

# **ORDINARY COUNCIL MEETING**

## **ATTACHMENTS BOOKLET**

### **Under Separate Cover**

**Tuesday, 15 November 2022**



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## PARTNERSHIP AGREEMENT

Between **Service NSW** (ABN 37 552 837 401) and the xxxxxxxx (the '**Council**)  
(the '**Parties**')

Last Updated: 27 July 2021

### 1. Purpose

1.1. The purpose of this Agreement is to:

- A. Provide the services of Service NSW for Business, which is a division of Service NSW with a mandate of being the one front door for businesses in NSW to access government information and services.
- B. Provide the framework within which Services will be delivered;
- C. Document the responsibilities of Service NSW and the Council on the provision of Services;
- D. Provide mechanisms to manage the relationship between the Parties;
- E. Promote a collaborative approach to working together in a timely and effective manner and to act in good faith.

This Agreement is not legally binding.

### 2. Background

- 1) Service NSW is a Division of the Government Service established under the Service Act. The functions of Service NSW include the exercise of customer service functions, within the meaning of the Service Act; other functions conferred by statute; and other functions relating to the delivery of Government services, as directed by the Minister responsible for Service NSW.
- 2) Section 7 of the Service Act makes provision for customer service functions to be delegated by other NSW Government agencies to the Chief Executive Officer ('CEO').
- 3) The functions of the CEO are exercised by the staff of Service NSW.
- 4) Section 8 of the Service Act enables the CEO to enter into Agreements with local government agencies for the exercise of a non-statutory customer service function of the agency; or with respect to the exercise of a customer service function delegated to the CEO.
- 5) Subsection 8(4) of the Service Act provides that an Agreement with a council, a county council or a joint organisation within the meaning of the *Local Government Act 1993* must be approved by a resolution of the council, county council or joint organisation, must be approved before it is entered into.
- 6) Service NSW partners with the Council to promote and deliver the services of Service NSW for Business to businesses across NSW.

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7) the purpose of this collaboration is to ensure awareness and access to Government services to all businesses in NSW.

8) the Services of Service NSW for Business are free for the Council and for customers.

9) The PPIP Act and the HRIP Act set out information handling principles that apply to public sector agencies (as defined in section 3 of the PPIP Act). As public sector agencies, the parties must not do anything, or engage in any practice, that contravenes a privacy principle that applies to them.

10) Section 14 of the Service Act makes provision for the disclosure and use of information, including personal information, for the purposes of the exercise of customer service functions by the CEO. Section 14 has effect despite the provisions of any other Act, including the PPIP Act and the HRIP Act.

11) Section 15 of the Service Act makes provision for the collection of personal information for the purposes of the PPIP Act and the HRIP Act, by Service NSW.

12) Section 16 of the Service Act enables an Agreement made under the Service Act, or a delegation of a customer service function by an agency to the CEO, to provide for the exercise by Service NSW of functions relating to access to information under the Government Information (Public Access) Act 2009 and functions relating to the State Records Act 1998, in connection with the functions of the council concerned. The responsibilities of Agencies under the *State Records Act 1998* include making and keeping full and accurate records of their office.

13) The Parties have agreed to enter into an Agreement under section 8 of the Service Act, incorporating the terms on this Agreement.

### 3. Guiding Principles

3.1. The Parties will:

- A. Work collaboratively and in good faith in a timely and effective manner, with open communication to achieve shared objectives;
- B. Facilitate a partnership relationship that promotes and achieves continuous improvement and accountability;
- C. Ensure that each of its Personnel complies with this Agreement and all applicable laws and policies relating to the Services, including the *Work Health and Safety Act 2011*;
- D. Comply with the agreed timelines for meeting obligations to ensure efficient and effective delivery of Services;
- E. Work together to identify and manage shared risks;
- F. Work together to prioritise initiatives and enhancements, particularly where there are limitations on time and resources; and
- G. Work together to respond to the media, advise Ministers, and consult each other when developing communications that impact on Services.

### 4. Roles and Responsibilities

4.1. Service NSW will:

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- A. Provide the Services in accordance with the terms of this Agreement, subject to any Change request;
- B. Exercise the required standard of skill, care and diligence in its performance of the Services and ensure that its Personnel have appropriate qualifications and skills to provide the Services;
- C. Take responsibility for the management of records it creates or holds as a result of the exercise of a customer service function, where required; and
- D. Take responsibility for performing necessary maintenance of its systems and data managing the impact on customers from Service NSW system outages and working in conjunction with the Council.

4.2. The Council will:

- A. Provide Service NSW with all information, inputs, resources and subject matter expertise in a timely manner as required to enable Service NSW to provide the Services as set out in the Agreement;
- B. Take responsibility for the management of records it receives or holds following the exercise of a customer service function by Service NSW.

4.3. The Parties undertake to maintain open channels of communication by:

- A. Making available Personnel, data, reports and computer systems for the purposes of resolving customer issues;
- B. Appointing a Relationship Manager with responsibility for managing the contractual and operational aspects of the Services. The Relationship Manager may be varied.

## 5. Services

A. Service NSW will:

- (i) provide the relevant information and contacts to Council to ensure its local businesses are aware and can access the Service NSW for Business services
- (ii) provide a single point of contact for Council to ensure it can access Service NSW for Business services.

B. the Council will:

- (i) refer eligible customers to the Program;
- (ii) provide guidance to Service NSW staff to assist in responding to inquiries;
- (iii) inform customers and Service NSW of the outcome of relevant applications in line with privacy requirements
- (iv) provide updates on changes to local government policies, guidelines or other matters which may affect the Program;
- (v) identify local opportunities to inform customers of the program;
- (vi) provide Service NSW with feedback on the effectiveness and performance of the Program.

## 6. Liability

- 6.1. To the full extent permitted by law, neither Council or Service NSW will be liable to the customer for the customer's actions or responsible for any liability, loss or cost suffered directly or indirectly by the business in connection with the Service NSW for Business service.

## 7. Data and Data Security

- 7.1. Each party retains ownership of its Data.
- 7.2. Except as required by law, neither party must, and must ensure that its Personnel will not:
  - A. use the Data belonging to the other party for any purpose other than the performance of its obligations under this Agreement; or
  - B. sell, commercially exploit, let for hire, assign rights in or otherwise dispose of any Data. or
  - C. Make the other party's Data available to a third party including another government agency or body, other than an approved Subcontractor, and only to the extent required under this Agreement.
- 7.3 Each party must establish and maintain safeguards against the destruction, loss or alteration of either party's Data in the possession or control of that party which are is consistent with and no less rigorous than those maintained by either party to secure its own data; and comply with all applicable laws and policies.
- 7.4 In particular, the Parties will ensure the secure transmission and storage of data, at standards no less than those recommended by Cyber Security NSW.

## 8. Confidential Information

- 8.1. The Parties must, in respect of any Confidential Information:
  - A. Keep the Confidential Information confidential and not disclose that information to any person without the prior written consent of the disclosing party, other than to its Personnel, professional advisors or contractors requiring access to the Confidential Information in connection with providing the Services;
  - B. Use the Confidential Information solely for the purpose of carrying out its obligations;
  - C. Not permit the Confidential Information to be reproduced except to the extent reasonably required to carry out its obligations;
  - D. Not do anything that would cause the disclosing party or its Personnel to breach their obligations under Privacy Law; and
  - E. Notify the other party as soon as possible upon becoming aware of any breach of this clause.

## 9. Privacy

- 9.1 Each party and its Personnel must:
  - A. Comply with Privacy Laws; and
  - B. Do all that is reasonably necessary to enable the other party to comply with Privacy Laws, including the development of documentation to demonstrate compliance with Privacy Laws, as agreed between the parties;
- 9.2. In particular, Service NSW acknowledges that:
  - A. The collection of personal or health information will take place in compliance with the Privacy Laws, as modified by section 15 of the Service Act; and

- B. the use, disclosure, storage and retention of such information will be in accordance with the Privacy Laws, and in accordance with applicable policies.

Schedule 3 documents the respective responsibilities of Service NSW and the Council in relation to the collection, storage, use, retention and disclosure of personal information.

- 9.4 Personal and health Information collected, used, disclosed or retained between the parties will be managed and retained by the parties in accordance with the *State Records Act 1998* (NSW) and all other applicable laws, including Privacy Laws.
- 9.5 Once either of the Parties has reasonable grounds to believe there has been unauthorised access to, unauthorised disclosure of, or a loss of Personal or Health Information, dealt with in connection with this Agreement (**'Data Incident'**):
- A. The party must immediately (but in any event, no later than 72 hours of becoming aware of the Data Incident) notify the other party of that contravention together with all relevant information relating to the contravention;
  - B. Consult with the other party as to which party should have primary responsibility for investigating and dealing with the breach or possible breach;
  - C. Consider, having regard to the scope of the Data Incident and the nature of the personal or health information involved, together with any other relevant factors, whether the Data Incident is serious.
  - D. The party with primary responsibility for the breach must notify the Privacy Commissioner as soon as practicable that a serious Data Incident has occurred; and
  - E. The parties must co-operate and collaborate in relation to assessment and investigation of the Data Incident, and action required to prevent future Data Incidents.
- 9.6 If either of the Parties receives a complaint or request for an internal review of conduct in relation to a breach or alleged breach of a Privacy Law, including under section 53 of the PPIP Act, (a **'Complaint'**), the following will apply:
- A. It is the responsibility of the party that receives the Complaint to perform a preliminary investigation to determine the party responsible for the conduct;
  - B. If responsibility lies wholly with the party that received the Complaint, then that party is responsible for responding to the complaint or conducting the internal review of conduct;
  - C. If, after performing the investigation, the relevant party reasonably considers that the Complaint should be transferred to the other party, it will (after obtaining the consent of the customer) promptly transfer the Complaint and any further information obtained by the party from its preliminary investigation, to the other party, no later than 20 days after receipt of the original Complaint;
  - D. If the Complaint relates jointly to the conduct of both parties, then the party that received the Complaint will (after obtaining the consent of the Customer) notify the other party no later than 20 days after its receipt of the original Complaint and provide any further information obtained by that party from its preliminary investigation. The parties will then work together to coordinate a joint response from the parties within 60 days of receipt of the Complaint. This response may include an internal review of conduct.



## 10. Intellectual Property

- 10.1 Each party will retain the Intellectual Property Rights in its Existing Material.
- 10.2 Each party agrees to grant to the other party a non-exclusive and royalty free licence to use, sublicense, adapt, or reproduce:
  - A. Their Existing Material; and
  - B. All methodologies, processes, techniques, ideas, concepts and know-how embodied in their Existing Material,
  - C. To the extent their Existing Material is required for use by the other party, solely in connection with provision of the Services.
- 10.3 Each party represents and warrants to the other party that it has all required rights and consents for its Existing Material to be used for the Services.
- 10.4 Intellectual Property Rights in all New Contract Material will vest in the Council.
- 10.5 The Council grants a perpetual, worldwide, irrevocable and royalty free licence to the Intellectual Property Rights in all New Contract Material to Service NSW for the purpose of performing the Services.
- 10.6 Subject to clauses 10.1 and 10.4, Service NSW will own all Intellectual Property Rights in the provision of the Services, including any solution and service design.

## 11. Performance Management and Continuous Improvement

- 11.1 Service NSW for Business does not require any provisions in relation to performance management
- 11.2 Service NSW for Business will work collaboratively with Council to ensure continuous improvement of its services to Council.
- 11.3 Any future extension of this Agreement by Service NSW with Council will specify the relevant performance management and continuous improvement provisions required.

## 12. Reporting

- 12.1 Service NSW for Business does not require any reporting arrangements
- 12.2 Any future arrangements that require reporting will be outlined in a Schedule to this Agreement.

## 13. Change Management

- 13.1 Each party will comply with the Change Management Process set out in Schedule 4.
- 13.2 The parties agree to complete a Change Request in the form set out in Schedule 4 to add to or vary the Services.

## 14. Governance

- 14.1 The parties agree to comply with the Governance Framework.

## 15. Business Continuity and Disaster Recovery

- 15.1 Each party will maintain Business Continuity and Disaster Recovery Plan arrangements to ensure that each party is able to continue to perform its obligations under this Agreement, or where performance is not possible, resume performance as soon as reasonably practicable in the event of a Disaster.

## 16. Dispute Resolution

- 16.1 In the event of a dispute between the parties, a party will:
- Raise the dispute with the other party's Relationship Manager and use best efforts to resolve the dispute;
  - If the dispute is not resolved within a reasonable period, the Chief Executive of the Council or their delegate will meet with the Chief Executive Officer of Service NSW (or their delegate) with a view to resolving the dispute.
  - If the dispute is not resolved under clauses 16.1(b) within a reasonable period, attempt to resolve any dispute in accordance with the Premier's Memorandum M1997-26.
- 16.2 Despite the existence of a dispute, each party must continue to perform its obligations.

## 17. Termination

- 17.1 Either party may terminate this Agreement in whole or in part by giving the other party 90 days written notice or as otherwise agreed.
- 17.2 On notice of termination or where Service NSW is otherwise required to cease to perform some or all of the Program, the parties will work together in good faith to finalise and agree a transition out plan to facilitate smooth and orderly transition of the relevant Program to the Council or the Council's nominated third party. Where the parties cannot agree, the dispute resolution provisions in clause 16 will apply.
- 17.3 Upon termination, each party agrees to return all Data and property belonging to the other party within 30 days of the termination date and comply with the transition out plan agreed under clause 17.2.

## 18. Miscellaneous

- 18.1 Entire Agreement

This Agreement supersedes all previous Agreements, understandings, negotiations, representations and warranties and embodies the entire Agreement between the Parties about its subject matter.

- 18.2 Survival

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The following clauses survive termination or expiry of the Agreement: Clauses 4, 6, 7, 8, 9, 10, 14, 15, 16, 17, 18, 19 and any other clause which by its nature is intended to survive termination or expiry of the Agreement.

18.3 Notices

A notice under this Agreement must be in writing and delivered to the address or email address of the recipient party.

18.4 Variation

All variations to this Agreement and all consents, approvals and waivers made under this Agreement must be evidenced in writing and variations signed by both parties.

18.5 Waiver

If a party does not exercise (or delays in exercising) any of its rights, that failure or delay does not operate as a waiver of those rights.

10.6. Applicable law

The Agreement is governed by, and is to be construed in accordance with, the laws in force in NSW.

18.7 Counterparts

The Agreement may consist of a number of counterparts and if so, the counterparts taken together constitute one and the same instrument.

## 19. Execution

xxxxxxx Council has reviewed and accepts this Agreement

Signed for and on behalf of xxxxxxx Council by its authorised signatory	Signed for and on behalf of <b>Service NSW</b> by its authorised signatory
Name:	Name:
Title:	Title:
Date:	Date:
Signature:	Signature:
Witness:	Witness:
Signature:	Signature:

## Schedules

### Schedule 1 - Definitions

In these Partnership Agreement, except where a contrary intention appears:

**Business Continuity and Disaster Recovery Plan** means a business continuity and disaster recovery plan which documents the back-up and response actions each of the parties will take to continue its obligations if a Disaster occurs;

**Change Request** means the request for a change to the scope of Services in the form set out in Schedule 4;

**Commencement Date** means the date of start of this Agreement.

**Confidential Information** of a party means any written or oral information of a technical, business or financial nature disclosed to the other party, including its employees or agents, by the disclosing Party (whether orally or in writing) whether before or after the Commencement Date, that:

- A. is by its nature confidential; or
- B. is designated as confidential; or
- C. the other party knows or ought to know is confidential,
- D. but does not include information which:
  - a. is or becomes public knowledge other than by breach of this Agreement; or
  - b. is in the lawful possession of the Party without restriction in relation to disclosure before the date of receipt of the information; or
  - c. is required to be disclosed by Law, government policy or legal process.

**Contact Centre** has the meaning set out in Schedule 2;

**Continuous Improvement Principles** have the meaning set out in Schedule 2;

**Continuous Improvement Process** has the meaning set out in Schedule 2;

**Data** means the data of each party and all data and information relating to their operations, Personnel, assets, customers and systems in whatever form that may exist, including Confidential Information;

**Disaster** means an event that causes, or is likely to cause, a material adverse effect on the provision of the Services that cannot be managed within the context of normal operating procedures including interruption, destruction or other loss of operational capacity;

**Existing Material** means any material that is developed prior to entering into a Partnership Agreement, or developed independently of a Partnership Agreement, and includes any enhancements and modifications to its Existing Material created as part of a Partnership Agreement;

**HRIP Act** means the *Health Records and Information Privacy Act 2002 (NSW)*;

**Instrument of Delegation** means the instruments of delegation (including its terms and conditions) made by the Council in relation to the Delegated Functions.

**Intellectual Property Rights** includes patent, knowhow, copyright, moral right, design, semi-conductor, or circuit layout rights, trademark, trade, business or company names or other proprietary rights and any rights to registration of such rights, whether created before or after the Commencement Date, in Australia or elsewhere;

**Middle Office** has the meaning set out in Schedule 2;

**Moral Rights** means the right of integrity of authorship and the right not to have authorship falsely attributed, as confined by the *Copyright Act 1968* (Cth) and the rights of similar nature anywhere in the world, whether in existence before or after the Commencement Date;

**New Contract Material** means new data created, other than the solution or service design;

**Partnership Agreement** means these terms and conditions and includes Schedules 1, 2, 3 and 4.

**Personal Information** has the meaning given to it in the Privacy Laws, as amended from time to time;

**Personnel** means the person or persons employed or otherwise contracted by either party under this Agreement, as the context requires;

**PPIP Act** means the *Privacy and Personal Information Protection Act 1998* (NSW);

**Privacy Law** means any law that applies to either or both of the parties which affect privacy or any personal information or any health information (including its collection, storage, use or processing) including:

- A. the PPIP Act; and
- B. the HRIP Act.

**Program** means the Easy to do Business program;

**Quarterly Forecast** has the meaning set out in Schedule 2;

**Relationship Manager** means the nominated relationship managers of either party, as set out in the Service Agreement, or as otherwise nominated by a party from time to time;

**Service Act** means the *Service NSW (One-stop Access to Government Services) Act 2013* (NSW);

**Service Centre** has the meaning set out in Schedule 2;

**Service NSW Standard Operating Conditions** means the standard operating conditions met by Service NSW in the usual course of its performance of the Services set out in Schedule 2;

**Subcontractor** means a third party to which Service NSW has subcontracted the performance or supply of any Services;

## Schedule 2

### 1. Service NSW Standard Operating Conditions

In addition to the Partnership Agreement this section covers the standard omnichannel service inclusions.

#### 1.1. Service Centre

Similar services as those available at Service Centres may be offered through Mobile Service Centres. The Mobile Service Centre timetable is published regularly on the Service NSW website.

Inclusion	Description
Concierge and digital assisted services	A Service NSW Concierge will greet and direct customers to the appropriate channel and dispense a ticket where applicable. If the transaction can be completed online, a Digital Service Representative will assist the customer to complete the transaction
Customer sentiment surveys	Before leaving the centre, customers will be offered the option of leaving feedback via a digital terminal

#### 1.2. Contact Centre

Similar services (to that of phone-based) may be offered through a web chat feature accessible via the Service NSW website.

Inclusion	Description
Virtual hold call back system	During high volume periods, customers will be offered the option of leaving their details with an Interactive Voice Response (IVR) auto attendant. Customers can hang up while holding their place in the queue. Their call will be returned by the next available operator
Inbound number	Service NSW will answer all inbound enquiries on 13 77 88 as 'Service NSW'
Call coding	A Customer Service Representative will record the customer's reason for calls and the outcome
Customer sentiment surveys	Once the call is complete, customers will be offered the option of leaving feedback via an automated IVR system

#### 1.3. Middle Office

Inclusion	Description
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Enquiry triage	Service NSW will triage enquiries received to <a href="mailto:info@service.nsw.gov.au">info@service.nsw.gov.au</a> or via Service NSW website 'Contact Us' page and <ul style="list-style-type: none"> <li>- Resolve these enquiries or;</li> <li>- Refer it to the appropriate business area at the Council</li> </ul>
Enquiry coding	A Customer Service Representative will record the customer's reason for enquiring and the outcome

#### 1.4. Service NSW Website and Mobile App

Inclusion	Description
Scheduled maintenance and planned outages	Service NSW will conduct regularly scheduled maintenance of the website and mobile app. 10 business days of notice will be provided regarding outages from planned and scheduled maintenance  Maintenance activities with negligible impact or outage, such as enhancements to optimise for cybersecurity or performance, may occur without notification to the Council

#### 1.5. Service NSW for Business

Service NSW for Business provides a multi-channel service including digital, phone and face-to-face services for metro and regional businesses in NSW and develops relationships with councils and business associations to promote the offering to local businesses.

Inclusion	Description
Relationship management	Business Customer Service staff initiate and maintain relationships with councils and business associations to promote awareness and use of the service offering by such stakeholders and their local business community. It may include, but is not limited to, information sharing, regular liaison at events and stakeholder premises and issue of surveys.
Scheduled Maintenance and Planned Outages	Digital products controlled by Service NSW for Business will be regularly updated, upgraded and maintained without any outages.

#### 1.6. Training

Service NSW will provide appropriately trained Personnel to deliver the Services.

#### 1.7. Language

Service NSW will provide services in English and may arrange translation and interpreter services for customers from non-English speaking backgrounds if required.


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### 1.8. Branding

Unless otherwise set out in the Partnership Agreement, Service NSW channels are singularly branded. Marketing communication is limited to Service NSW led or co-led campaigns and programs.

### 1.9. Contractors and Agents

Service NSW may use contractors and agents in connection with the delivery of Services. Such agents and contractors are approved persons under Part 2 Section 12 of the Service Act.

### 1.10. Out of Scope Services

Any item, service or deliverable that is not specified in a Partnership Agreement is deemed to be out of scope for Service NSW.

## 2. Operational Framework

Service NSW operational framework outlines how operations are managed on a day-to-day basis.

Operational Support	Description
Knowledge Management	Service NSW creates and maintains support material (knowledge articles) for serving customers. These will be sent to the Council for endorsement of content accuracy bi-annually
Complaints Management	Service NSW will record complaints and its supporting information unless resolved at the outset. Service NSW will contact the Council where assistance is required
Issues Management	<p>Issues relating to existing products and services should be raised via <a href="mailto:partnerships@service.nsw.gov.au">partnerships@service.nsw.gov.au</a> or directly with the Relationship Manager</p> <p>The Relationship Manager will assess the issue and facilitate a resolution within Service NSW, providing regular updates</p>
Quality control framework/ compliance	<p>Service NSW has a quality control framework that governs transactional activities in line with risk assessment at the time of onboarding</p> <p>The framework includes:</p> <ul style="list-style-type: none"> <li>- Regular review of contact centre calls, including being assessed against procedure and process used by the agent during the call</li> <li>- Daily quality checks of transactions undertaken by the service centre</li> <li>- Quarterly compliance reviews and certifications provided by all service delivery channels</li> </ul>

### 2.1. IT Operations & Support



Service NSW runs a 24/7, 365 days a year service desk. Unplanned interruptions or degradations in quality of service should be raised to the Service NSW Service Desk on 1300 697 679 (option 2) or [servicedesk@service.nsw.gov.au](mailto:servicedesk@service.nsw.gov.au)

Incident response times in our production environment are prioritised based upon urgency and impact, with associated response and resolution times.

Priority Code	Service Level Target Response/Resolution Time
P1 - Critical	Response: Immediate response, action/update within 15 minutes Resolution: 2 hours
P2 - High	Response: Immediate response, action/update within 30 minutes Resolution: 4 hours
P3 - Medium	Response: 8 hours Target Resolution: 10 working days
P4 - Low	Response: Email notification of call being logged within 2 days. Response by email or phone within 2 working days Target Resolution: 20 working days

Where vendors or other government platforms are involved, Service NSW utilises a best practice vendor governance framework for service level Agreements and for priority 1 and 2 incidents.

## 2.2. System and Security Maintenance

Service NSW complies with the NSW Government Cyber Security Policy and operates an information security management system that is certified against ISO 27001. These engagement Terms do not extend the certification scope to the Council's specific activities.

