.

## **ESDAC**

Economic Social Development Advisory Committee.

## **ESL**

Environmentally Sensitive Lands.

## **FAG**

Financial Assistance Grants provided by Australian Government.

## **Financial Year**

The financial year that we are reporting on in this annual report is the period from 1st July 2012 to 30 June 2013.

**GHG**

Greenhouse Gas.

**GIPA**

The *Government Information (Public Access) Act 2009*, which has replaced Freedom of Information legislation.

**Governance**

Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern.

**HCA**

Heritage Conservation Area.

**Heritage**

Refers to the extensive aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy.

**ICLEI**

An international association of local governments and their associations that have made a commitment to sustainable development.

**Indigenous**

Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area were the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land.

**Infrastructure**

Roads, buildings, bridges, pavements, cycleways and other constructions.

Integrated Planning and Reporting (IP&R)

In 2009 the NSW Division of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require:

- long-term strategic planning with the community
- long-term resourcing strategies for assets, finances and the workforce
- four year programs aligned to a council's term, detailing key actions, projects and resourcing
- one year plans of actions, projects and budgets
- quarterly, biannual and annual performance reporting schedule.

**IPART**

Independent Pricing and Regulatory Tribunal of NSW. The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans.

**Integrated Planning and Reporting (IP&R)**

In 2009 the NSW Division of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require:

- long-term strategic planning with the community
- long-term resourcing strategies for assets, finances and the workforce
- four year programs aligned to a council's term, detailing key actions, projects and resourcing
- one year plans of actions, projects and budgets
- quarterly, biannual and annual performance reporting schedule.

**Issue**

A key area of concern or priority identified by the community and Council that needs to be addressed.

**Key Performance Indicator (KPI)**

A measure that assists in the assessment of overall performance towards the community's term achievements and longterm objectives and also tell us whether we are heading in the right direction.

**KYDS**

Ku-ring-gai Youth Development Services.

**Leachate**

Water carrying impurities that have percolated through the earth, primarily at rubbish tips.

**LGA**

Local Government Area.

**LIRS**

Local Infrastructure Renewal Scheme.

**LLK**

Loving Living Ku-ring-gai.

**Local Environmental Plan (LEP)**

An environmental planning instrument that contains legally binding provisions relating to development.

**Long-term Objective**

Describes the desired future state or outcome for each issue. 'Long-term' implies that it is beyond this Council's term and in some instances beyond a second term as well. It recognises that it may take some time to achieve the objective.

**LTFP**

Long-term Financial Plan. It sets out Council's 10-20 year financial plan.

**MOU**

Memorandum of Understanding.

**NAIDOC**

National Aborigines and Islanders Day Observance Committee Northern Sydney Regional Organisation of Councils (NSROC) Comprising the Councils of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, North Sydney, Ryde and Willoughby.

**NIEIR**

National Institute of Economic and Industry Research Pty Ltd, is a private economic research and consulting group. It provides data on economic and social indicators for local government areas.

**NPWS**

NSW National Parks and Wildlife Service.

**NTAG**

North Turrumurra Action Group.

**Objectives**

An objective is a specific, measurable condition that must be attained in order to accomplish a particular program goal.

**OEH**

Office of Environment and Heritage.

**Operational Plan**

An annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget.

**Partnering**

A structured approach to working together with other parties to achieve a mutually beneficial outcome.

**Performance Reporting**

The introduction of a corporate performance reporting system has allowed us to significantly progress the quality of our reporting in the past two years and to improve the connectivity of our short, medium and long term objectives and relate these to the performance indicators which have been developed to support the objectives of the Community Strategic Plan 2030. The performance of Council against the delivery of the activities is measured through two levels of indicators. Key performance indicators (KPIs) represent a measure of the standard or outcome of an organisation's services or activities. The KPIs are designed to encapsulate the performance and outcomes of Council and are reported on every six months. Tied to this reporting, Council also receives quarterly budget reports which provide data on the financial position of Council in terms of its income and expenditure as well as the status of its adopted capital works program.