## 3. Customer Payments

Service NSW will collect payments from customers for transactions set out in the Service Agreement. Cash, cheque, money order, credit or debit card may be accepted and merchant fees plus GST will be recovered.

Service NSW will provide remittances and reconciliation files to the Council which include:

- A. Credit T+2 value for cash, cheques\* and bank card payments
- B. Credit T+2 value for AMEX payments
- C. Debit any cheques dishonoured
- D. Debit any card payment chargebacks
- E. Debit any refunds processed on behalf of the Council

Cheque payments received over \$50,000 will be remitted back to the Council once the funds clear the Service NSW remitting bank account.

## 4. Business Continuity and Disaster Recovery



Service NSW will maintain an Enterprise Risk Management Framework focused on managing risks to Service NSW, including mitigation of the likelihood and impact of an adverse event occurring. As a function of risk management, business continuity management will enable Service NSW to minimise disruptive risks and restore and recover its business-critical services within acceptable predefined timeframes should an adverse event or other major business disruption occur.

Recovery and timeframes may be impacted when events or disruptions are related to dependencies on partner Agencies. The Parties will agree on Recovery Point Objectives and Recovery Time Objectives and associated charges prior to designing the system and will periodically review these objectives.

All systems and technology provided by Service NSW internally and through third-party vendors, operate through multiple data centres to achieve high availability. Service NSW systems are architected, where practicable and possible, to ensure continuity of service in the event of a data centre disruption or outage.

### Definitions

**Recovery Point Objectives** means the age of files that must be recovered from backup storage for normal operations to resume if a computer, system, or network goes down as a result of a hardware, program, or communications failure.

**Recovery Time Objectives** means the targeted duration of time and a service level within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with a break in business continuity.

### 5. Continuous Improvement

Service NSW regularly reviews improvement ideas from employees and customers. We will provide you with any ideas relevant to your agency for consideration.

'Continuous Improvement' refers to identifying a process, system or policy opportunities that will deliver a benefit for our people, our customers or the NSW government. These improvements may be delivered in house where possible or by engaging our partnering agencies where further input or decisions are required under policy or legislation. A Continuous Improvement:

- A. Puts the customer first
- B. Makes the customer service job easier
- C. Improves a step in a process
- D. Changes the way a task is completed so that it doesn't take as long
- E. Reduces handling time and is cost effective
- F. Allows others to benefit from best practices
- G. Allows us to do things better locally, regionally or organisation-wide
- H. Is a low-investment process change and not a policy change
- I. Improves accountability within the various stages of the process
- J. Removes steps that don't add any value to a process

Service NSW will consider several factors such as cost to implement, cost savings, customer experience, team member experience and operational efficiency in prioritising continuous improvements.

#### 5.1. Continuous Improvement Process

The parties will identify new continuous improvement initiatives on an annual basis, with a 6-monthly check-in on ongoing continuous improvement initiatives.

When establishing a new continuous improvement initiative, the parties will classify the initiative based on

whether it can be implemented as:

- A. part of the ongoing 'business as usual' services (cost and resourcing to be absorbed by Service NSW;  
or
- B. a new project initiative (cost and resourcing to be agreed by the parties).

A prioritisation process will be agreed upon between the parties to prioritise initiatives (for Service NSW, this will be performed by the Partnerships team).

The Council may be required to effect policy, system or regulatory changes to assist in delivering the service process improvement, as agreed with Service NSW. Where a review of Council policy, system or regulatory changes is requested by Service NSW from the Council, these should be conducted within timeframes agreed between the respective Relationship Managers.

### **Schedule 3 – Privacy and Data Security**

#### **(a) General**

- (i) Service NSW may collect, use, disclose, store and retain personal information when exercising functions for the Council:
- (ii) Where Service NSW exercises functions for the Council, Service NSW can share information it obtains with the Council without separately requesting the customer's consent. Service NSW can also share the information it obtains with any person that the Council is authorised or required to disclose the information to in accordance with the Service Act.

#### **(b) Access to Agency Systems**

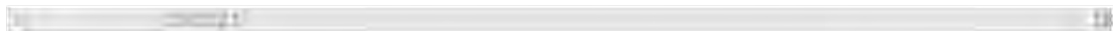
- (i) The Parties agree that Service NSW will not have access to the Council's information system.

#### **(c) Collection of information**

- (i) Service NSW may incidentally collect Personal Information via call recordings in the course of answering queries on behalf of Council or referring customers to Council. Personal Information collected may include: full name, address, contact number or email address.
- (ii) Service NSW will take reasonable steps to ensure that the Personal or Health Information it collects on behalf of the Council is, relevant, accurate, up-to-date and complete.
- (iii) Service NSW will provide a privacy collection notice to customers whenever it collects their information.
- (iv) If Service NSW collects personal information for its own internal purposes, when exercising functions for the Council, it will ensure that the privacy collection notice meets the requirements of section 10 of the *PIIP Act* in light of section 15(3) of the *Service Act*.
- (v) The notice will address each of the matters that a privacy collection notice is, by law, required to address. Service NSW will develop the content of the notice in consultation with Armidale Regional Council.

#### **(d) Internal records maintained by Service NSW**

- (i) Under the *Service Act*, Service NSW is permitted to collect, maintain and use the following records for its internal administrative purposes, including for the purposes of its interactions with customers for whom functions are exercised:
  - Details of transactions between customers and Service NSW
  - The preferences of customers for transacting matters with Service NSW and Armidale Regional Council, and
  - Other information about customers.
- (ii) Service NSW collects, maintains and uses the following information for its internal administrative purposes:
  - Details of transactions between customers and Service NSW
  - The preferences of customers for transacting matters with Service NSW and Armidale Regional Council and



- Other information about customers.

**(e) Use of information**

- Service NSW can use information in accordance with the *Service Act*, PPIP Act and HRIP Act.
- Service NSW uses Personal Information for the purposes of assisting customers in directing queries to Council, training and quality purposes.

**(f) Disclosure**

- Service NSW can disclose information in accordance with the *Service Act*, PPIP Act and HRIP Act.
- Where Service NSW performs a transaction for a customer, when exercising functions for the Council, it will ask the customer for consent before sharing that information with a different agency,

**(g) Retention**

- Personal Information collected via call recordings is stored in Genesys. The length of data retention will be directly related to the purpose for which it was collected and retained. Data is maintained for the minimum period required. Call recordings are available for 3 months and subsequently archived. **(h)**

**(h) Data Security**

- Personal Information stored in Genesys follows a comprehensive User Access Matrix controlled by Government Technology Platforms Virtual Contact Centre Team. Role based access to the system is granted to users at the minimum level required to perform their duties and to protect against unauthorised access, use, modification or disclosure. Access vi SSO with dfsi.okta.com. The Genesys PureCloud environment is whitelisted and only users on the corporate network or VPN can access the platform. The User Access Matrix is reviewed monthly and a detailed review is conducted every 6 months. The User Access Matrix is a comprehensive document that shows details such as the time of last login, date the account was disabled, date of termination, date of extension, date of role review, name of the reviewer.

**(i) Privacy Management plans**

The parties agree to update and periodically review their privacy management plans or other relevant policy documents so that any person can ascertain whether Service NSW or the Council holds personal information relating to that person and if so, the nature of the information, the main purposes for which it is used and the person's entitlement to access the information, in relation to the services covered by this Agreement.

**(j) Access to and amendment of Personal Information**

- Service NSW agrees that it will provide any individual who requests it with access to their own personal information without excessive delay and without any expense, in relation to information it holds as a result of exercising functions for the Council.

**(k) Privacy Officer**

The parties have nominated a Privacy Officer who is the point of contact for dealing with complaints, applications for internal reviews, data breaches, employee education and other privacy matters.

Privacy Officers can be contacted as follows:

**Service NSW:**

Privacy Officer

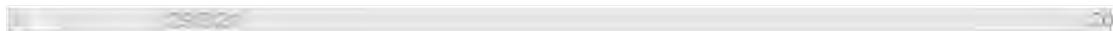
Service NSW

2-24 Rawson Place, Sydney NSW 2000

Phone: 13 77 88

Email: [privacy@service.nsw.gov.au](mailto:privacy@service.nsw.gov.au)

**[Name of Council Privacy Officer ]:**



## Schedule 4- Change Management

### 1. Change Management Process

Change is defined as any alteration to services, process, technology or product. Changes may be initiated by Service NSW or the Council. Where a change to the Services is requested by a party, set out below is the following process:

- 1.1. The party requesting the change will notify the other party's Relationship Manager as soon as possible;
- 1.2. The Relationship Managers will meet within 5 days to discuss the requested change;
- 1.3. The Relationship Managers will work collaboratively to conduct a high-level change assessment of the change, and agree and draft a Change Request, considering the following factors:
  - A. Current state and desired future state outcomes;
  - B. Impacts on customers and both parties informed by end-to-end customer journey;
  - C. Additional resource effort; potential cost and timing of implementation;
  - D. Implementation and testing requirements;
  - E. Legislation/policy that may be required;
  - F. Whether variation to the Partnership Agreement will be required; and
  - G. Continuous Improvement Principles
- 1.4. The parties will sign the Change Request, which will be incorporated into this Agreement.

Where a change relates to Service NSW's IT systems, the Council will notify Service NSW within a reasonable period to outline the proposed change and requested timeframes. Service NSW will consider the change and advise whether an increased cost to implement the change is required.

Service NSW will assess the results and implement corrective action to ensure sustainability of the change to the Services. Changes to the Services will be reported on in the monthly management meeting between Relationship Managers.

### 2. Change Request Template

This Change Request is created in accordance with the Partnership Agreement	
<b>Date of Change Request</b>	
<b>Originator of Change Request</b>	
<b>Proposed Implementation Date</b>	
<b>Cost</b>	<Cost>
Summary and scope:	
Service NSW responsibilities:	



Council responsibilities:
Change plan:
Change impact (Including the effect on service levels):
Assumptions and exclusions:
List of documents forming part of this change request:
Clauses affected by this change request:



## **TRAFFIC COMMITTEE**

**20 October 2022**

*(VIA EMAIL)*

### **MINUTES**

**Committee Members:**

Cr Michael Megna	Chair
Sergeant S Tohme	NSW Police
Angelica Joie Abragan	Transport for NSW
Mr J Sidoti	Local Member of Parliament

**Advisory Members:**

Mr B MacGillicuddy	CCB Council
Ms M Carpenter	CCB Council
Mr L Huang	CCB Council
Mr S Lindsay	CCB Council
Mr S Pandey	CCB Council
Mr P Whitney	State Transit Authority, Sydney Buses
TBA	Access Committee
Mr G Ashton	Bay Bug – Canada Bay Bicycle Users Group

**Minute Taker:** Mr B MacGillicuddy      CCB Council

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**APOLOGIES**Mr P Whitney  
TBAState Transit Authority, Sydney Buses  
Access Committee**DECLARATIONS OF PECUNIARY INTEREST**

Nil

**CONFIRMATION OF MINUTES**Traffic Committee Meeting – 29 September 2022**COMMITTEE RECOMMENDATION**

THAT the minutes of the Traffic Committee Meeting of 29 September 2022 be confirmed.

**ITEM 1            HALLIDAY PARK, FIVE DOCK - CAROLS IN THE  
PARK****Department    City Services and Assets****Author Initials: SP**

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**REPORT**

The Carols in the Park event is due to be held on Wednesday 14 December 2022. The event is a yearly community event with Christmas carols and a community choir. The event will also have various food stalls in the park.

The Carols will run between the hours of 6pm to 9pm, with bump in for the event to commence at 10am. Accordingly the event organisers have requested that from 10am to 11pm McGrath Avenue be closed between Kerin Avenue and Hill Street, along with the cul-de-sac end section of Wymston Parade to the south of Hill Street.

There will be no event activities on the roadway. Proposed road closures are intended to reduce traffic congestion and create a greater separation between vehicles movements and pedestrian flows to/from the event.

A copy of the Traffic Management Plan (TMP) is attached.

**STAFF RECOMMENDATION**

THAT the Traffic Management Plan for Carols in the Park, including the temporary closure of McGrath Avenue between Kerin Avenue and Hill Street from 10am to 11pm on Wednesday, 14 December 2022, be approved.

#### **DISCUSSION**

Council staff confirmed that this would be a Class 2 event in accordance with TfNSW guidelines.

The TfNSW representative requested that as this will be a Class 2 event, the recommendation include that it is subject to TfNSW and NSW Police concurrence. The recommendation has been updated accordingly.

#### **COMMITTEE RECOMMENDATION**

THAT the Traffic Management Plan for Carols in the Park, including the temporary closure of McGrath Avenue between Kerin Avenue and Hill Street from 10am to 11pm on Wednesday, 14 December 2022, be approved subject to TfNSW and Police concurrence.

Attachments:

1. Traffic Management Plan (under separate cover)

#### **ITEM 2 STREET CHRISTMAS PARTIES**

**Department** City Services and Assets

**Author Initials:** SP

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#### **REPORT**

Residents of a number of streets organise street Christmas parties on an annual basis. These parties require the closure of streets which is facilitated by Council.

Applications are beginning to be received however due to the timing of Traffic Committee/Council meetings and when events are planned, the exact street and dates/times of these street parties have not yet been confirmed. In addition to this, these parties may also be affected due to the current health restrictions.

Typically, the street party locations include:

- Betts Avenue, Five Dock - Lyons Road to Barnstaple Road
- Bowman Street, Drummoyne - Gipps Street to Thompson Street
- Bowman Street, Drummoyne – College Street to Tranmere Street
- Burns Crescent, Chiswick – Withers Street to Tutt Crescent
- Carrington Street, North Strathfield - Queen Street to Concord Road

- Church Street, Drummoyne - Formosa Street to College Street
- College Street, Drummoyne - Bowman Street to Lyons Road
- Fairview Street, Concord – Flavelle Street to Ludgate Street
- Janet Street, Drummoyne – Undine Street to Clements St
- McCulloch Street, Russell Lea – Whittall Street to Barnstaple Road
- Nield Avenue, Rodd Point – Henley Marine Drive to First Avenue
- Plunkett Street, Drummoyne – Gipps Street to Henley Street
- Polding Street, Drummoyne - Gipps Street to Thompson Street
- Tulloch Avenue, Concord West - Killoola Street to cul-de-sac
- Werona Avenue, Abbotsford - Great North Road to Bickleigh Lane
- William Street, Concord - Brays Road to Denison Street

It is proposed that subject to applications for the purposes of street Christmas parties being received and TfNSW and Police concurrence, the temporary closure of these streets be approved along with any other further additional streets subject to approval by the General Manager.

#### **STAFF RECOMMENDATION**

THAT subject to application and TfNSW and Police concurrence, the temporary closure of the following streets be approved along with any other further additional streets subject to approval by the General Manager for the purposes of the 2022 street Christmas parties:

- Betts Avenue, Five Dock - Lyons Road to Barnstaple Road
- Bowman Street, Drummoyne - Gipps Street to Thompson Street
- Bowman Street, Drummoyne – College Street to Tramere Street
- Burns Crescent, Chiswick – Withers Street to Tutt Crescent
- Carrington Street, North Strathfield - Queen Street to Concord Road
- Church Street, Drummoyne - Formosa Street to College Street
- College Street, Drummoyne - Bowman Street to Lyons Road
- Fairview Street, Concord – Flavelle Street to Ludgate Street
- Janet Street, Drummoyne – Undine Street to Clements St
- McCulloch Street, Russell Lea – Whittall Street to Barnstaple Road
- Nield Avenue, Rodd Point – Henley Marine Drive to First Avenue
- Plunkett Street, Drummoyne – Gipps Street to Henley Street
- Polding Street, Drummoyne - Gipps Street to Thompson Street
- Tulloch Avenue, Concord West - Killoola Street to cul-de-sac
- Werona Avenue, Abbotsford - Great North Road to Bickleigh Lane
- William Street, Concord - Brays Road to Denison Street

#### **DISCUSSION**

The TfNSW representative requested clarification on the Class of the proposed closures. It was noted that for those that are Class 2, TfNSW and Police concurrence on a Special Event Traffic Management Plan will be required. For

those that Class 3 or 4 then TfNSW concurrence will not be needed, and Traffic Committee voting will be sufficient.

The TfNSW representative noted that the proposed closure of Betts Avenue might impact on the State Road of Lyons Rd with vehicles suddenly stopping then trying to merge back with traffic. It was noted that as such, this might be a Class 2 event.

Council staff noted that all the events were considered Class 3. This was in consideration of the relatively low through traffic volumes on the streets proposed to be closed during the afternoon/evening when the Christmas parties would occur.

The TfNSW representative noted that there were several closures identified in Drummoyne near each other. As such, it was requested that where events are proposed for the same date, the overall impacts be considered. Council staff noted that they would monitor this as applications were received and manage the approval of dates accordingly.

The TfNSW representative noted that there might be an impact on Henley Marine Drive, which is a Regional Road, with vehicles suddenly stopping then trying to merge back with traffic heading in the eastbound direction. Similar feedback was provided on the proposed closure of Weronia Avenue, particularly noting the presence of a cycle lane on Great North Road which is also a Regional Road.

Council staff noted that to minimise this risk, traffic cones will be placed across the ends of these 'T' intersections, along the predominant alignment off the edge lines. The Traffic Guidance Schemes will be updated accordingly. This will assist in preventing drivers from commencing a turning movement into a closed road.

#### **COMMITTEE RECOMMENDATION**

THAT subject to application and TfNSW and Police concurrence, the temporary closure of the following streets be approved along with any other further additional streets subject to approval by the General Manager for the purposes of the 2022 street Christmas parties:

- Betts Avenue, Five Dock - Lyons Road to Barnstaple Road
- Bowman Street, Drummoyne - Gipps Street to Thompson Street
- Bowman Street, Drummoyne – College Street to Tranmere Street
- Burns Crescent, Chiswick – Withers Street to Tutt Crescent
- Carrington Street, North Strathfield - Queen Street to Concord Road
- Church Street, Drummoyne - Formosa Street to College Street
- College Street, Drummoyne - Bowman Street to Lyons Road
- Fairview Street, Concord – Flavell Street to Ludgate Street
- Janet Street, Drummoyne – Undine Street to Clements St
- McCulloch Street, Russell Lea – Whittall Street to Barnstaple Road
- Nield Avenue, Rodd Point – Henley Marine Drive to First Avenue
- Plunkett Street, Drummoyne – Gipps Street to Henley Street

- Polding Street, Drummoyne - Gipps Street to Thompson Street
- Tulloch Avenue, Concord West - Killoola Street to cul-de-sac
- Werona Avenue, Abbotsford - Great North Road to Bickleigh Lane
- William Street, Concord - Brays Road to Denison Street

Attachments:

1. Traffic Guidance Schemes (under separate cover)

### **ITEM 3 DRUMMOYNE SWIM CENTRE CARPARK - REVIEW OF TRAFFIC TREATMENTS**

**Department City Services and Assets**

**Author Initials: SP**

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#### **REPORT**

Following consideration by Traffic Committee at its meeting on 21 May 2020, Council supported the installation of various measures to enhance safety on the Bay Run around the driveway to the Drummoyne Swim Centre Carpark, near Formosa Street.

Specifically, it was resolved as follows, with the associated plan attached to this report.

1. *THAT landscaping near the driveway be restricted to a maximum height of 300mm above the level of the adjoining path, with landscaping near the entrance to Aqua Luna restricted to a maximum height of 600mm above the level of the adjoining path.*
2. *THAT a speed hump and additional warning signage be installed at the driveways as outlined in the attached plan.*
3. *THAT a chicane be installed on the Bay Run as outlined in the attached plan.*
4. *THAT that the rails be mounted on spring back bases if a suitable product is available along with other design features to reduce crash severity as available and appropriate*
5. *THAT advanced warning signage be installed on both approaches to the chicane*
6. *THAT lighting at the chicane be upgraded if necessary following night time observations by Council staff*
7. *THAT pre and post counts of cyclists speeds be undertaken and included in a follow up report to Traffic Committee approximately 6 months following implementation*

The works outlined in resolution 1 to 5 were implemented late last year. With respect to resolution 6, Council staff undertook a night-time observation and noted

7



satisfactory lighting levels at the chicane. The barriers which form the chicane have retroreflective elements, assisting in making them clearly visible at night.

In line with resolution 7, pre and post counts of cyclist speeds have been undertaken. The associated findings, community feedback and other follow up investigations are the subject of this report.

### Investigations

Prior to the installation of the chicane, in August 2020 a cyclist speed survey was undertaken approximately 7m east of carpark entrance. A post installation survey was undertaken in September 2022, approximately 32m east of carpark entrance.

The revised location for the post installation survey was selected due to challenges in obtaining data at the chicane. It also assists in gaining an understanding of cyclist speeds more broadly, as opposed to the slowest speeds at the chicane itself.

The recorded data, summarised below, indicates that pre-installation westbound cyclist speeds were relatively high. These speeds correspond with concerns historically raised by the community, in particular noting that it is in an area with a number of potentially conflicting movements. The higher westbound speed, compared to eastbound, reflects the downhill slope in that direction.

The follow up counts indicated that the chicane has significantly reduced westbound speeds. Slightly higher eastbound speeds were recorded, however this can be attributed to the different location the count was undertaken. There is a lower number of potential conflicting movements at the location of the follow up count.

Date	Location	Weekly 85 <sup>th</sup> percentile Speed	
		Westbound cyclists	Eastbound cyclists
August 2020	Pre-installation (7m east of Aqua Luna Carpark Entrance)	34	24
September 2022	Post-installation (32m east of Aqua Luna Carpark Entrance)	25	28

On-site observations by Council staff indicate that cyclist speeds in the immediate vicinity of the chicane are now within an acceptable range, with users navigating the slow point without excessive difficulty. This is the key area of potential conflict, with pedestrian and vehicle movements across the Bay Run around the carpark driveway and the entrance to Aqua Luna.

### Community Feedback

Council received two pieces of written feedback when the works were in the process of being implemented. One further piece of written feedback has been received more recently.

Primarily there have been concerns that vehicle movements across the Bay Run were being prioritised over users of the Bay Run. There were also concerns regarding the chicane making access more difficult for recumbent bikes, electric wheelchairs and double prams.

Council staff have responded to these pieces of feedback, providing the background and scope of the works. This includes reinforcing the 'Stop' restriction that applies to vehicles exiting the carpark, maintaining priority for users of the Bay Run. Similarly, under the Road Rules, vehicles entering the carpark are required to give way to users of the Bay Run.

The chicane was specifically designed to not be excessively restrictive, with ample room still available for the various types of mobility devices observed on the Bay Run.

#### **Landscaping**

During on-site investigations, it is noted that landscaping in front of Aqua Luna continues to be a restriction to sight distances for drivers exiting the carpark.

Whilst this landscaping is on public property, it is privately leased and maintained. This matter has previously been raised with the lessee and will be followed up on by Council staff to highlight the need for pruning and on-going maintenance to maintain satisfactory sight distances.

#### **Summary**

Noting the findings of pre and post installation investigations, no further changes are proposed at this time.

#### **STAFF RECOMMENDATION**

THAT the review of cyclists calming devices on the Bay Run around the driveway to the Drummoyne Swim Centre Carpark be noted.

#### **DISCUSSION**

The BayBUG representative queried the difference in location between the before and after speed counts, noting that a count close to the chicane would be a more meaningful representation of the chicane's impact on speed.

Council staff noted that they did initially organise for the contractor to install the counter at the chicane for the follow up count. There were however issues with some cyclists not being correctly picked up by the counter tubes. As a result, it was necessary to capture data at a location slightly further away.

The BayBUG representative noted that they felt the review was missing a measure of whether path/restaurant/pool users feel safer or otherwise. They noted that they sought feedback from their group with six responses received.

Council staff noted that people's feelings are not necessarily a good measure of safety and can be quite subjective. Given the high volume of people that use the Bay Run, and the communities proactiveness in raising issues with Council, the low amount of feedback received following the completion of the subject works is encouraging.

Further to the information outlined in the report on cyclist speeds, serious crash data provided by TfNSW has also been reviewed to provide an understanding of safety.

Prior to the works, in 2019 there were two recorded crashes between bicycles and vehicles at the subject driveway. Following the installation of the chicane (through to the first quarter of 2022 inclusive) there have been no recorded crashes.

The feedback provided through BayBUG and the associated responses from Council staff is summarised as follows:

1. The chicanes don't cater for the wide range of pedal-powered bikes (e.g. cargo bikes), larger prams, wheelchairs and e-bike vehicles that are increasingly common and will become more so.

*As outlined in the report, ample room is still available for the various types of mobility devices observed on the Bay Run. Larger mobility devices will naturally need to travel through the chicane at lower speeds compared to more typical bicycles.*

*This is similar to traffic management devices on roads which need to accommodate a variety of vehicle sizes (e.g. trucks) whilst still achieving the desired slowing effect on more average vehicles.*

2. The chicanes may be having the unintended consequence of deterring users. Did the count record any of these e.g. wheelchairs?

*The counter device used cannot identify user types such as wheelchairs, prams, etc. It is also noted that in terms of volumes, the previous counts undertaken in August 2020 were likely inflated due to the impacts of Covid-19. As such, in this case volumes are not a useful comparison in understanding the impacts of the chicane treatment.*

3. Has Council's Access Committee been invited to comment on the chicanes?

*No feedback has been directly sought from the Access Committee, noting that they do not have a current representative on the Traffic Committee.*

*Notwithstanding this, the available manoeuvring spaces exceed relevant Australian Standards for mobility impaired users. Council has not received any feedback from the community about mobility impaired users being unable to physically navigate through the chicane.*

4. Consider a more comprehensive treatment of the adjacent Henley Marine Drive with a shared pedestrian/bike/car zone (across the Bay Run and the roadway) or at least 30 km/h speed limit for a section of 100m would be an appropriate response to this high use pedestrian and bike zone.

*Speed zones are under the care and control of TfNSW. The volume of traffic exceeds TfNSW requirements for a 10km/h shared zone. 30km/h speed zones have been trialled by TfNSW and they are expected to release updated speed zoning guidelines later this year.*

*Once released, Council staff will consider how the updated guidelines can be applied in the Council area. It is noted that the subject section of Henley Marine Drive is already a 40km/h High Pedestrian Activity Area.*

5. The change of the side of the path for pedestrians and bicycles on the eastern approach to the chicanes adds to the difficulty and confusion for users.  
*It is noted that the Bay Run is predominantly a separated path, however the section across the Iron Cove Bridge is a shared path and is under the care and control of TfNSW.*

*Council staff have previously discussed this configuration with TfNSW and other potential options. TfNSW has previously undertaken works to improve signage and linemarking at the transition between path types.*

6. How about enforcing the Stop sign at the car park exit? In my experience, it's very rarely that a driver bothers to stop and have a proper look. They just barge out without a care.

*As part of previous works, 'Stop' linemarking and signage was installed on the carpark exit. A speed hump was also installed to slow vehicles down. Council staff are unable to undertake enforcement of moving traffic violations such as drivers not stopping. Enforcement of this is a Police matter.*

7. The chicanes force users coming down the hill to slow too much, which gives the traffic on Henley Marine Drive the idea that they can cut you off as they enter the carpark. The chicane also forces the path users going up the hill (i.e. away from the driveway) to slow down, which is pointless.

*Under the Road Rules drivers are required to give way to users of the Bay Run. Notwithstanding this, it is still important to slow the speed of cyclists around the potential conflict point at the driveway.*

*By slowing cyclists, it assists drivers in being able to observe cyclists and act accordingly. It also provides cyclists greater opportunity to avoid or reduce the severity of conflict should a driver disobey the Road Rules. Within site constraints it is not feasible to separate the two directions of cyclist movements and treat them differently.*

#### **COMMITTEE RECOMMENDATION**

THAT the review of cyclists calming devices on the Bay Run around the driveway to the Drummoyne Swim Centre Carpark be noted.

Attachments:

1. Drummoyne Swim Centre (under separate cover)

#### **ITEM 4          GIPPS STREET, CONCORD – CONCORD OVAL CARPARK**

**Department      City Services and Assets**

**Author Initials: BM**

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#### **REPORT**

Concord Oval is currently being redeveloped, with construction works nearing completion. The completed project will include:

- Green, open spaces
- An indoor recreation centre with a gym, multipurpose sports courts, and group fitness rooms
- Rooms for community programs, activities, and functions
- Match day facilities for local sports clubs
- A Centre of Excellence for the Wests Tigers.

Within Concord Oval there will be two permanent carparks and an overflow carpark for game day usage only. One carpark and the overflow carpark will be accessed off Gipps Street (Building B carpark) and one accessed off Loftus Street (Building A carpark). The location and configuration of the carparks is outlined in the attached plans.

Access to the carpark off Loftus Street will be restricted to approved users only, whilst the carpark off Gipps Street will be open to the general public. It is proposed that both permanent carparks be signposted and enforced under Section 650 of the Local Government Act.

In addition to this, the carpark off Gipps Street is proposed to be restricted to '3P 7am-7pm All Days'. This restriction is designed to meet the needs of Concord Oval, whilst managing other potential parking demands.

Other nearby carparks on the north side of Gipps Street are currently not time restricted. Whilst the existing/proposed parking restrictions in this area should adequately manage current parking demand in the short to medium term, it is anticipated that changes will be required in the future.

This area is going to see significant transformation, with a new metro station currently under construction and increased residential densities. Future measures may include paid parking and/or different time limits.

**STAFF RECOMMENDATION**

1. THAT the carparks in Concord Oval be signposted under Section 650 of the Local Government Act
2. THAT the carpark in Concord Oval access off Gipps Street be restricted to '3P 7am-7pm All Days'

**DISCUSSION**

Item is in order.

**COMMITTEE RECOMMENDATION**

1. THAT the carparks in Concord Oval be signposted under Section 650 of the Local Government Act
2. THAT the carpark in Concord Oval access off Gipps Street be restricted to '3P 7am-7pm All Days'

Attachments:

1. Concord Oval site plan



**TRAFFIC MANAGEMENT PLAN**

**FOR**

**CAROLS IN THE PARK - HALLIDAY PARK**

**Wednesday 14<sup>th</sup> December 2022**

<b>Location:</b>	Halliday Park, Five Dock
<b>Date and Time:</b>	14 <sup>th</sup> December 2022 between 10am to 11pm
<b>Event Organiser:</b>	Communities for Communities in association with the City of Canada Bay
<b>TMP Version:</b>	1
<b>Revision Date:</b>	11 October 2022
<b>Document Author:</b>	Shankar Pandey Traffic Engineer

**1.0 Contact Names:**

Event Co-ordinator:	Anna Richardson Communities for Communities Mobile: 0401 745 000
NSW Police:	Senior Constable Germaine Grant Burwood Traffic Region Belmore Street, Burwood Telephone: 9745 8463
Transport for NSW:	Kathryn Hawkins Network & Safety Officer Telephone: 8849 2021

**2.0 Situation Analysis:**

Communities for Communities in conjunction with the City of Canada Bay are proposing to hold their annual "Carols in the Park" on Wednesday the 14<sup>th</sup> December, 2022 between 10am to 11pm. It is proposed that there will be community Christmas Carols and a community choir. There will be a stage for a number of events as well as several of food stalls.

**3.0 Mission:**

The objectives of the Traffic Management Plan are to provide suitable traffic management elements to allow the holding of the event, to allow all key agencies to be aware of the event and to obtain approval for the road closures and detours.

**4.0 Execution****4.1 Description**

The proposal is for the temporary closure of McGrath Avenue between Hill Street and Kerin Avenue along with the cul-de-sac end section of Wymston Parade to the south of Hill Street.

There will be no event activities on the roadway. The proposed road closures are intended to reduce traffic congestion and create a greater separation between vehicles movements and pedestrian flows to/from the event.

The road closures will be required between 10am to 11pm. This is to allow set-up and removal of the stalls and stage for the event.

**4.2 Detours for the Event**

Southbound Vehicles on Wymston Parade:



Through traffic entering Hill Street from Wymston parade and wishing to use McGrath Avenue will be diverted along Hill Street to turn right onto Great North Road.

#### Northbound Vehicles on Preston Avenue and McGrath Avenue

Through traffic wishing to use McGrath Avenue will be diverted along Kerin Avenue to turn left into Great North Road. From there they will be able to turn left into Hill Street.

#### **4.3 Physical Survey of Route:**

The roads do not form part of any bus routes and so buses will not be affected by the closures.

Emergency vehicles, Heavy Vehicles and Cyclists will be diverted as in section 4.2. There will be a command point at Halliday Park as a contact for all emergency services.

The residents of McGrath Avenue will need to be given adequate notice of the proposed road closure. There are no churches or sporting ovals affected by the road closures, which can not be catered for by the detours.

#### **4.4 Traffic Guidance Scheme: (As per attached TGSs).**

The plan of the traffic management elements is attached. 'Traffic Guidance Scheme A' shall be implemented initially until surrounding streets are saturated with parked cars and then 'Traffic Guidance Scheme B' shall be implemented.

Traffic controls will be established, maintained and dismantled by accredited traffic controllers at the following locations.

The intersection of McGrath Avenue and Kerin Avenue  
The intersection of McGrath Avenue and Hill Street  
The intersection of Hill Street and Wymston Parade

The Traffic Controllers will be identified by safety vests and will be equipped with radios to keep in contact with the command station within the street fair precinct.

Advance warning signs, will be erected 1-2 weeks before the event which state:

"McGrath Ave closed  
Between Kerin Ave & Hill St  
For special event  
On 14/12/2022  
From 10am - 11pm"

These signs will be placed at the following intersections:

Lyons Road West and Preston Avenue  
Great North Road and Hill Street (Southbound Traffic)  
Great North Road and Kerin Avenue (Northbound Traffic)  
McGrath Avenue and Kerin Avenue  
McGrath Avenue and Hill Street

Detour and directional signs will be placed at all key intersections (as shown on plan) to ensure traffic is guided around the event in an efficient and orderly manner.

#### **5.0 Contingency Plan:**

As each street around the perimeter of the road closure is saturated with parked cars, partial road closures (residents excepted) will be progressively installed to discourage motorists from entering the streets. Each closure shall be manned by a suitably accredited traffic controller. Detours installed as per 'TGS A' shall be removed or relocated as required when partial road closures are implemented. Partial road closures are to be implemented at the discretion of a suitably qualified onsite supervisor.

If problems develop with the traffic detours (accidents, etc) there are a number of alternative routes that are available to Council to detour the vehicular traffic around the event. These will be utilised to reduce the potential for traffic build up in the area, if incidents occur.

#### **6.0 Special event Clearways:**

Not required for this event

#### **7.0 Advertising:**

Council will be advertising the "Carols in the Park" event through all the local news media. The advertising will include notifications of the road closures and the detours in place for the day.

#### **8.0 Public Safety:**

##### **8.1 Crowd, Duration and Security:**

Crowd numbers are estimated at 5,000 people.

The road closures are required for 13 hours however the "Carols in the Park" event will be for a duration of 3 hours between the hours of 6pm to 9pm.

##### **8.2 Toilets and Waste Management:**

The event organiser is providing portable toilets (portaloos) and Council will be supplying waste bins for the event.

##### **8.3 Parking:**

It is expected that the majority of the attendees will be from surrounding streets and will walk to the event. Some increased parking demand is anticipated in the surrounding residential streets. Council's Parking Patrol Officers will undertake regular patrols to ensure that motorists are parking legally and that minimal disruptions are occurring around the event.

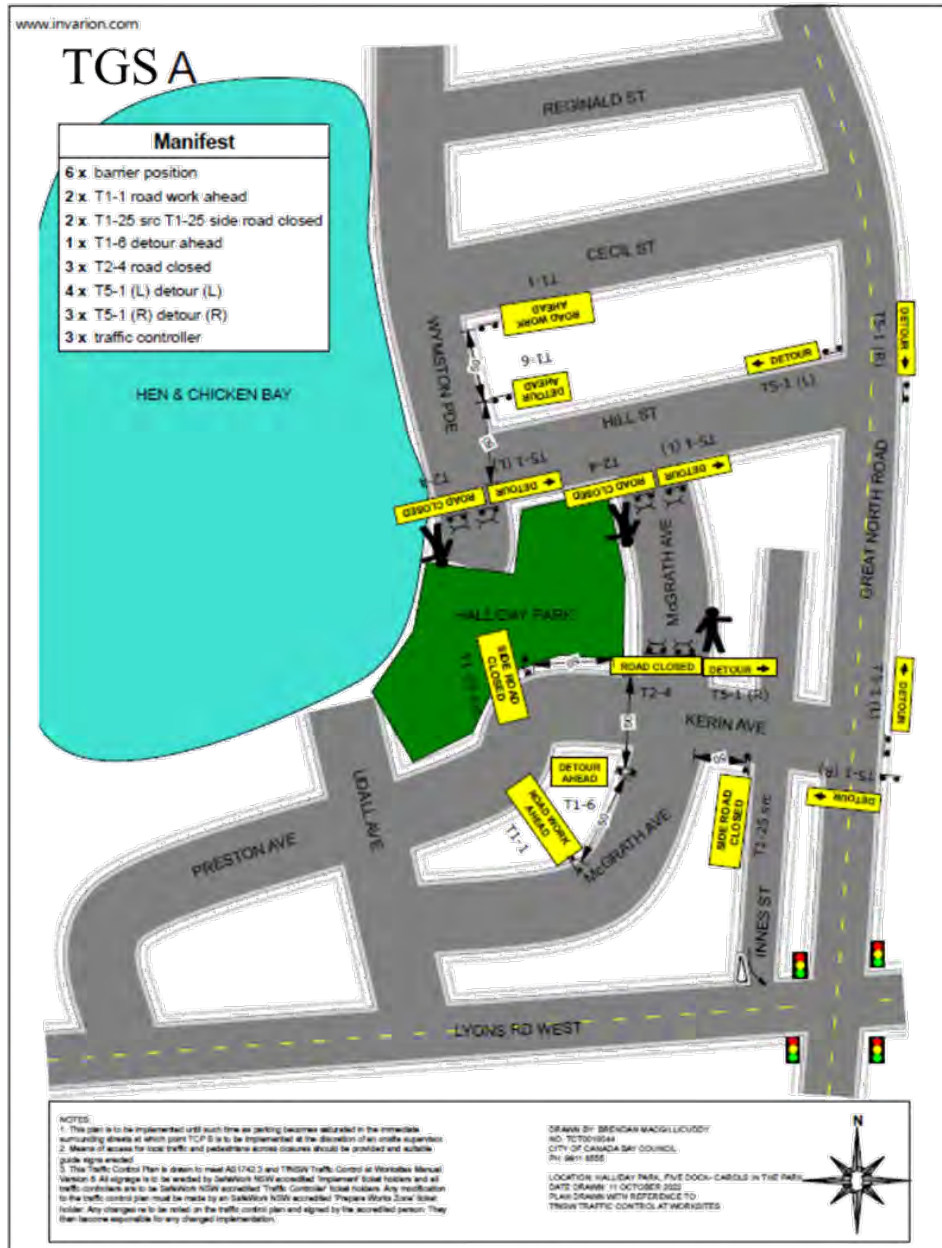
**8.4 Risk Mitigation:**

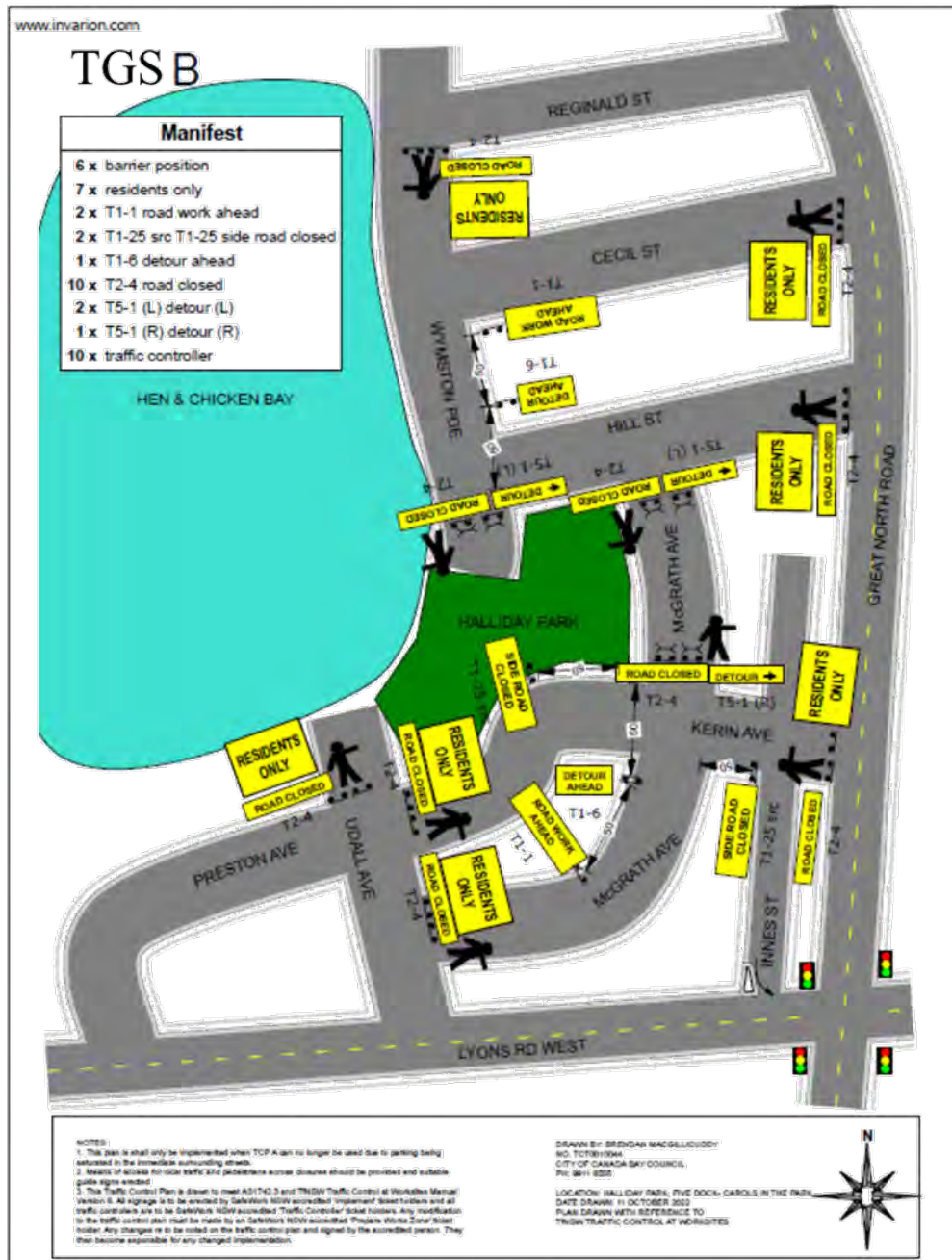
A separate risk assessment is to be undertaken by event organisers in consultation with the Police and mitigation measures introduced accordingly.

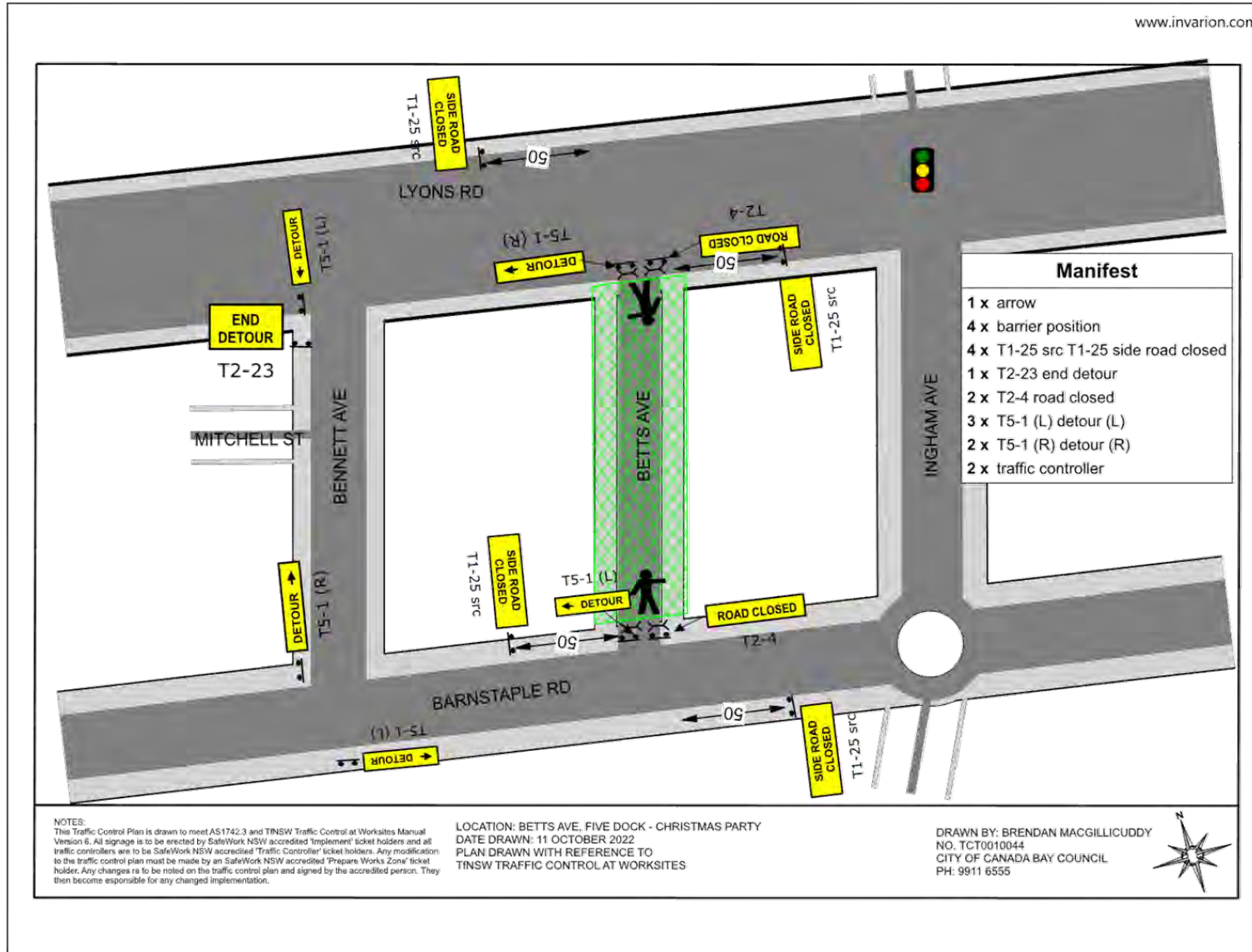
**9.0 Contact List for the day of the Event:**