**Plan of Management (PoM)**

A document which regulates the use and management of community land.

**PPIP**

*Privacy and Personal Information Protection Act, 1998.*

**Principal Activity**

A key area in which Council sets objectives and performance indicators in order to measure performance.

**Projected population**

Our population is projected to rise to 147,650 by 2031 (an increase of 24% and annual growth rate of 2%). The largest projected age changes are: < 15 (26.7%); 15 – 64 (24.6%);

65+ (46.3%).

Population projections stated in this report are from the NSW Department of Planning.

**Quadruple Bottom Line (QBL)**

The framework for measuring and reporting on the achievement of long-term objectives in the Community Strategic Plan against governance, economic, social and environmental parameters.

**Resourcing Strategy**

The Resourcing Strategy details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans ten years. Its component parts include:

- 10-year Long-term Financial Plan
- 10-year Asset Management Strategy
- Four-year Workforce Strategy

The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Plan. It is prepared every four years following each Council election. It is developed concurrently with the other plans in the IP&R framework. The Resourcing Strategy is designed to be a living document to reflect changing financial and asset information. Initiatives within the Resourcing Strategy will be reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback.

**RFS**

Rural Fire Service.

**Riparian**

Situated on the bank of a creek or body of water.

**Risk Management**

Good management which operates to minimise the incidence of injury, damage, or loss to persons or property and to the good reputation of Council.

**SES**

State Emergency Service

**Stakeholder**

Any individual or group having a particular interest in a project or action.

**State of Environment Report**

Mechanism for providing details on the current status of the main environmental issues utilising the pressure, state, response model.

**Sustainable Development**

Development designed to meet the present needs whilst also taking into account future costs. These include environmental costs and the depletion of natural resources.

**Sustainability**

Sensitive use of natural resources without harming the ecological balance of the region.

**Target**

A numerical goal against which performance is measured.

**TRIM**

Electronic system that registers incoming and outgoing correspondence and documentation and provides ready access to files.

**Values**

Underlying attitudes that influence decisions and actions to maximise an organisation's performance.

**Vision**

Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it. In 2008 the Ku-ring-gai community, with the help of Council, developed a vision and set of values to guide future community planning and directions for Ku-ring-gai, as part of the development of its first 20-year Community Strategic Plan. The original vision and values, as stated above, were retained in our second Community Strategic Plan Our Community – Our Future 2030, which was endorsed by the community and adopted by Council in June 2013.

**VPA**

Voluntary Planning Agreement.

**WHS**

Workplace Health and Safety.

**WSUD**

Water Sensitive Urban Design.

# Report index

	Page
<b>A</b>	
Arts and Culture	53
Asset Management	77,102, 105
Awards and recognition	26-27
<b>B</b>	
Biodiversity	65
Bushland	65
Bushfire management	67
<b>C</b>	
Calendar of events	28-29
Children's services	54-55
Climate Wise Communities	62
Community engagement	35, 105-106
Community events	52-53
Community grants	56,232-233
Companion animals	235
Corporate performance indicators	25
Corporate values	4, 104
Council committees	34
Councillors	31-33
Communications and Customer service	105
<b>D</b>	
Development and assessment	78-79
Development compliance	79
Development Control Plan	75
<b>E</b>	
Economic development	94-95
Energy efficiency and management	62-63
Environmental levy	22, 62
External auditor - Special Purpose	216
External auditor - General Purpose	192
<b>F</b>	
Financial performance - summary	20-23
Financial statements	111-228
<b>G</b>	
General Manager's Report	18-19
GIPA requests	237
Gordon Library	53
Governance	104
Global Reporting Initiative(GRI) – content index	239-241
<b>H</b>	
Heritage	34, 75
History	12
<b>I</b>	
Infrastructure assets	23, 77
Infrastructure Levy	77
Integrated Planning and Reporting framework	14