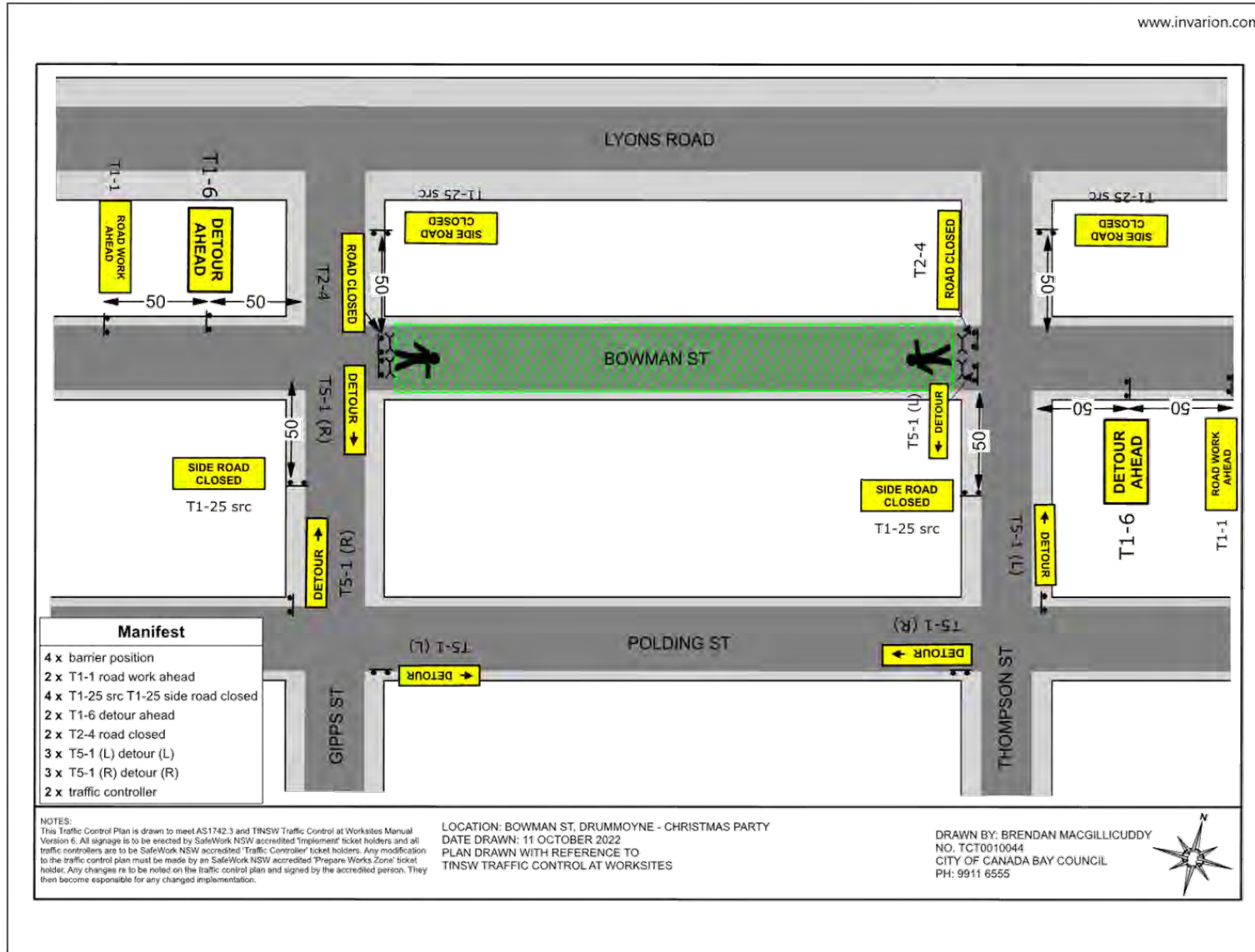
Anna Richardson  
Communities for Communities  
Mobile: 0401 745 000

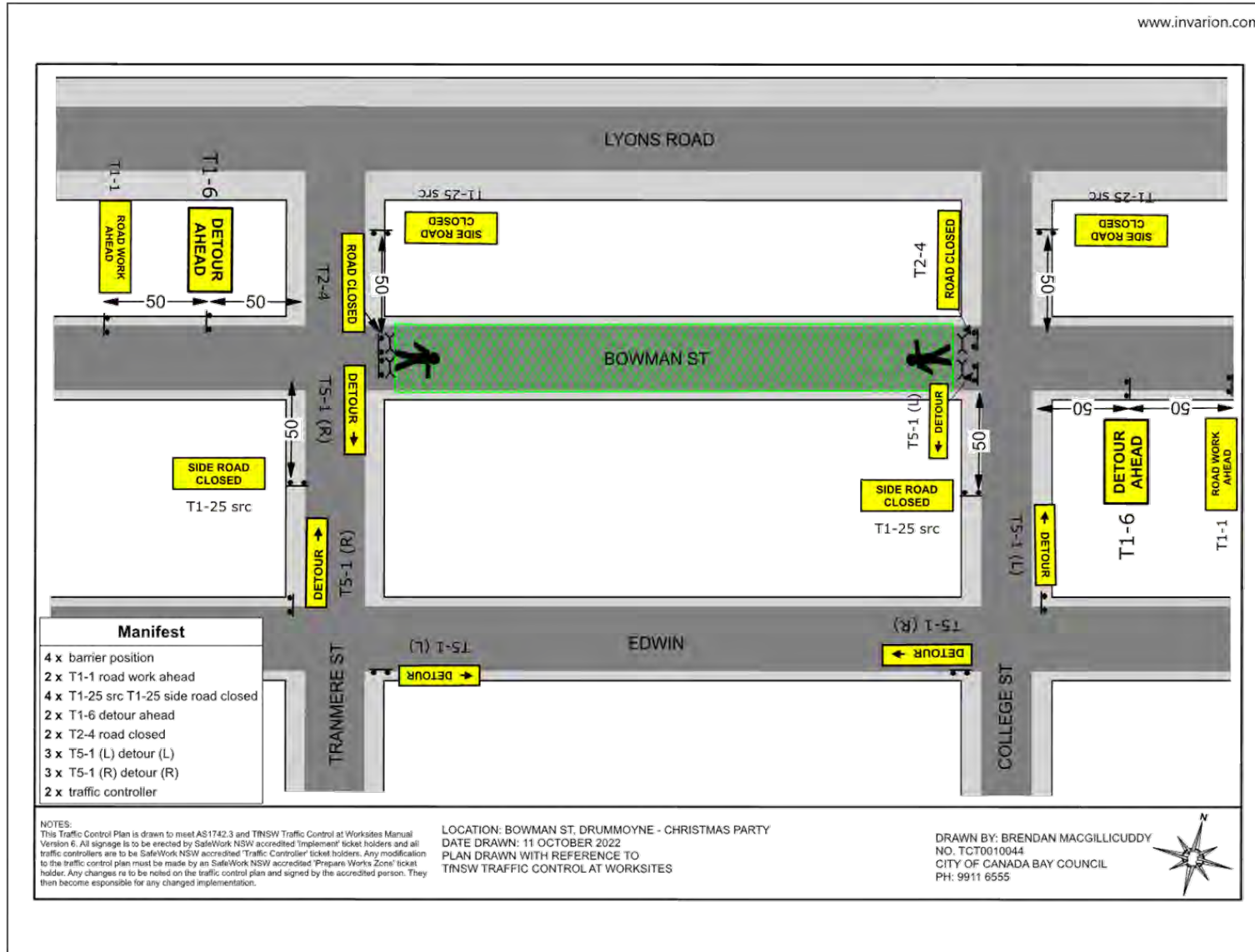
Mr Glen Mannix  
CCBC Building and Streetscapes  
Mobile: 0418 447 136



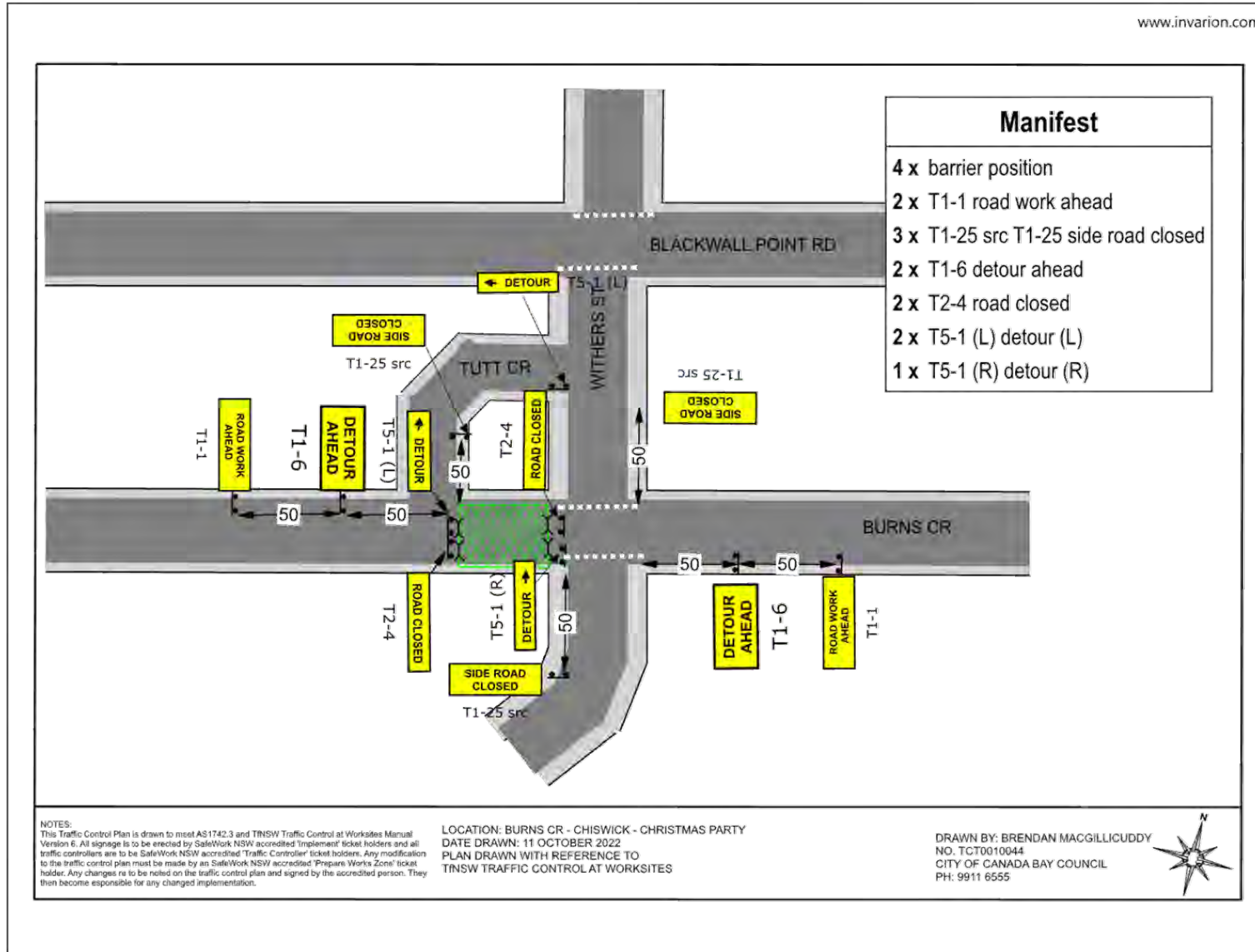


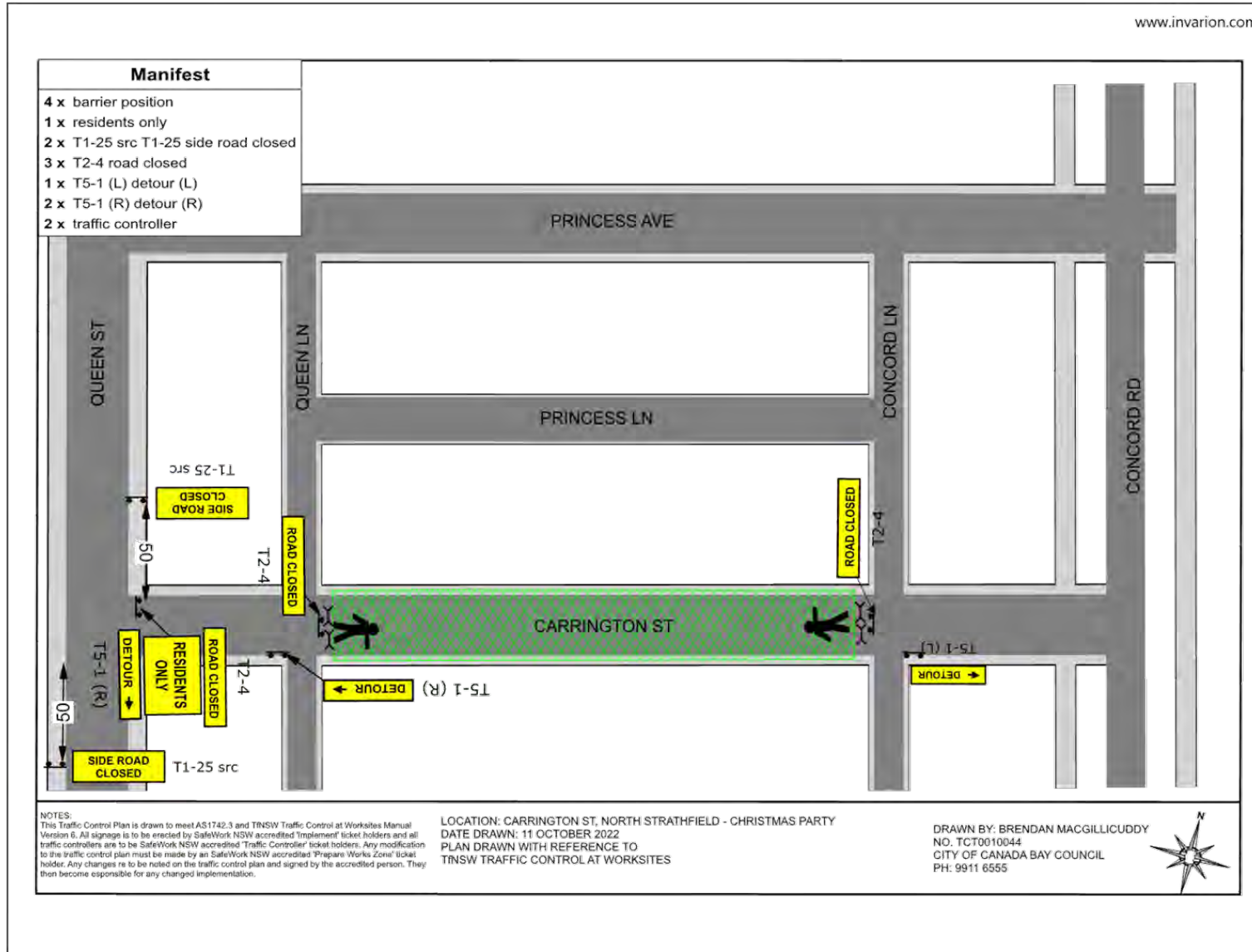


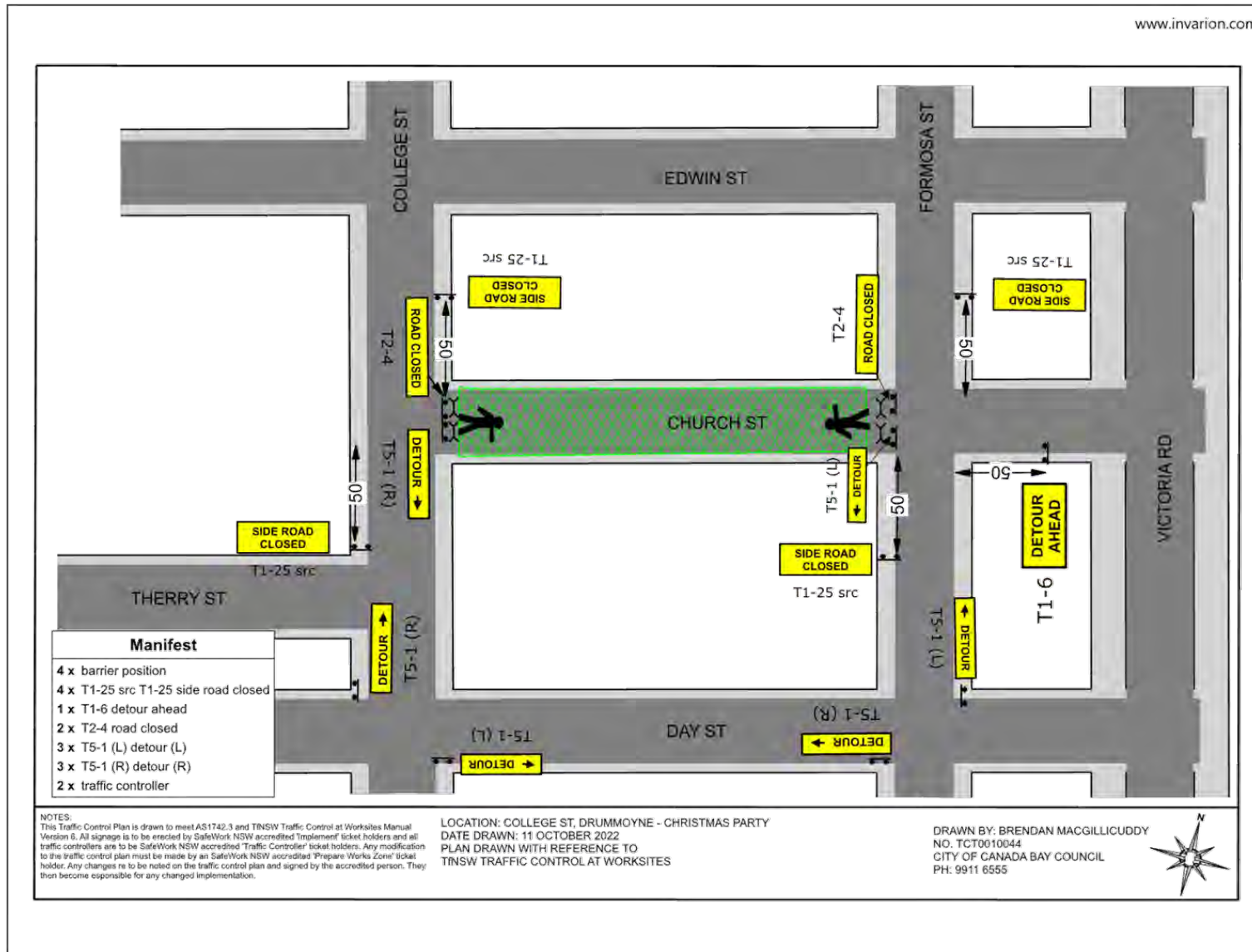


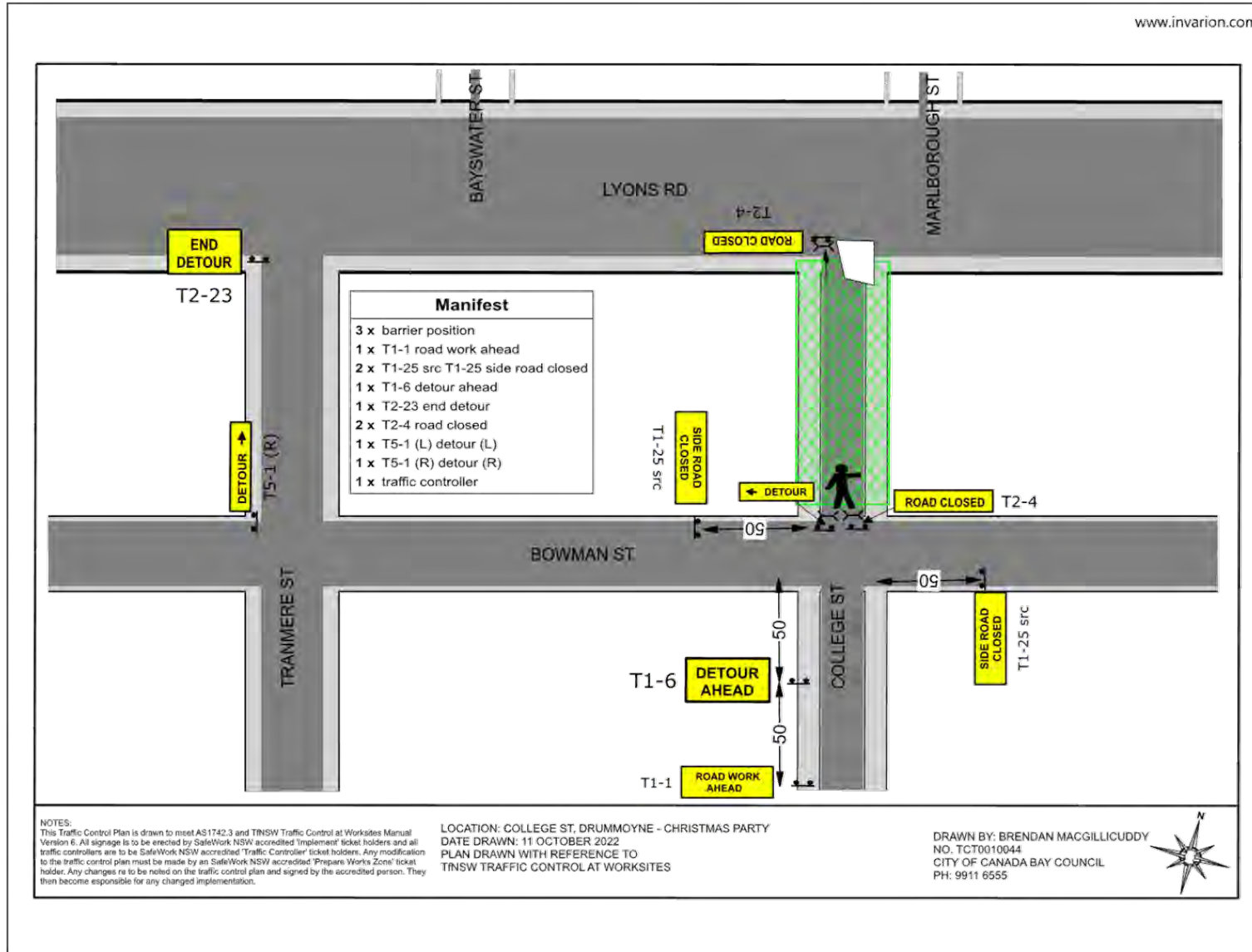


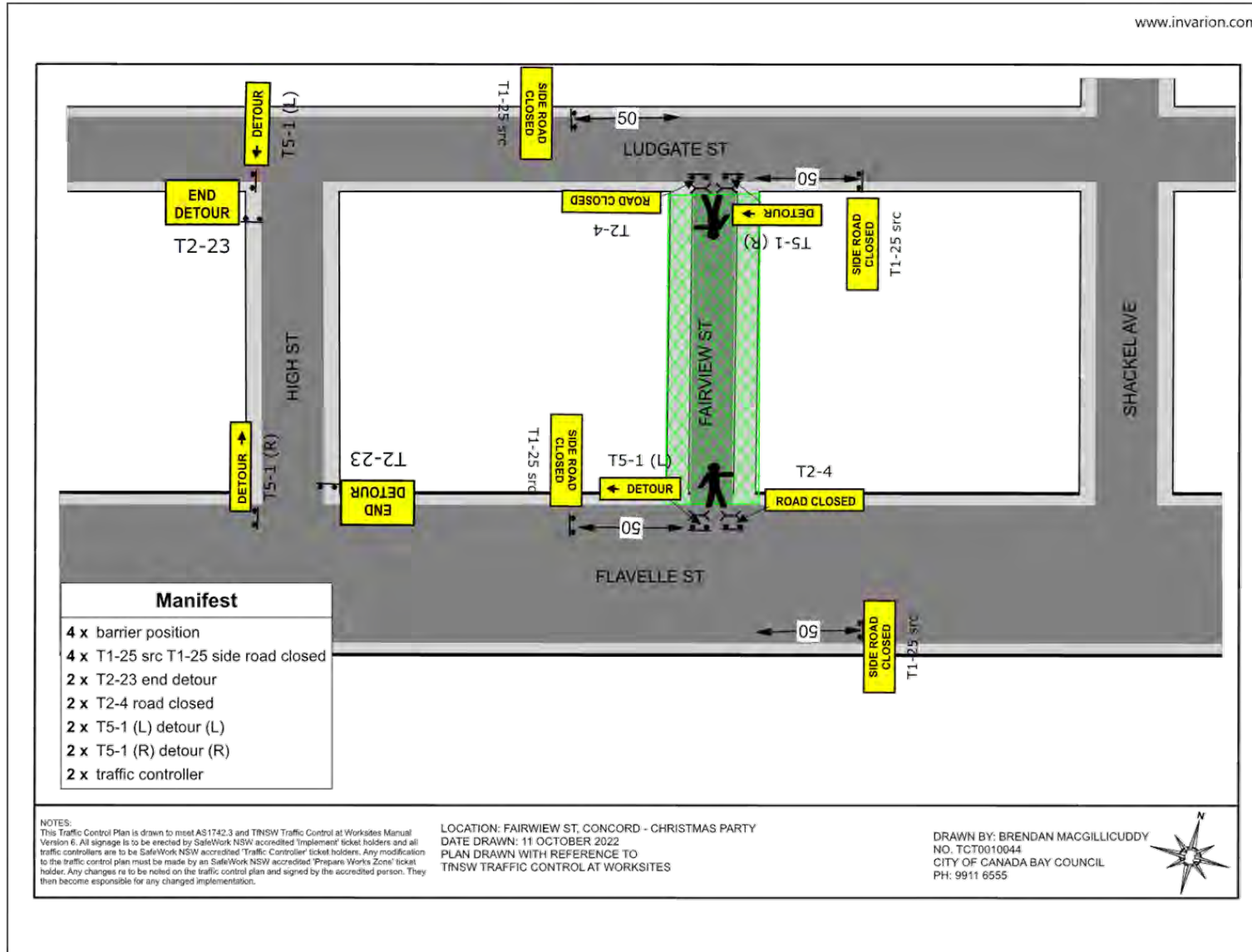


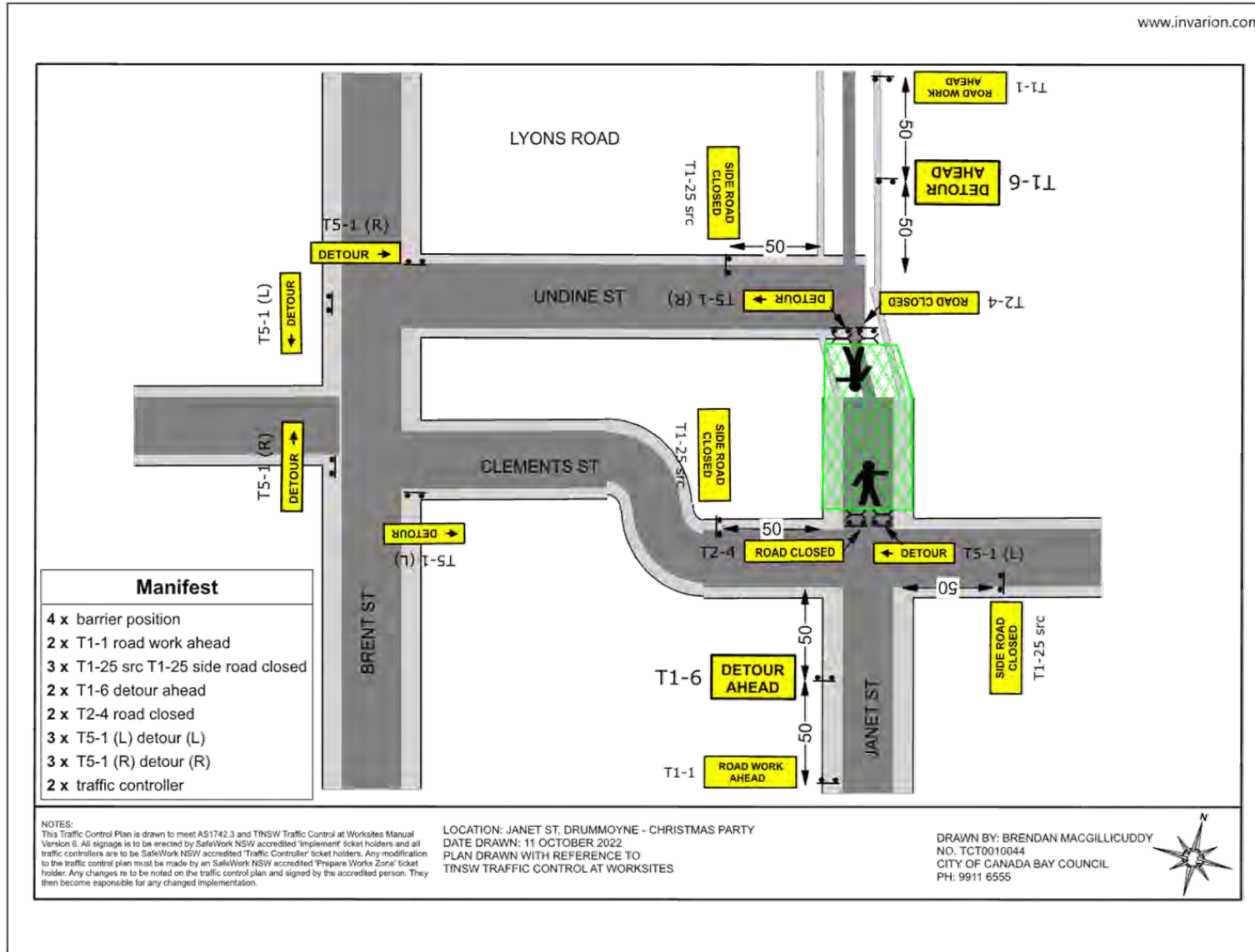


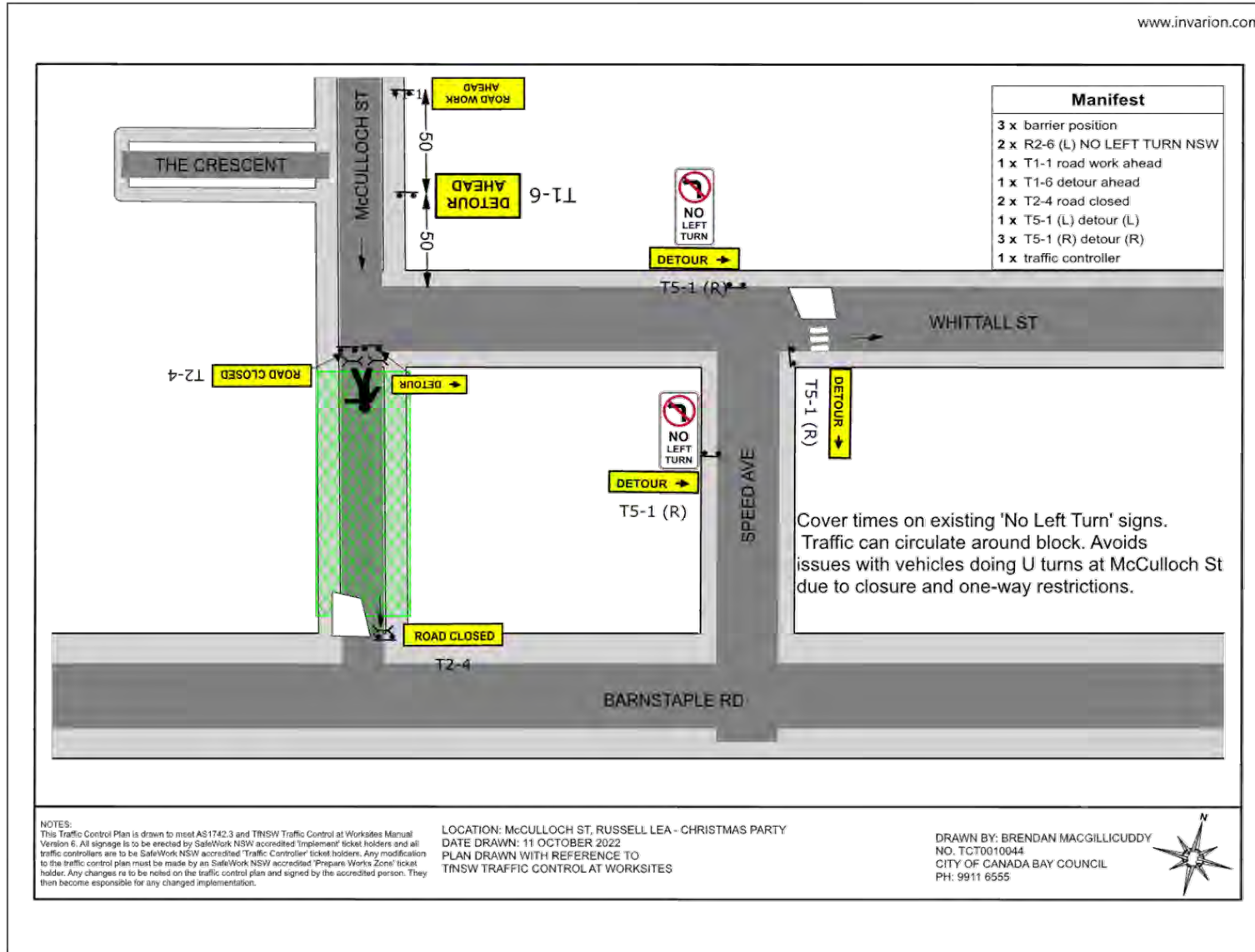


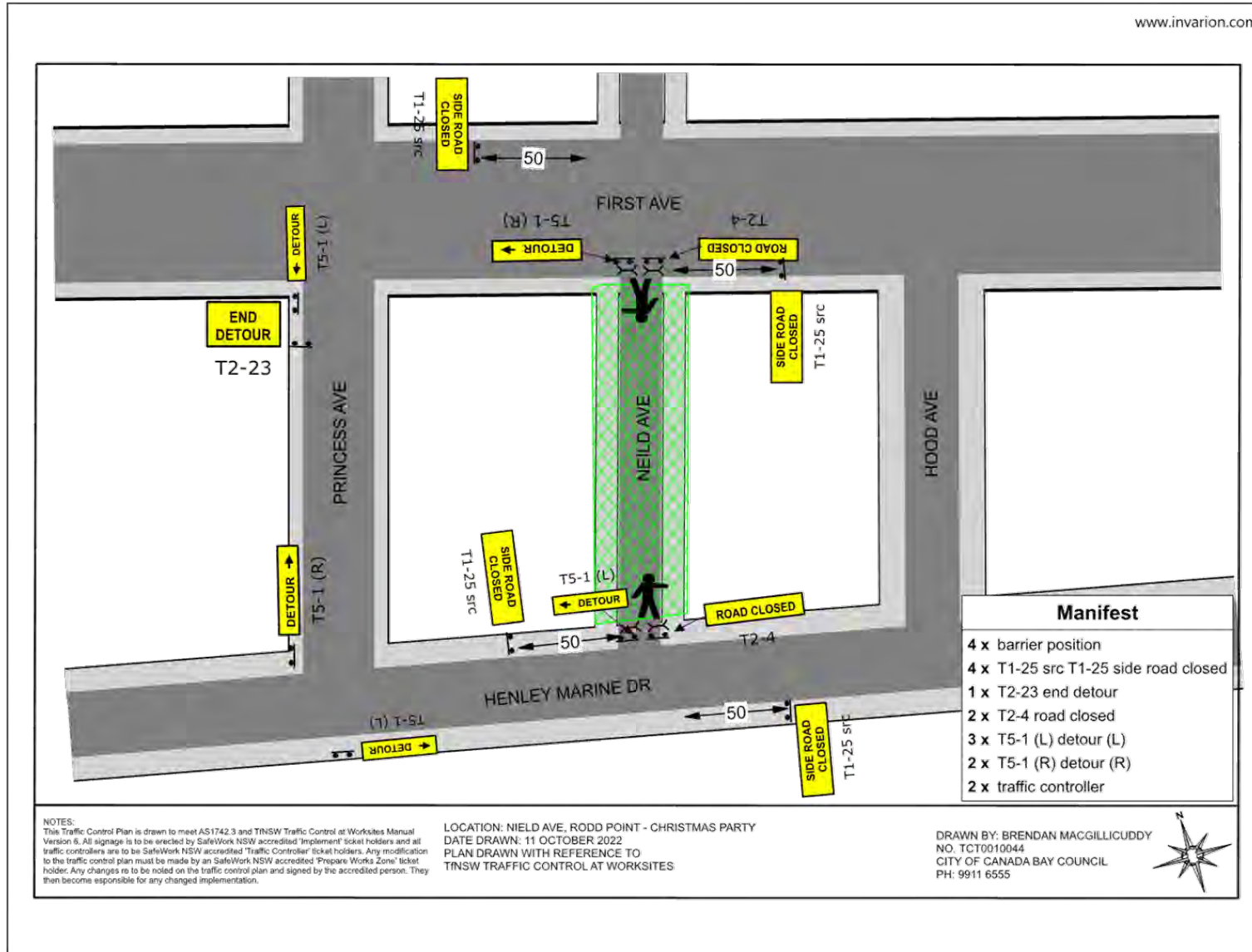




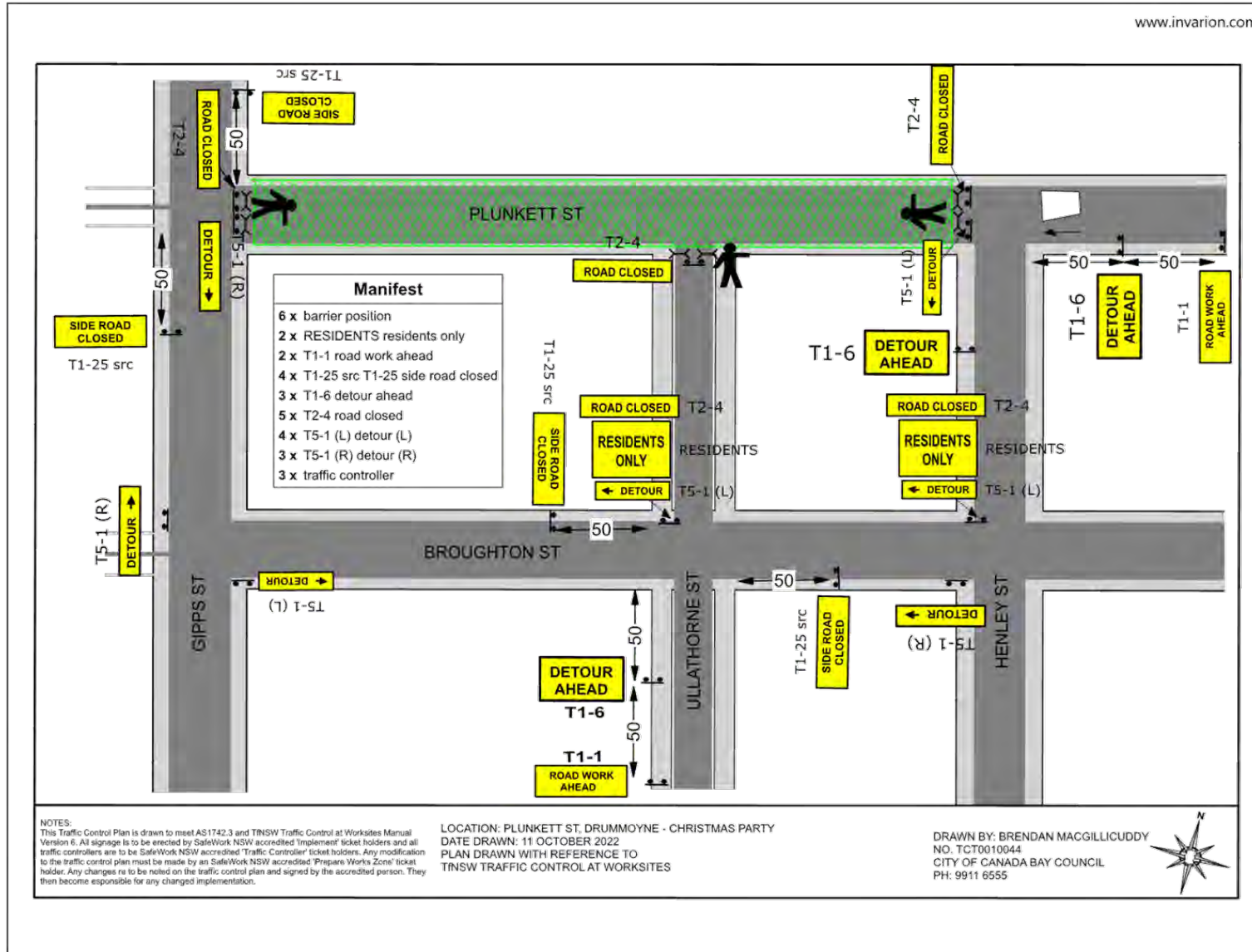


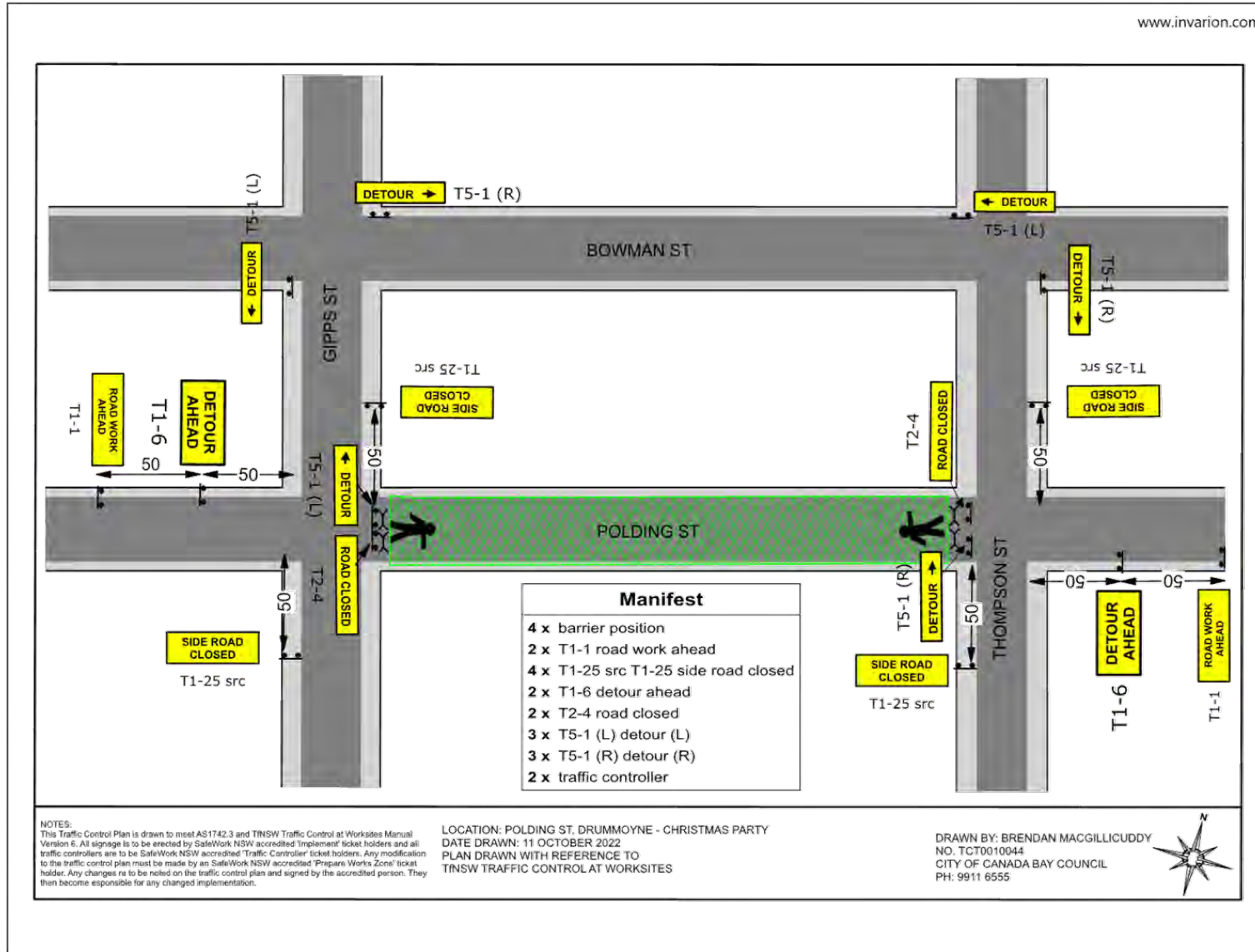


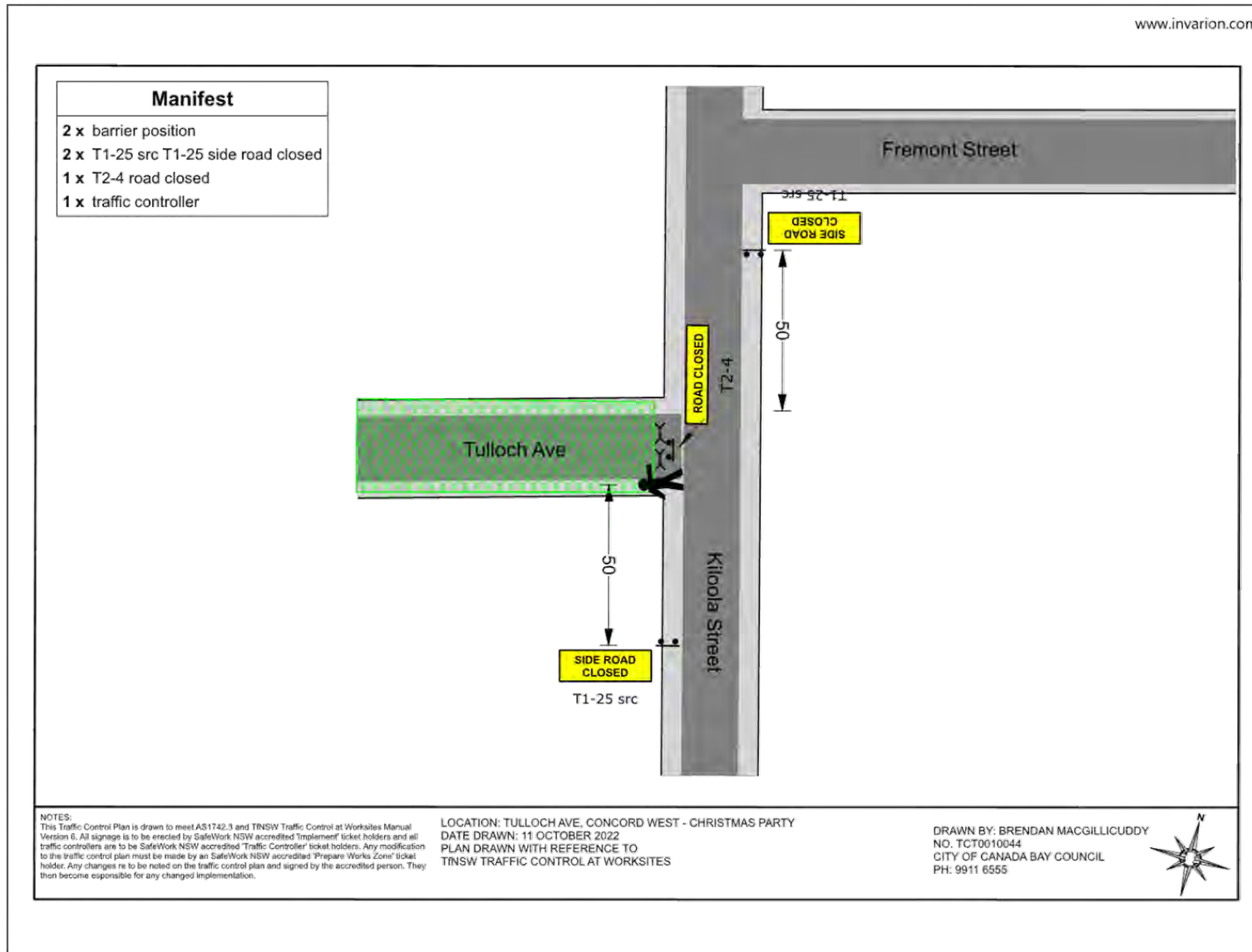


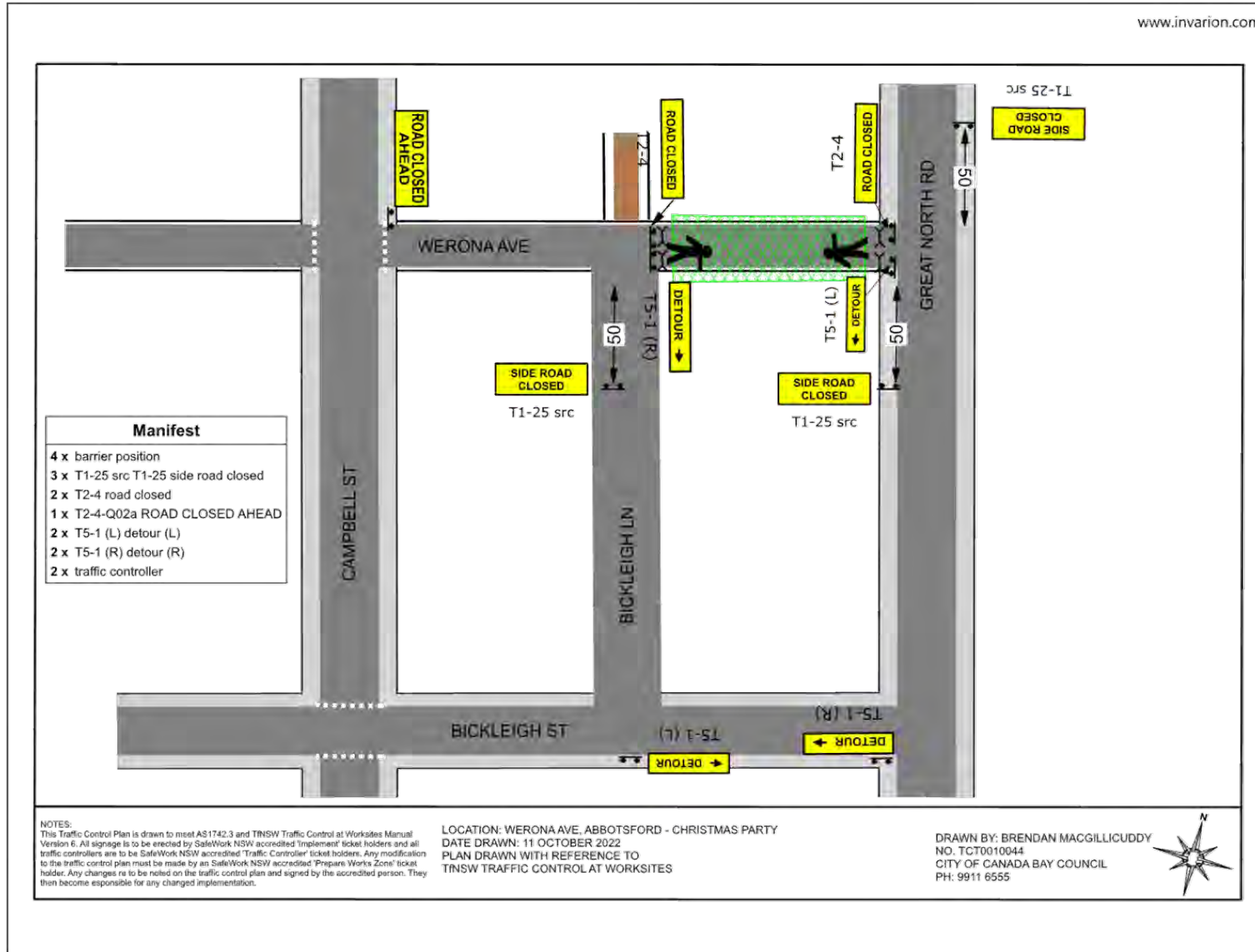


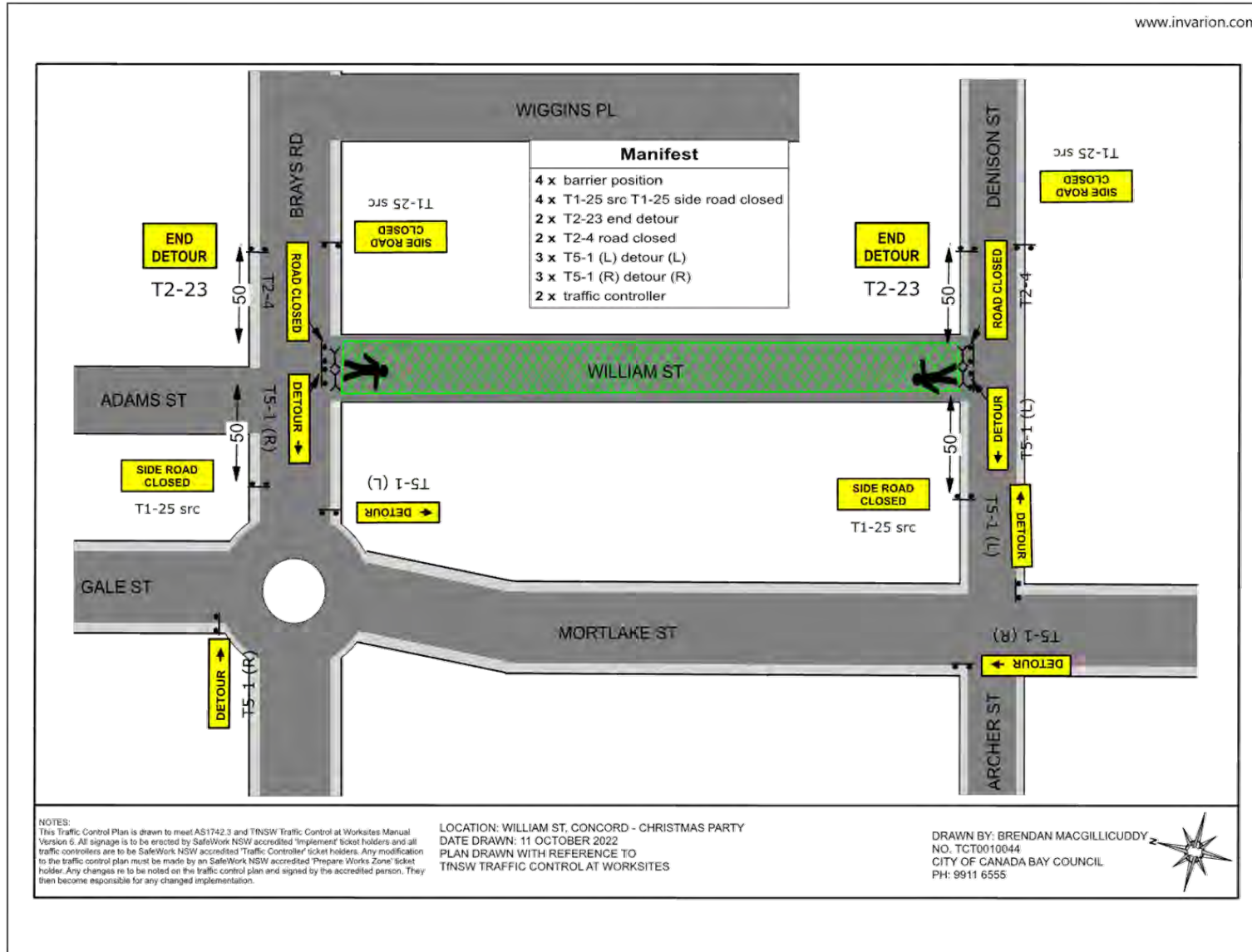




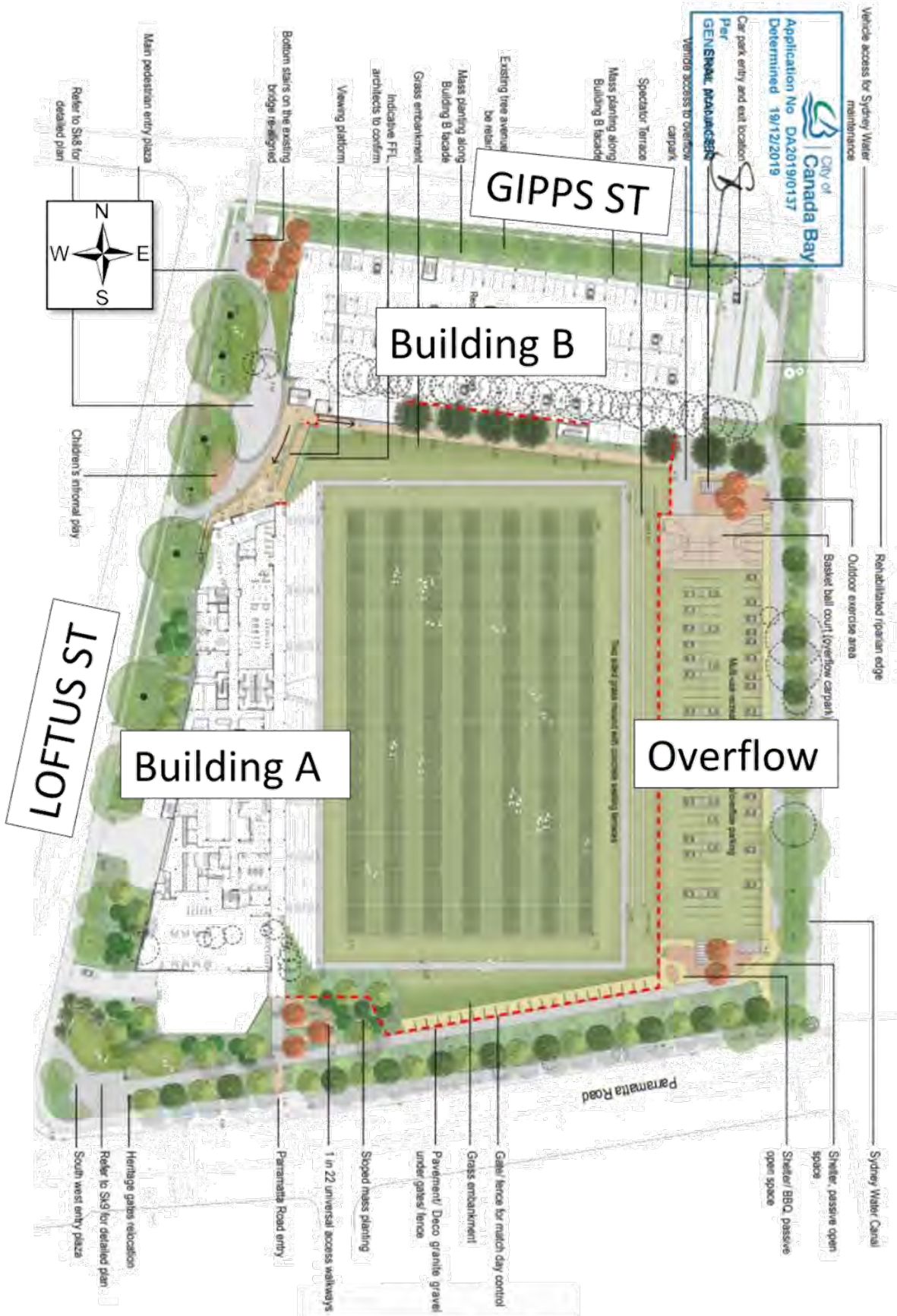


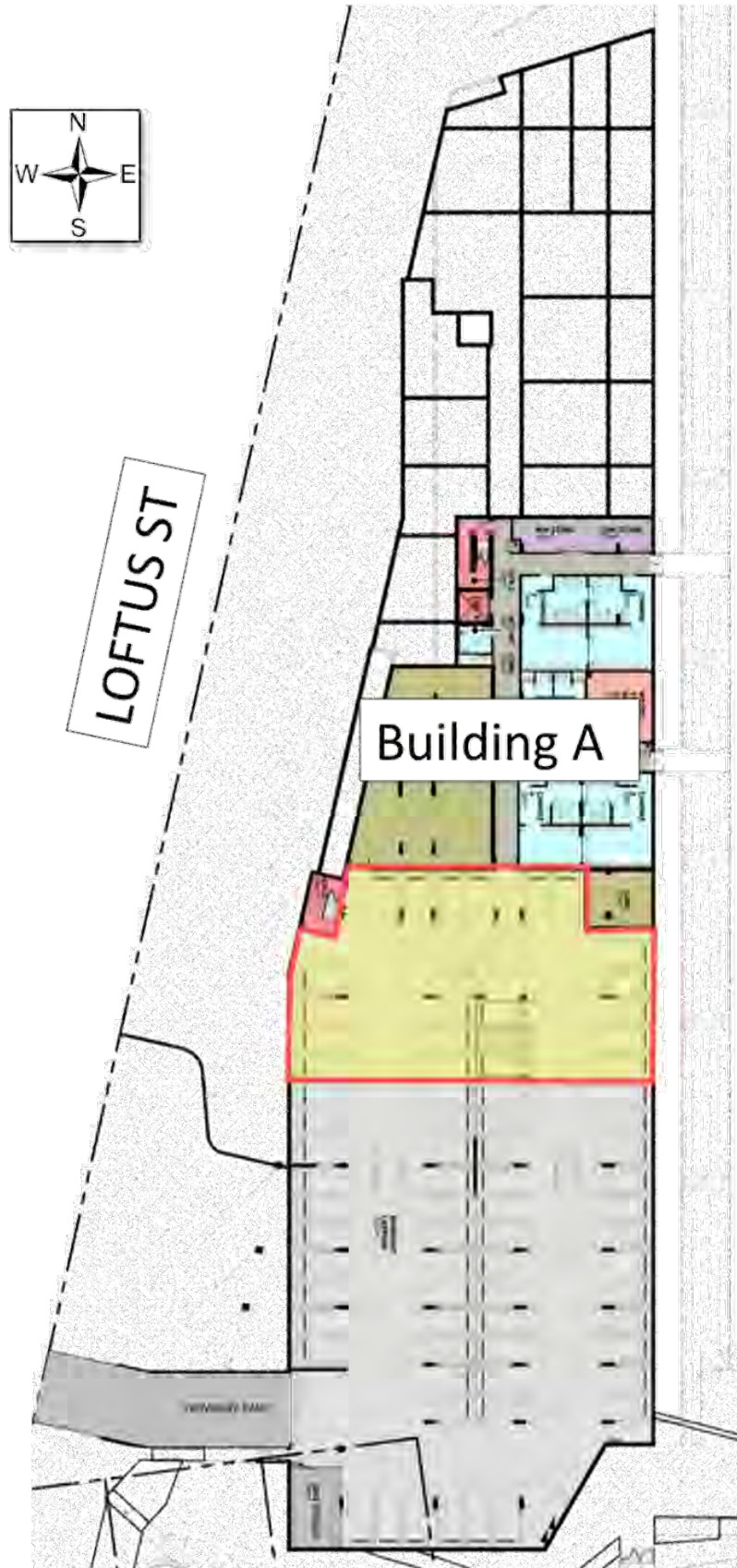




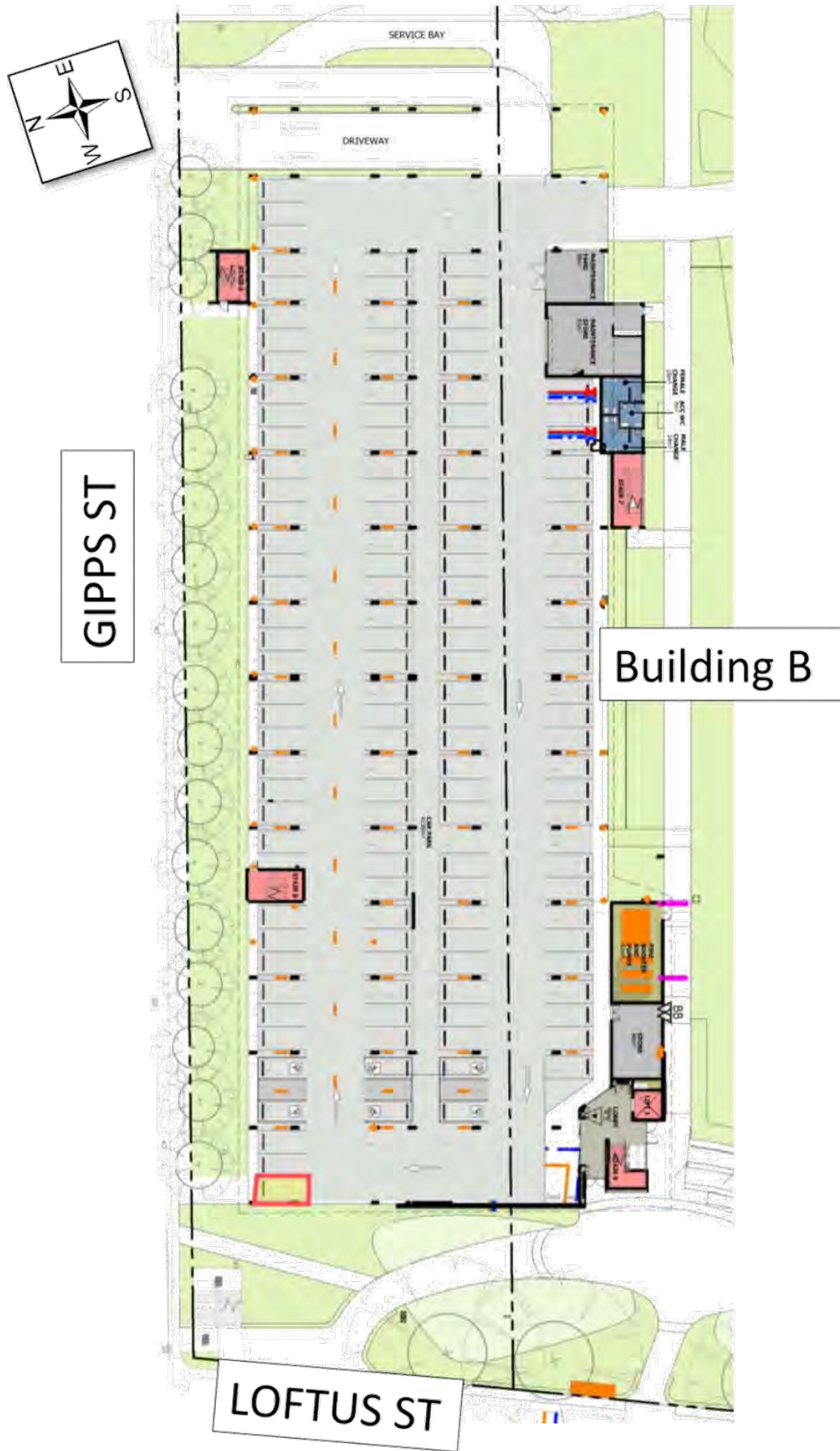












# City of Canada Bay Council

ANNUAL FINANCIAL STATEMENTS  
for the year ended 30 June 2022

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# City of Canada Bay Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2022

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City of Canada Bay Council  
General Purpose Financial Statements  
for the year ended 30 June 2022

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**Overview**

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

1A Marlborough Street  
Drummoyne NSW 2047

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

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

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

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

## City of Canada Bay Council

### General Purpose Financial Statements

for the year ended 30 June 2022

#### Understanding Council's Financial Statements

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##### Introduction

Each year NSW local governments are required to present 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 2022.

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

##### About the Councillor/Management Statement

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

##### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

###### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

###### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

###### 3. The Statement of Financial Position

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

###### 4. The Statement of Changes in Equity

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

###### 5. The Statement of Cash Flows

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

##### About the Notes to the Financial Statements

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