	Page
<b>K</b>	
Ku-ring-gai Fitness and Aquatic Centre	54
<b>L</b>	
Library services	53
Local Environment Plan	75
Local government reforms	37-39
Long-Term Financial Plan	102
Loving Living brand	67
<b>M</b>	
Mayor's Message	16-17
<b>O</b>	
Open space	77
Organisation structure	40
<b>P</b>	
Parks maintenance	76-77
Parks and playgrounds	76-77
Performance highlights	6-7
Performance in 2014/15	49-110
Population statistics	8-9
Private swimming pools	58
<b>Q</b>	
Quadruple bottom line reporting (QBL)	25
<b>R</b>	
Recycling and waste management	67
Regulatory	78
Risk management	104
<b>S</b>	
Seniors programs	55
Shopping villages	35, 52
Stakeholders	15
Statutory information	229
Sustainability initiatives	63, 67, 105
<b>T</b>	
Traffic safety	88
<b>U</b>	
Urban planning	75
<b>V</b>	
Values and vision (community)	3
Volunteering	56, 65
<b>W</b>	
Water quality	66
Website	94, 105
Workforce	42-45
Work, Health and Safety	46-48
<b>Y</b>	
Youth programs	55

### **Need help?**

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9424 0000 on your behalf to contact Ku-ring-gai Council. Business hours: Monday to Friday, 8.30am-5pm.

### **Simplified Chinese**

#### **需要帮助吗？**

本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5:00。

### **Traditional Chinese**

#### **需要幫助嗎？**

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5:00。

### **Japanese**

#### **お困りですか？**

この文書には、重要な情報が含まれています。ご不明な点があれば、「翻訳・通訳サービス」(電話 131 450) までお電話いただき、あなたに代わって、クーリングガイ(Ku-ring-gai) 議会に連絡するよう、ご依頼ください。営業時間：月曜日～金曜日(8.30am-5pm)。

### **Korean**

#### **도움이 필요하십니까?**

이 문서에는 중요한 정보가 담겨 있습니다. 여러분이 이해할 수 없다면, TIS (번역 및 통역 서비스)의 131 450번으로 전화하십시오. 9424 0000 번으로 여러분을 대신하여 전화해서 쿠링가이 카운슬을 연락해 달라고 요청하십시오. 영업 시간: 월요일-금요일, 오전 8시30분-오후 5시.

## Contact Us

For assistance or information regarding any of Council's services or facilities please contact us.

### CONTACT DETAILS

**Address**

818 Pacific Highway, Gordon NSW 2072

**Post**

Locked Bag 1006, Gordon NSW 2072

**Business hours**

Monday - Friday, 8.30am - 5pm

**Phone** 02 9424 0000

**Fax** 02 9424 0001

**DX** 8703 Gordon

**Email** [kmc@kmc.nsw.gov.au](mailto:kmc@kmc.nsw.gov.au)

**Online chat**

Go to our online chat - [kmc.nsw.gov.au](http://kmc.nsw.gov.au)  
8.30am - 5pm (AEDST), Monday - Friday

**Website**

[kmc.nsw.gov.au](http://kmc.nsw.gov.au)

**Telephone interpreter service**

Non-English speakers can phone 131 450 and quote ID number C018630.

**National Relay Service**

If you have a hearing or speech impairment, contact us using the National Relay Service.

TTY users Call 133 677 then dial 02 9424 0000

Speak and Listen users with ordinary handset Call 1300 555 727 then ask for 02 9424 0000.

**Internet relay users**

Log on to Internet relay and enter 02 9424 0000

**ACKNOWLEDGEMENTS**

Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2014/2015 Annual Report.

**Photography**

Many of the photographs featured throughout this Annual Report were entrants in the *Capture Ku-ring-gai Photo Competition* - thank you to our photographers.



PRINTED AND DESIGNED AT KU-RING-GAI COUNCIL

**Cover pages: Birch Wood Veneer Board Wood FX**  
Made from wood that has been sourced from certified responsibly managed forests



**Body pages: Envirocare 100% recycled and Conquerer Smooth Wove 100% Recycled**



stay  
connected



[kmc.nsw.gov.au](http://kmc.nsw.gov.au)