##### About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

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

##### Who uses the Financial Statements?

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

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

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

## City of Canada Bay Council

### General Purpose Financial Statements

for the year ended 30 June 2022

### Statement by Councillors and Management

#### Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

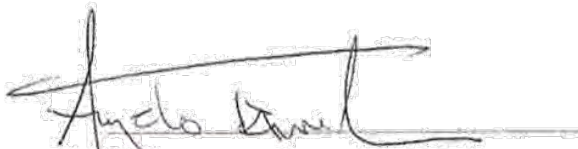
- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.


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


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


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

Signed in accordance with a resolution of Council made on 16 August 2022.

  
Angelo Tsirekas  
Mayor  
16 August 2022

  
Stephanie Di Pasqua  
Deputy Mayor  
16 August 2022

  
John Clark  
General Manager  
16 August 2022

  
Evan Hutchings  
Responsible Accounting Officer  
16 August 2022

**City of Canada Bay Council**
**Income Statement**

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
<b>Income from continuing operations</b>				
58,763	Rates and annual charges	B2-1	58,678	57,028
18,882	User charges and fees	B2-2	16,706	17,835
6,669	Other revenues	B2-3	4,945	6,174
5,226	Grants and contributions provided for operating purposes	B2-4	8,442	6,995
51,712	Grants and contributions provided for capital purposes	B2-4	55,295	57,732
1,020	Interest and investment income	B3-5	1,366	1,324
3,437	Other income	B2-6	3,078	4,790
145,709	<b>Total income from continuing operations</b>		<b>148,510</b>	<b>151,878</b>
<b>Expenses from continuing operations</b>				
40,459	Employee benefits and on-costs	B3-1	37,065	37,269
34,759	Materials and services	B3-2	35,267	33,031
79	Borrowing costs	B3-3	84	119
14,391	Depreciation, amortisation and impairment of non-financial assets	B3-4	14,508	14,948
6,227	Other expenses	B3-5	6,197	6,078
–	Net loss from the disposal of assets	B4-1	1,461	2,713
95,915	<b>Total expenses from continuing operations</b>		<b>94,582</b>	<b>94,158</b>
49,794	<b>Operating result from continuing operations</b>		<b>53,928</b>	<b>57,720</b>
49,794	<b>Net operating result for the year attributable to Council</b>		<b>53,928</b>	<b>57,720</b>
(1,918)	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>(1,367)</b>	<b>(12)</b>

The above Income Statement should be read in conjunction with the accompanying notes.

City of Canada Bay Council | Statement of Comprehensive Income | for the year ended 30 June 2022

## City of Canada Bay Council

### Statement of Comprehensive Income

for the year ended 30 June 2022

\$ '000	Notes	2022	2021
<b>Net operating result for the year – from Income Statement</b>		<b>53,928</b>	<b>57,720</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	G1-7	<u>413,793</u>	<u>(83,395)</u>
<b>Total items which will not be reclassified subsequently to the operating result</b>		<u>413,793</u>	<u>(83,395)</u>
<b>Total other comprehensive income for the year</b>		<u>413,793</u>	<u>(83,395)</u>
<b>Total comprehensive income for the year attributable to Council</b>		<u>467,721</u>	<u>(25,675)</u>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



City of Canada Bay Council | Statement of Financial Position | for the year ended 30 June 2022

**City of Canada Bay Council**  
**Statement of Financial Position**  
 as at 30 June 2022

\$ '000	Notes	2022	Restated 2021	Restated 1 July 2020
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	C1-1	18,824	12,279	6,748
Investments	C1-2	82,000	125,500	86,088
Receivables	C1-4	13,714	11,178	30,413
Inventories	C1-5	251	37	20
Contract assets and contract cost assets	C1-6	4,864	–	–
Other		1,193	256	491
<b>Total current assets</b>		<b>120,846</b>	<b>149,250</b>	<b>123,760</b>
<b>Non-current assets</b>				
Investments	C1-2	51,350	38,346	21,500
Receivables	C1-4	–	–	12,476
Infrastructure, property, plant and equipment (IPPE)	C1-7	2,321,615	1,838,511	1,901,342
Investment property	C1-8	37,965	37,965	33,013
Intangible assets	C1-8	746	565	483
Right of use assets	C2-1	93	240	336
<b>Total non-current assets</b>		<b>2,411,769</b>	<b>1,915,627</b>	<b>1,969,150</b>
<b>Total assets</b>		<b>2,532,615</b>	<b>2,064,877</b>	<b>2,092,910</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	C3-1	25,730	23,748	17,469
Contract liabilities	C3-2	18,592	26,811	33,161
Lease liabilities	C2-1	30	161	203
Borrowings	C3-3	1,341	581	548
Employee benefit provisions	C3-4	8,113	9,241	9,530
Provisions	C3-5	228	204	207
<b>Total current liabilities</b>		<b>54,034</b>	<b>60,746</b>	<b>61,118</b>
<b>Non-current liabilities</b>				
Contract liabilities	C3-2	4,384	11,153	12,476
Lease liabilities	C2-1	63	79	133
Borrowings	C3-3	14,689	1,030	1,611
Employee benefit provisions	C3-4	594	740	767
Provisions	C3-5	17	16	17
<b>Total non-current liabilities</b>		<b>19,747</b>	<b>13,018</b>	<b>15,004</b>
<b>Total liabilities</b>		<b>73,781</b>	<b>73,764</b>	<b>76,122</b>
<b>Net assets</b>		<b>2,458,834</b>	<b>1,991,113</b>	<b>2,016,788</b>
<b>EQUITY</b>				
Accumulated surplus		1,301,978	1,248,050	1,190,330
IPPE revaluation reserve		1,156,856	743,063	826,458
<b>Council equity interest</b>		<b>2,458,834</b>	<b>1,991,113</b>	<b>2,016,788</b>
<b>Total equity</b>		<b>2,458,834</b>	<b>1,991,113</b>	<b>2,016,788</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

City of Canada Bay Council | Statement of Changes in Equity | for the year ended 30 June 2022

City of Canada Bay Council  
Statement of Changes in Equity  
for the year ended 30 June 2022

\$ '000	Notes	2022			2021		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		1,248,050	743,063	1,991,113	1,184,308	826,458	2,010,766
Correction of prior period errors	F3-1	-	-	-	6,022	-	6,022
<b>Restated opening balance</b>		<b>1,248,050</b>	<b>743,063</b>	<b>1,991,113</b>	<b>1,190,330</b>	<b>826,458</b>	<b>2,016,788</b>
Net operating result for the year		53,928	-	53,928	57,720	-	57,720
<b>Net operating result for the period</b>		<b>53,928</b>	<b>-</b>	<b>53,928</b>	<b>57,720</b>	<b>-</b>	<b>57,720</b>
<b>Other comprehensive income</b>							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	-	413,793	413,793	-	(83,395)	(83,395)
<b>Other comprehensive income</b>		<b>-</b>	<b>413,793</b>	<b>413,793</b>	<b>-</b>	<b>(83,395)</b>	<b>(83,395)</b>
<b>Total comprehensive income</b>		<b>53,928</b>	<b>413,793</b>	<b>467,721</b>	<b>57,720</b>	<b>(83,395)</b>	<b>(25,675)</b>
<b>Closing balance at 30 June</b>		<b>1,301,978</b>	<b>1,156,856</b>	<b>2,458,834</b>	<b>1,248,050</b>	<b>743,063</b>	<b>1,991,113</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

City of Canada Bay Council | Statement of Cash Flows | for the year ended 30 June 2022

**City of Canada Bay Council**
**Statement of Cash Flows**

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
58,772	Rates and annual charges		58,782	56,433
18,976	User charges and fees		16,051	19,161
1,020	Interest received		1,273	1,349
54,215	Grants and contributions		45,890	92,775
-	Bonds, deposits and retentions received		4,761	4,913
5,234	Other revenue		2,486	6,858
4,781	Fines		2,933	4,229
<i>Payments:</i>				
(39,340)	Payments to employees		(37,885)	(37,591)
(34,645)	Payments for materials and services		(41,887)	(33,946)
(79)	Borrowing costs		(84)	(119)
-	Bonds, deposits and retentions refunded		(4,175)	(5,600)
(6,207)	Other expenditure		(2,336)	(5,003)
62,727	<b>Net cash provided from operating activities</b>	C1-1	<b>45,809</b>	<b>103,459</b>
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
-	Sale of investments		3,000	164,721
-	Redemption of term deposits		149,510	-
-	Proceeds from sale of IPPE		4,011	270
<i>Payments:</i>				
-	Purchase of investments		(7,504)	(220,979)
-	Acquisition of term deposits		(114,510)	-
-	Purchase of investment property		-	(2,815)
(92,269)	Payments for IPPE		(87,684)	(38,067)
(70)	Purchase of intangible assets		(342)	(276)
(92,339)	<b>Net cash used in investing activities</b>		<b>(53,519)</b>	<b>(97,146)</b>
<b>Cash flows from financing activities</b>				
<i>Receipts:</i>				
15,000	Proceeds from borrowings		15,000	-
<i>Payments:</i>				
(581)	Repayment of borrowings		(581)	(548)
-	Principal component of lease payments		(164)	(234)
14,419	<b>Net cash provided from financing activities</b>		<b>14,255</b>	<b>(782)</b>
(15,193)	<b>Net change in cash and cash equivalents</b>		<b>6,545</b>	<b>5,531</b>
12,279	Cash and cash equivalents at beginning of year		12,279	6,748
(2,914)	Cash and cash equivalents at end of year	C1-1	<b>18,824</b>	<b>12,279</b>
148,656	plus: Investments on hand at end of year	C1-2	133,350	163,846
145,742	<b>Total cash, cash equivalents and investments</b>		<b>152,174</b>	<b>176,125</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## City of Canada Bay Council

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## City of Canada Bay Council

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## A About Council and these financial statements

### A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 16 August 2022. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

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

Starting from here, unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes and are clearly marked.:

- Income statement
- Statement of cash flows
- B5-1 Material budget variations

#### **Historical cost convention**

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

#### **Significant accounting estimates and judgements**

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

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

#### **Critical accounting estimates and assumptions**

Council makes estimates and assumptions concerning the future.

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

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- estimated fair values of investment properties – refer Note C1-7
- estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- employee benefit provisions – refer Note C3-4.

#### **Significant judgements in applying the Council's accounting policies**

- Impairment of receivables – refer Note C1-4.
- Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

#### **COVID 19 Impact**

The Coronavirus (COVID 19) Pandemic continues to impact both communities and business throughout the world including

## A1-1 Basis of preparation (continued)

Australia and the community where Council operates. This Pandemic has had a financial impact for Council in the financial year ended 30 June 2022, which was reported to Council in each quarterly budget review through the year. Minimal impact is expected in the following financial year.

As at the end of the current reporting period Council estimated a loss from COVID 19 of approximately \$2.9M. This was as a result of income losses from activities and facilities including Five Dock Leisure Centre, the hire of halls, venues, and sporting ovals and events; and income reductions from parking meters and fines. In 2020/21, the estimated a loss from COVID 19 of was approximately \$3.2M.

Council support provided to businesses by way of fee abatement for footpath dining and property leases is also accounted for in the cost impact and is reflected in the financial statements under the relevant income category.

No material changes have been noted in asset values and collection of rates.

### **Monies and other assets received by Council**

#### **The Consolidated Fund**

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

#### **The Trust Fund**

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

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

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

#### **Goods and Services Tax (GST)**

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

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

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

#### **Volunteer services**

Council does not have material dependence on volunteer services. Volunteers are utilised in Library Services, Community Services, Cultural Events & Sustainability. These services are not recognised due to their nature and are of a non-material value.

#### **New accounting standards and interpretations issued but not yet effective**

##### **New accounting standards and interpretations issued but not yet effective**

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2022 reporting period.

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

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

## A1-1 Basis of preparation (continued)

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### **New accounting standards adopted during the year**

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2022.

Those newly adopted standards did not have a material impact on Councils reported financial position, financial performance and/or associated financial statement disclosures.



## B Financial Performance

### B1 Functions or activities

#### B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
<b>Functions or activities</b>										
Inclusive, involved and prosperous	10,707	9,784	20,325	21,755	(9,618)	(11,971)	3,449	1,202	173,999	135,916
Environmentally responsible	18,851	17,724	34,513	33,534	(15,662)	(15,810)	733	570	508,021	382,365
Easy to get around	50,000	22,785	21,008	20,487	28,992	2,298	45,995	19,355	1,609,440	1,284,289
Engaged and future focussed	631	1,456	3,439	3,444	(2,808)	(1,988)	12	519	14,268	13,367
Visionary, smart and accountable	68,321	100,129	15,297	14,938	53,024	85,191	13,548	43,081	226,887	248,940
<b>Total functions and activities</b>	<b>148,510</b>	<b>151,878</b>	<b>94,582</b>	<b>94,158</b>	<b>53,928</b>	<b>57,720</b>	<b>63,737</b>	<b>64,727</b>	<b>2,532,615</b>	<b>2,064,877</b>

## B1-2 Components of functions or activities

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Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### **Inclusive, involved and prosperous**

Childrens and family services, Libraries, Bus Services, Recreation services, Community services, Local festivals and events, Arts and cultural development, Affordable housing, Place Management

### **Environmentally responsible**

Waste and resource recovery, Drainage, marine and stormwater management, Environmental education programs and initiatives, Protecting the natural environment, Management of parklands, gardens and open spaces, Maintenance and cleaning of town centres, Maintenance of seawalls and other marine structures, Community drop off centre, graffiti removal, Climate change initiatives, Economic development

### **Easy to get around**

Maintaining footpaths, kerbs, gutters, bridges and cycleways, Road and drainage works, Street and open space lighting

### **Engaged and future focussed**

Community engagement, Corporate strategy

### **Visionary, smart and accountable**

Customer Services, Governance and risk, Financial management, Communications, Records management, Information systems, Procurement, Human resources and organisational development, Civic Events and citizenship, Health, building and environmental compliance, Responsible pet ownership compliance, Parking controls, Development assessments, Strategic Planning, Protection of heritage buildings and items

## B2 Sources of income

### B2-1 Rates and annual charges

\$ '000	2022	2021
<b>Ordinary rates</b>		
Residential	36,133	35,136
Business	5,763	5,800
Less: pensioner rebates	(631)	(646)
<b>Rates levied to ratepayers</b>	<b>41,265</b>	<b>40,290</b>
Pensioner rate subsidies received	346	359
<b>Total ordinary rates</b>	<b>41,611</b>	<b>40,649</b>
<b>Annual charges</b>		
<small>(pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</small>		
Domestic waste management services	16,448	15,764
Stormwater management services	738	734
Less: pensioner rebates	(263)	(267)
<b>Annual charges levied</b>	<b>16,923</b>	<b>16,231</b>
Pensioner subsidies received:		
– Other	144	148
<b>Total annual charges</b>	<b>17,067</b>	<b>16,379</b>
<b>Total rates and annual charges</b>	<b>58,678</b>	<b>57,028</b>

Council has used 01/07/2019 year valuations provided by the NSW Valuer General in calculating its rates.

#### Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

**B2-2 User charges and fees**

\$ '000	Timing	2022	2021
<b>Specific user charges</b>			
(per s.502 - specific 'actual use' charges)			
Waste management services (non-domestic)	2	933	893
<b>Total specific user charges</b>		<b>933</b>	<b>893</b>
<b>Other user charges and fees</b>			
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>			
Building regulation	2	219	183
Planning and building regulation	2	1,163	1,759
Private works – section 67	2	229	407
Registration fees	2	58	56
Section 10.7 certificates (EP&A Act)	2	287	279
Section 603 certificates	2	167	165
Section 611 charges	2	65	65
Occupancy of public land	2	302	389
Hoardings	2	474	427
Shop inspections	2	230	(23)
<b>Total fees and charges – statutory/regulatory</b>		<b>3,194</b>	<b>3,707</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>			
Aged care	2	8	4
Child care	2	3,153	3,310
Leaseback fees – Council vehicles	2	411	387
Leisure centre	2	1,763	2,529
Park rents	2	271	435
Parking fees	2	612	724
Restoration charges	2	2,843	2,210
Admission and service fees	2	1,009	1,027
Golf course fees	2	1,904	2,082
Halls and meeting rooms	2	587	506
Library	2	13	13
Other	2	5	8
<b>Total fees and charges – other</b>		<b>12,579</b>	<b>13,235</b>
<b>Total other user charges and fees</b>		<b>15,773</b>	<b>16,942</b>
<b>Total user charges and fees</b>		<b>16,706</b>	<b>17,835</b>
<b>Timing of revenue recognition for user charges and fees</b>			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		16,706	17,835
<b>Total user charges and fees</b>		<b>16,706</b>	<b>17,835</b>

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## B2-2 User charges and fees (continued)

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### **Accounting policy**

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as Five Dock Leisure Centre and Council Golf Courses, the customer is required to pay on arrival. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as membership fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

**B2-3 Other revenues**

<b>\$ '000</b>	<b>Timing</b>	<b>2022</b>	<b>2021</b>
Fines – parking	2	2,840	4,111
Fines – other	2	28	17
Legal fees recovery – rates and charges (extra charges)	2	35	16
Legal fees recovery – other	2	39	90
Commissions and agency fees	2	232	49
Diesel rebate	2	29	32
Insurance claims recoveries	2	–	43
Recycling income	2	226	219
Sale of abandoned vehicles	2	81	69
Sales – general	2	3	14
Fines – building compliance	2	64	101
Bus shelter advertising	2	931	896
Energy certificates	2	66	52
Other	2	95	78
Sponsorships	2	–	44
Waste management performance bonus	2	276	295
Incentive payment Lighting	2	–	48
<b>Total other revenue</b>		<b>4,945</b>	<b>6,174</b>
<b>Timing of revenue recognition for other revenue</b>			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		4,945	6,174
<b>Total other revenue</b>		<b>4,945</b>	<b>6,174</b>

**Accounting policy for other revenue**

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

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

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

**B2-4 Grants and contributions**

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>General purpose grants and non-developer contributions (untied)</b>					
<b>General purpose (untied)</b>					
<b>Current year allocation</b>					
Financial assistance – general component	2	1,047	992	–	–
Financial assistance – local roads component	2	342	324	–	–
<b>Payment in advance - future year allocation</b>					
Financial assistance – general component	2	1,608	1,061	–	–
Financial assistance – local roads component	2	528	348	–	–
<b>Amount recognised as income during current year</b>		<b>3,525</b>	<b>2,725</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>					
<b>Cash contributions</b>					
<b>Previously specific grants:</b>					
<b>Pensioners' rates subsidies:</b>					
Fire and emergency services	2	487	355	–	–
Child care	2	126	–	–	–
Community care	2	154	188	–	–
Environmental programs	2	23	59	–	–
Heritage and cultural	2	44	87	20	–
Library	2	335	336	–	–
Library – special projects	2	2	–	–	–
LIRS subsidy	1	28	40	–	–
Recreation and culture	1	–	–	40,514	15,379
Environmental projects	2	1,076	202	–	26
Planning	1	100	547	–	–
Sport and recreation	2	–	–	1,274	256
Street lighting	2	171	171	–	–
Transport (road safety funding)	2	70	69	–	–
Traffic route subsidy	2	34	34	–	–
Transport (roads to recovery)	2	380	404	–	–
Transport (other roads and bridges funding)	2	323	19	–	226
<b>Previously contributions:</b>					
Drainage	2	51	51	–	–
Heritage/cultural	2	3	2	–	–
Other councils – joint works/services	2	372	326	–	–
Recreation and culture	2	265	10	–	–
Roads and bridges	2	109	666	2,906	1,536
Transport for NSW contributions (regional roads, block grant)	2	373	373	813	477
Other contributions	2	149	151	–	–
Environmental contributions	2	135	77	–	–
Insurance incentive scheme contribution	2	107	103	–	–
<b>Total special purpose grants and non-developer contributions – cash</b>		<b>4,917</b>	<b>4,270</b>	<b>45,527</b>	<b>17,900</b>
<b>Non-cash contributions</b>					
Other	2	–	–	–	56
<b>Total other contributions – non-cash</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>56</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>		<b>4,917</b>	<b>4,270</b>	<b>45,527</b>	<b>17,956</b>
<b>Total grants and non-developer contributions</b>		<b>8,442</b>	<b>6,995</b>	<b>45,527</b>	<b>17,956</b>

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City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>Comprising:</b>					
- Commonwealth funding		3,234	512	4,162	1,024
- State funding		4,415	5,766	41,347	16,876
- Other funding		793	717	18	56
		<u>8,442</u>	<u>6,995</u>	<u>45,527</u>	<u>17,956</u>

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## B2-4 Grants and contributions (continued)

## Developer contributions

\$ '000	Notes	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>Developer contributions: (s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>	F4					
<b>Cash contributions</b>						
S 7.4 – contributions using planning agreements		2	–	–	2,002	35,458
S 7.11 – contributions towards amenities/services		2	–	–	5,254	2,508
S 7.12 – fixed development consent levies		2	–	–	1,230	1,365
<b>Total developer contributions – cash</b>			<b>–</b>	<b>–</b>	<b>8,486</b>	<b>39,331</b>
<b>Non-cash contributions</b>						
S 7.4 – contributions using planning agreements		2	–	–	1,282	445
<b>Total developer contributions non-cash</b>			<b>–</b>	<b>–</b>	<b>1,282</b>	<b>445</b>
<b>Total developer contributions</b>			<b>–</b>	<b>–</b>	<b>9,768</b>	<b>39,776</b>
<b>Total contributions</b>			<b>–</b>	<b>–</b>	<b>9,768</b>	<b>39,776</b>
<b>Total grants and contributions</b>			<b>8,442</b>	<b>6,995</b>	<b>55,295</b>	<b>57,732</b>
<b>Timing of revenue recognition for grants and contributions</b>						
Grants and contributions recognised over time (1)			128	587	40,514	15,379
Grants and contributions recognised at a point in time (2)			8,314	6,408	14,781	42,353
<b>Total grants and contributions</b>			<b>8,442</b>	<b>6,995</b>	<b>55,295</b>	<b>57,732</b>

**B2-4 Grants and contributions (continued)**
**Unspent grants and contributions**

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>Unspent grants and contributions</b>				
Unspent funds at 1 July	401	578	4,781	4,882
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	1,709	135	-	-
<b>Add:</b> Funds received and not recognised as revenue in the current year	-	-	-	-
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	(382)	(312)	(759)	(101)
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	-	-	-	-
<b>Unspent funds at 30 June</b>	<b>1,728</b>	<b>401</b>	<b>4,022</b>	<b>4,781</b>
<b>Developer Contributions</b>				
Unspent funds at 1 July	-	-	67,583	35,353
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-	8,745	39,539
<b>Add:</b> contributions received and not recognised as revenue in the current year	-	-	-	-
<b>Add:</b> contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate	-	-	-	-
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	-	-	(23,921)	(7,309)
<b>Unspent contributions at 30 June</b>	<b>-</b>	<b>-</b>	<b>52,407</b>	<b>67,583</b>

**Accounting policy**
**Grants and contributions under AASB 15 – enforceable agreement with sufficiently specific performance obligations**

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue are recognised when control of each performance obligations is satisfied.

Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

**Grant Income Under AASB 1058**

Assets arising from grants in the scope of AASB 1058 is recognised at the assets fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance

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## B2-4 Grants and contributions (continued)

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with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

### Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

### Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon 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 Council may apply contributions according to the priorities established in work schedules for the contribution plan.

### Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

**B2-5 Interest and investment income**

\$ '000	2022	2021
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	141	81
– Cash and investments	1,225	1,243
Finance income on the net investment in the lease	–	–
<b>Total interest and investment income (losses)</b>	<b>1,366</b>	<b>1,324</b>
<b>Interest and investment income is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)	103	77
General Council cash and investments	1,001	1,040
<b>Restricted investments/funds – external:</b>		
Development contributions		
– Section 7.11 & 7.12	47	39
– Voluntary planning agreements	215	168
<b>Total interest and investment income</b>	<b>1,366</b>	<b>1,324</b>

**Accounting policy**

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

**B2-6 Other income**

\$ '000	Notes	2022	2021
<b>Reversal of impairment losses on receivables</b>			
Other		364	49
<b>Total reversal of impairment losses on receivables</b>	C1-6	<b>364</b>	<b>49</b>
<b>Fair value increment on investment properties</b>			
Fair value increment on investment properties		–	2,137
<b>Total fair value increment on investment properties</b>	C1-6	<b>–</b>	<b>2,137</b>
<b>Rental income</b>			
<b>Investment properties</b>			
Lease income (excluding variable lease payments not dependent on an index or rate)		241	217
<b>Total investment properties</b>		<b>241</b>	<b>217</b>
<b>Other lease income</b>			
Affordable housing		319	268
Council properties		1,939	1,957
Footpath dining		215	162
<b>Total other lease income</b>		<b>2,473</b>	<b>2,387</b>
<b>Total rental income</b>	C2-2	<b>2,714</b>	<b>2,604</b>
<b>Total other income</b>		<b>3,078</b>	<b>4,790</b>

## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

\$ '000	2022	2021
Salaries and wages	30,752	29,346
Travel expenses	3	2
Employee leave entitlements (ELE)	1,546	2,894
ELE on-costs	25	(4)
Superannuation – defined benefit plans	299	381
Superannuation – guarantee levy	2,669	2,802
Workers' compensation insurance	916	702
Fringe benefit tax (FBT)	232	208
Training costs (other than salaries and wages)	273	380
Protective clothing	37	50
Maternity leave	137	338
Other	176	170
<b>Total employee costs</b>	<b>37,065</b>	<b>37,269</b>
<b>Total employee costs expensed</b>	<b>37,065</b>	<b>37,269</b>

#### Accounting policy

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

#### Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

#### Superannuation plans

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

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

### B3-2 Materials and services

\$ '000	Notes	2022	2021
Raw materials and consumables		2,393	2,061
Contractor and consultancy costs		–	3
– Cleaning		1,139	1,046
– Contractor and consultancy costs		73	10
– Golf course management		261	279
– Information systems		346	223
– Rate payment agencies		99	94
– Swimming pool management		373	355
– Waste management		9,254	8,748
– Contractor maintenance and repairs		4,080	5,867
– other contractor and consultancy costs		5,875	3,875
Audit Fees	E2-1	96	73
Infringement notice contract costs (SEINS)		365	550
<b>Previously other expenses:</b>			
Councillor and Mayoral fees and associated expenses	E1-2	258	240
Advertising		111	136
Bank charges		116	116
Information systems		1,283	1,357
Election expenses		571	–

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**B3-2 Materials and services (continued)**

\$ '000	2022	2021
Electricity and heating	879	882
Postage	164	143
Printing and stationery	245	236
Street lighting	941	1,270
Subscriptions and publications	420	427
Telephone and communications	480	373
Valuation fees	112	111
Travel expenses	12	9
Agency personnel	1,354	955
Other expenses	292	333
Fuel and oil	425	302
Insurance – excess	161	145
Insurance – premiums	1,490	1,438
Motor vehicle registrations	128	104
Strata levies	64	61
Water	224	327
<b>Legal expenses:</b>		
– Legal expenses: planning and development	579	290
– Legal expenses: debt recovery	38	16
– Legal expenses: other	184	186
Other	7	27
Expenses from leases of low value assets and short term leases	369	363
<b>Total materials and services</b>	<b>35,267</b>	<b>33,031</b>
<b>Total materials and services</b>	<b>35,267</b>	<b>33,031</b>

**Accounting policy**

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

**B3-3 Borrowing costs**

\$ '000	2022	2021
<b>(i) Interest bearing liability costs</b>		
Interest on leases	5	7
Interest on loans	79	112
<b>Total interest bearing liability costs</b>	<b>84</b>	<b>119</b>
<b>Total interest bearing liability costs expensed</b>	<b>84</b>	<b>119</b>
<b>(ii) Other borrowing costs</b>		
Fair value adjustments on recognition of advances and deferred debtors		
<b>Total borrowing costs expensed</b>	<b>84</b>	<b>119</b>

**Accounting policy**

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

**B3-4 Depreciation, amortisation and impairment of non-financial assets**

\$ '000	Notes	2022	2021
<b>Depreciation and amortisation</b>			
Plant and equipment		1,011	974
Office equipment		27	25
Furniture and fittings		43	46
Land improvements (depreciable)		291	255
<b>Infrastructure:</b>	C1-7		
– Buildings – non-specialised		2,449	1,972
– Buildings – specialised		239	238
– Other structures		2,820	2,865
– Roads		4,020	4,260
– Bridges		130	72
– Footpaths		950	1,243
– Stormwater drainage		1,422	1,784
– Swimming pools		154	148
Right of use assets	C2-1	164	234
<b>Other assets:</b>			
– Heritage collections		27	27
– Library books		414	407
– Other		186	204
Intangible assets	C1-8	161	194
<b>Total gross depreciation and amortisation costs</b>		<b>14,508</b>	<b>14,948</b>
<b>Total depreciation and amortisation costs</b>		<b>14,508</b>	<b>14,948</b>
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>14,508</b>	<b>14,948</b>

**Accounting policy**
**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. In calculating depreciation, a review of the assets useful life and pattern of consumption is undertaken at each reporting date.

**Impairment of non-financial assets**

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

### B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

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



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**B3-5 Other expenses**

<b>\$ '000</b>	<b>Notes</b>	<b>2022</b>	<b>2021</b>
<b>Impairment of receivables</b>			
User charges and fees		13	–
Other		569	374
<b>Total impairment of receivables</b>	G1-4	<b>582</b>	<b>374</b>
<b>Other</b>			
Contributions/levies to other levels of government			
– Department of planning levy		181	179
– Emergency services levy		141	184
– NSW fire brigade levy		1,701	1,812
– Waste levy		3,243	3,174
– Donations, contributions and assistance		349	355
- Decrement of Operational Land Held for Sale		–	–
<b>Total other</b>		<b>5,615</b>	<b>5,704</b>
<b>Total other expenses</b>		<b>6,197</b>	<b>6,078</b>

**Accounting policy**

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

## B4 Gains or losses

### B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2022	2021
<b>Gain (or loss) on disposal of property (excl. investment property)</b>			
Proceeds from disposal – property		3,487	–
Less: carrying amount of property assets sold/written off		<u>(1,841)</u>	<u>(39)</u>
<b>Gain (or loss) on disposal</b>		<u>1,646</u>	<u>(39)</u>
<b>Gain (or loss) on disposal of plant and equipment</b>			
	C1-7		
Proceeds from disposal – plant and equipment		520	270
Less: carrying amount of plant and equipment assets sold/written off		<u>(296)</u>	<u>(138)</u>
<b>Gain (or loss) on disposal</b>		<u>224</u>	<u>132</u>
<b>Gain (or loss) on disposal of infrastructure</b>			
	C1-7		
Less: carrying amount of infrastructure assets sold/written off		<u>(3,335)</u>	<u>(2,806)</u>
<b>Gain (or loss) on disposal</b>		<u>(3,335)</u>	<u>(2,806)</u>
<b>Gain (or loss) on disposal of furniture</b>			
Proceeds from disposal – Furniture and Fittings		<u>4</u>	<u>–</u>
<b>Gain (or loss) on disposal</b>		<u>4</u>	<u>–</u>
<b>Gain (or loss) on disposal of term deposits</b>			
	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		–	–
Less: carrying amount of term deposits sold/redeemed/matured		<u>–</u>	<u>–</u>
<b>Gain (or loss) on disposal</b>		<u>–</u>	<u>–</u>
<b>Net gain (or loss) from disposal of assets</b>		<u>(1,461)</u>	<u>(2,713)</u>

#### Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

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

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 15/06/2021 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** F = Favourable budget variation, U = Unfavourable budget variation.

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
<b>Revenues</b>				
<b>Rates and annual charges</b>	58,763	58,678	(85)	0% U
<b>User charges and fees</b>	18,882	16,706	(2,176)	(12)% U
User Fees and Charges were impacted by COVID restrictions. Most significant being: <ul style="list-style-type: none"> <li>• Five Dock Leisure Centre - Income down \$1.1M from original budget of \$3.2M</li> <li>• Park Hire - Income down \$172K from original budget of \$380K</li> <li>• Parking Meters - Income down \$123K from original budget of \$745K</li> <li>• Venue Hire - Income down \$121K from original budget of \$832K</li> </ul>				
<b>Other revenues</b>	6,669	4,945	(1,724)	(26)% U
Other revenues were impacted by COVID restrictions. Most significant being: <ul style="list-style-type: none"> <li>• Parking Infringements - Income down \$1.1M from original budget of \$4.8M</li> </ul>				
<b>Operating grants and contributions</b>	5,226	8,442	3,216	62% F
A number of new grants and additional funding over anticipated budget were received during the year. These include: <ul style="list-style-type: none"> <li>• Financial Assistance Grant advance increased from the anticipated 50% to 75% of the 2022/23 allocation. This resulted in an additional advance of \$778K up from the budgetted \$2.75M.</li> <li>• Emergency Services Levy of \$487K was received from the State Government to assist Council with its contribution towards the State Fire and Emergency Service costs for 2022/23.</li> </ul>				
<b>Capital grants and contributions</b>	51,712	55,295	3,583	7% F
<b>Interest and investment revenue</b>	1,020	1,366	346	34% F
The Reserve Bank changed its Interest rates forecast from remaining at a historically low rate until 2024, to an increasing trajectory, with rates likely to increase to over 2%. Maturing investments were able to be progressively reinvested at more higher rates which impacted favourably on Council's investment earnings for the year. A strategy to move into longer dated maturities at the beginning of the year also assisted with achieving better than anticipated returns.				
<b>Other income</b>	3,437	3,078	(359)	(10)% U
Other income was impacted by COVID restrictions. Most significant being: <ul style="list-style-type: none"> <li>• Leased Properties - Income down \$708K from original budget of \$3.4M</li> </ul>				
<b>Expenses</b>				
<b>Employee benefits and on-costs</b>	40,459	37,065	3,394	8% F
<b>Materials and services</b>	34,759	35,267	(508)	(1)% U

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**B5-1 Material budget variations (continued)**

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
Borrowing costs	79	84	(5)	(6)% <b>U</b>
Depreciation, amortisation and impairment of non-financial assets	14,391	14,508	(117)	(1)% <b>U</b>
Other expenses	6,227	6,197	30	0% <b>F</b>
<b>Statement of cash flows</b>				
Cash flows from operating activities	62,727	45,809	(16,918)	(27)% <b>U</b>
Cash flows from investing activities	(92,339)	(53,519)	38,820	(42)% <b>F</b>
Cash flows from financing activities	14,419	14,255	(164)	(1)% <b>U</b>

## C Financial position

### C1 Assets we manage

#### C1-1 Cash and cash equivalents

\$ '000	2022	2021
<b>Cash assets</b>		
Cash on hand and at bank	2,914	3,263
Cash equivalent assets		
– Deposits at call	11,910	9,016
– Short-term deposits	4,000	–
<b>Total cash and cash equivalents</b>	<b>18,824</b>	<b>12,279</b>

#### Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	18,824	12,279
<b>Balance as per the Statement of Cash Flows</b>	<b>18,824</b>	<b>12,279</b>

#### Accounting policy

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

#### C1-2 Financial investments

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
<b>Debt securities at amortised cost</b>				
Long term deposits	71,000	29,500	122,500	13,000
Government and semi-government bonds	2,000	8,000	–	6,000
NCD's, FRN's (with maturities > 3 months)	9,000	13,850	3,000	19,346
<b>Total</b>	<b>82,000</b>	<b>51,350</b>	<b>125,500</b>	<b>38,346</b>
<b>Total financial investments</b>	<b>82,000</b>	<b>51,350</b>	<b>125,500</b>	<b>38,346</b>
<b>Total cash assets, cash equivalents and investments</b>	<b>100,824</b>	<b>51,350</b>	<b>137,779</b>	<b>38,346</b>

## C1-2 Financial investments (continued)

### Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

### Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

### Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

### Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

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**C1-3 Restricted and allocated cash, cash equivalents and investments**

\$ '000	2022	2021
(a) Externally restricted cash, cash equivalents and investments		
<b>Total cash, cash equivalents and investments</b>	<b>152,174</b>	<b>176,125</b>
Less: Externally restricted cash, cash equivalents and investments	<u>(100,816)</u>	<u>(120,175)</u>
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>51,358</b>	<b>55,950</b>
<b>External restrictions</b>		
<b>External restrictions – included in liabilities</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended loans – general	4,673	3,208
Contract Liabilities	<u>22,414</u>	<u>26,306</u>
<b>External restrictions – included in liabilities</b>	<b>27,087</b>	<b>29,514</b>
<b>External restrictions – other</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	52,408	67,583
Specific purpose unexpended grants (recognised as revenue) – general fund	1,702	286
Stormwater management	225	168
Domestic waste management	<u>19,394</u>	<u>22,624</u>
<b>External restrictions – other</b>	<b>73,729</b>	<b>90,661</b>
<b>Total external restrictions</b>	<b>100,816</b>	<b>120,175</b>

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2022	2021
(b) Internal allocations		
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>51,358</b>	<b>55,950</b>
Less: Internally restricted cash, cash equivalents and investments	<u>(46,291)</u>	<u>(35,097)</u>
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>5,067</b>	<b>20,853</b>
<b>Internal allocations</b>		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	3,049	1,799
Infrastructure replacement – parking	1,092	935
Employees leave entitlement	2,206	1,706
Carry over works	6,421	5,921
Deposits, retentions and bonds	11,429	11,052
Affordable housing	3,620	3,317
Building reserve	281	311
Concord library and childcare centre	815	737
Concord oval	86	86
Drummoyne oval lights reserve	55	55
Election of councillors	–	450
Energy efficiency reserve	32	58
Financial assistance grant advance	<u>2,136</u>	<u>1,408</u>

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**C1-3 Restricted and allocated cash, cash equivalents and investments (continued)**

\$ '000	2022	2021
Financial sustainability	1,633	2,230
Five dock leisure centre	97	97
Investment fund	7,279	3,974
Massey park golf course	62	25
Parramatta River Catchment	341	295
Victoria avenue childcare	192	102
Water for the community	392	392
Workers compensation	147	147
Commercial Waste	4,926	-
<b>Total internal allocations</b>	<b>46,291</b>	<b>35,097</b>

Internal restrictions over cash, cash equivalents and investments are those assets restricted by Council.

\$ '000	2022	2021
(c) Unrestricted and unallocated		
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>5,067</b>	<b>20,853</b>



City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**C1-4 Receivables**

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Rates and annual charges	2,280	100	2,468	94
Interest and extra charges	133	40	104	33
User charges and fees	299	–	277	–
Private works	5	–	–	–
Accrued revenues				
– Interest on investments	466	–	402	–
Net investment in finance lease	–	–	–	–
Government grants and subsidies	1,995	–	4,667	–
Net GST receivable	885	–	878	–
Employee advances	12	–	13	–
General debtors	5,889	–	865	–
Infringements	872	–	1,107	–
Property leases	1,442	–	852	–
Road restorations	288	–	233	–
<b>Total</b>	<b>14,566</b>	<b>140</b>	<b>11,866</b>	<b>127</b>
<b>Less: provision for impairment</b>				
Rates and annual charges	–	(100)	–	(94)
Interest and extra charges	–	(40)	–	(33)
Other debtors	(852)	–	(688)	–
<b>Total provision for impairment – receivables</b>	<b>(852)</b>	<b>(140)</b>	<b>(688)</b>	<b>(127)</b>
<b>Total net receivables</b>	<b>13,714</b>	<b>–</b>	<b>11,178</b>	<b>–</b>

\$ '000	2022	2021
<b>Movement in provision for impairment of receivables</b>		
Balance at the beginning of the year (calculated in accordance with AASB 139)	815	490
+ new provisions recognised during the year	556	429
– amounts already provided for and written back this year	(41)	(55)
– amounts provided for but recovered during the year	(338)	(49)
<b>Balance at the end of the year</b>	<b>992</b>	<b>815</b>

**Accounting policy**

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

**Impairment**

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 5 years past due, whichever occurs first.

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#### C1-4 Receivables (continued)

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In some cases, receivables that have been written off, may remain the subject of enforcement and recovery activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

**C1-5 Inventories**

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
<b>(i) Inventories at cost</b>				
Stores and materials	251	–	37	–
<b>Total inventories at cost</b>	<b>251</b>	<b>–</b>	<b>37</b>	<b>–</b>
<b>Total inventories</b>	<b>251</b>	<b>–</b>	<b>37</b>	<b>–</b>

**Externally restricted assets**

There are no restrictions applicable to the above assets.

**Accounting policy**
**Raw materials and stores, work in progress and finished goods**

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

**C1-6 Contract assets and Contract cost assets**

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Contract assets	4,864	–	–	–
<b>Total contract assets and contract cost assets</b>	<b>4,864</b>	<b>–</b>	<b>–</b>	<b>–</b>

Work relating to infrastructure grants 4,864 – – –

**Significant changes in contract assets**  
Council has a number of contract assets relating to projects for the Redevelopment of Concord Oval, Local Roads and Community Infrastructure, Five Dock Public Domain, Goddard Park Amenities.

There are no restrictions applicable to the above assets.

**Accounting policy**
**Contract assets**

Contract assets represent Council's right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

**C1-7 Infrastructure, property, plant and equipment**

By aggregated asset class	At 1 July 2021			Asset movements during the reporting period						At 30 June 2022		
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions renewals <sup>(1)</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>												
Plant and equipment	8,923	(4,175)	4,748	--	1,116	(296)	(1,011)	--	--	9,141	(4,584)	4,557
Office equipment	585	(411)	174	--	56	--	(27)	--	--	641	(438)	203
Furniture and fittings	1,073	(766)	307	--	40	--	(43)	--	--	1,105	(801)	304
<b>Land:</b>												
– Operational land	162,250	--	162,250	--	--	(1,543)	--	--	23,175	183,882	--	183,882
– Community land	131,754	--	131,754	--	638	--	--	--	42,325	174,717	--	174,717
– Land under roads (pre 1/7/08)	823,959	--	823,959	--	--	--	--	--	263,991	1,087,950	--	1,087,950
– Land under roads (post 30/6/08)	14,882	--	14,882	--	--	--	--	--	4,768	19,650	--	19,650
Land improvements – depreciable	9,943	(1,844)	8,099	206	35	(13)	(291)	15	2,538	13,131	(2,542)	10,589
<b>Infrastructure:</b>												
– Buildings – non-specialised	189,815	(57,417)	132,398	2,205	59,754	(297)	(2,449)	(248)	11,818	256,490	(53,309)	203,181
– Buildings – specialised	10,453	(5,244)	5,209	--	--	--	(239)	--	1,042	11,898	(5,886)	6,012
– Other structures	151,537	(48,864)	102,673	4,538	3,529	(745)	(2,820)	233	23,141	185,063	(54,514)	130,549
– Roads	393,144	(116,486)	276,658	8,312	138	(1,701)	(4,020)	12	24,316	423,793	(120,078)	303,715
– Bridges	14,766	(4,005)	10,761	87	--	--	(130)	--	958	15,969	(4,313)	11,676
– Footpaths	80,438	(15,028)	65,410	6,546	49	(508)	(950)	(12)	5,702	92,404	(16,167)	76,237
– Stormwater drainage	145,612	(56,069)	89,543	908	146	(369)	(1,422)	--	9,334	189,234	(61,094)	98,140
– Swimming pools	13,665	(6,831)	6,834	201	--	--	(154)	--	685	14,955	(7,389)	7,566
<b>Other assets:</b>												
– Public Art	1,111	(132)	979	--	--	--	(27)	--	--	1,111	(159)	952
– Library books	6,044	(4,809)	1,235	--	462	--	(414)	--	--	6,506	(5,223)	1,283
– Other	1,435	(797)	638	--	--	--	(186)	--	--	1,435	(983)	452
<b>Total infrastructure, property, plant and equipment</b>	<b>2,161,389</b>	<b>(322,876)</b>	<b>1,838,511</b>	<b>23,003</b>	<b>65,963</b>	<b>(5,472)</b>	<b>(14,183)</b>	<b>--</b>	<b>413,793</b>	<b>2,659,095</b>	<b>(337,480)</b>	<b>2,321,615</b>

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

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## C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period									At 30 June 2021			
	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions renewals <sup>(1)</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Tfns from/(to) investment properties	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	
<b>\$ '000</b>																
Capital work in progress	25	--	25	--	--	--	--	(25)	--	--	--	--	--	--	--	--
Plant and equipment	8,800	(3,453)	5,347	--	513	(138)	(974)	--	--	--	--	--	8,923	(4,175)	4,748	
Office equipment	538	(386)	152	--	47	--	(25)	--	--	--	--	--	585	(411)	174	
Furniture and fittings	1,076	(757)	319	--	34	--	(46)	--	--	--	--	--	1,073	(766)	307	
<b>Land:</b>																
- Operational land	163,311	--	163,311	--	1,754	--	--	--	--	(2,815)	--	--	162,250	--	162,250	
- Community land	131,508	--	131,508	--	246	--	--	--	--	--	--	--	131,754	--	131,754	
- Land under roads (pre 1/7/08)	823,959	--	823,959	--	--	--	--	--	--	--	--	--	823,959	--	823,959	
- Land under roads (post 30/6/08)	14,882	--	14,882	--	--	--	--	--	--	--	--	--	14,882	--	14,882	
Land improvements - depreciable	9,140	(1,652)	7,488	122	878	(60)	(255)	--	(74)	--	--	--	9,943	(1,844)	8,099	
<b>Infrastructure:</b>																
- Buildings - non-specialised	165,107	(54,575)	110,532	1,117	22,735	(39)	(1,972)	25	--	--	--	--	189,815	(57,417)	132,398	
- Buildings - specialised	10,403	(5,007)	5,396	51	--	--	(238)	--	--	--	--	--	10,453	(5,244)	5,209	
- Other structures	149,651	(46,657)	102,994	1,250	2,995	(1,677)	(2,865)	--	(24)	--	--	--	151,537	(48,864)	102,673	
- Roads	445,016	(88,904)	356,112	2,510	453	(869)	(4,260)	--	136	--	(77,424)	--	393,144	(116,486)	276,658	
- Bridges	6,581	(1,519)	5,062	--	--	--	(72)	--	--	--	--	5,771	14,766	(4,005)	10,761	
- Footpaths	92,589	(22,995)	69,594	3,721	634	(141)	(1,243)	--	(69)	--	(7,086)	--	80,438	(15,028)	65,410	
- Stormwater drainage	172,943	(77,795)	95,148	684	120	--	(1,784)	--	31	--	(4,656)	--	145,612	(56,069)	89,543	
- Swimming pools	13,148	(6,684)	6,464	415	161	(58)	(148)	--	--	--	--	--	13,665	(6,831)	6,834	
<b>Other assets:</b>																
- Heritage collections	1,111	(105)	1,006	--	--	--	(27)	--	--	--	--	--	1,111	(132)	979	
- Library books	5,600	(4,402)	1,198	--	444	--	(407)	--	--	--	--	--	6,044	(4,809)	1,235	
- Other	1,437	(592)	845	--	--	(3)	(204)	--	--	--	--	--	1,435	(797)	638	
<b>Total infrastructure, property, plant and equipment</b>	<b>2,216,825</b>	<b>(315,483)</b>	<b>1,901,342</b>	<b>9,870</b>	<b>31,014</b>	<b>(2,985)</b>	<b>(14,520)</b>	<b>--</b>	<b>--</b>	<b>(2,815)</b>	<b>(89,166)</b>	<b>5,771</b>	<b>2,161,389</b>	<b>(322,878)</b>	<b>1,838,511</b>	

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

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## C1-7 Infrastructure, property, plant and equipment (continued)

### Accounting policy

#### Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

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.

#### Useful lives of IPPE

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

	Useful lives
Equipment, furniture and fittings	2-15
Land improvements	5-100
Infrastructure:	
– Buildings	15-90
– Roads, bridges and footpaths	15-200
– Stormwater drainage	80-120
– Other Structures Open space / recreational assets	5-80
– Other infrastructure	5-80
Other assets	5-20

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

#### Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 3 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

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

#### Land under roads

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

Council has elected to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

#### Crown reserves

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

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

**C1-8 Investment properties**

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
<b>Owned investment property</b>		
Investment property on hand at fair value	37,965	37,965
<b>Total owned investment property</b>	<b>37,965</b>	<b>37,965</b>
<b>Owned investment property</b>		
<b>At fair value</b>		
Opening balance at 1 July	37,965	33,013
Net gain/(loss) from fair value adjustments	-	2,137
Transfers from/(to) owner-occupied property (Note C1-7)	-	2,815
<b>Closing balance at 30 June</b>	<b>37,965</b>	<b>37,965</b>

**Accounting policy**

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

**C1-9 Intangible assets**

Intangible assets are as follows:

\$ '000	2022	2021
<b>Software</b>		
<b>Opening values at 1 July</b>		
Gross book value	806	4,039
Accumulated amortisation	(241)	(3,556)
<b>Net book value – opening balance</b>	<b>565</b>	<b>483</b>
<b>Movements for the year</b>		
Purchases	343	275
Amortisation charges	(161)	(194)
Gross book value written off	(147)	(3,508)
Accumulated amortisation charges written off	(147)	(3,508)
<b>Closing values at 30 June</b>		
Gross book value	1,002	806
Accumulated amortisation	(256)	(241)
<b>Total software – net book value</b>	<b>746</b>	<b>565</b>
<b>Total intangible assets – net book value</b>	<b>746</b>	<b>565</b>

**Accounting policy**
**IT development and software**

Software development costs include only those costs directly attributable to the development phase (including external direct costs of materials and services, direct payroll, and payroll-related costs of employees' time spent on the project) and are only recognised following completion of technical feasibility, and where the Council has an intention and ability to use the asset. Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.



## C2 Leasing activities

### C2-1 Council as a lessee

Council has leases over a range of assets including land and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below. Council has also leases for the asset class land, with Ardlill House and Transport NSW, (access to waterways). Information relating to the leases in place and associated balances and transactions is provided below.

#### Office and IT equipment

Leases for IT equipment are generally for low value assets, except for significant items such as photocopiers and servers. The leases are for between 2 and 5 years with no renewal option, the payments are fixed, however some of the leases include variable payments based on usage.

#### Land

Council leases land for a car park, and has a number of leases with Transport for NSW ( Maritime) for access to the foreshore, so the community can access the waterways. These leases are classified as short term leases.

#### (a) Right of use assets

\$ '000	Office and IT Equipment	Total
<b>2022</b>		
Opening balance at 1 July	240	240
Additions to right-of-use assets	17	17
Depreciation charge	(164)	(164)
<b>Balance at 30 June</b>	<b>93</b>	<b>93</b>
<b>2021</b>		
Opening balance at 1 July	336	336
Additions to right-of-use assets	138	138
Depreciation charge	(234)	(234)
<b>Balance at 30 June</b>	<b>240</b>	<b>240</b>

#### (b) Lease liabilities

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Lease liabilities	30	63	161	79
<b>Total lease liabilities</b>	<b>30</b>	<b>63</b>	<b>161</b>	<b>79</b>

#### (c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
<b>2022</b>					
Cash flows	30	63	–	93	93
<b>2021</b>					
Cash flows	161	79	–	240	240

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**C2-1 Council as a lessee (continued)**

\$ '000	2022		2021	2021
	Current	Non-current	Current	Non-current
<b>Total lease liabilities relating to unrestricted assets</b>	<b>30</b>	<b>63</b>	161	79
<b>Total lease liabilities</b>	<b>30</b>	<b>63</b>	<b>161</b>	<b>79</b>

**(d) Income Statement**

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2022	2021
Interest on lease liabilities	5	7
Depreciation of right of use assets	164	234
Expenses relating to short-term leases	32	32
Expenses relating to low-value leases	337	329
	<b>538</b>	<b>602</b>

**(e) Statement of Cash Flows**

Total cash outflow for leases	<b>570</b>	636
	<b>570</b>	<b>636</b>

**(f) Leases at significantly below market value – concessionary / peppercorn leases**

Council has a number of leases at significantly below market for land which are used for:

- recreational jetties
- boat ramp

The leases are with Transport for NSW, and generally have been in place for many years and require payments of a maximum amount of \$520 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

**Accounting policy**

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

## C2-1 Council as a lessee (continued)

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

### Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

## C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

- investment property – where the asset is held predominantly for rental or capital growth purposes (refer note C1-8)
- property, plant and equipment – where the rental is incidental, or the asset is held to meet Councils service delivery objective (refer note C1-7).

\$ '000	2022	2021
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#### (i) Assets held as investment property

Investment property operating leases comprise of commercial, community and residential arrangements.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	241	217
<b>Total income relating to operating leases for investment property assets</b>	<b>241</b>	<b>217</b>

#### Operating lease expenses

Direct operating expenses that generated rental income	(40)	(33)
<b>Total expenses relating to operating leases</b>	<b>(40)</b>	<b>(33)</b>

Lease income (excluding variable lease payments not dependent on an index or rate)	2,473	2,387
<b>Total income relating to operating leases for Council assets</b>	<b>2,473</b>	<b>2,387</b>

#### (iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	3,981	3,723
1–2 years	2,678	2,522
2–3 years	2,587	2,333
3–4 years	2,349	2,278
4–5 years	1,055	1,943
> 5 years	1,911	1,884
<b>Total undiscounted lease payments to be received</b>	<b>14,561</b>	<b>14,683</b>

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## C2-2 Council as a lessor (continued)

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### Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

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## C3 Liabilities of Council

### C3-1 Payables

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Payables</b>				
Prepaid rates	459	–	543	–
Goods and services – operating expenditure	611	–	7,017	–
Accrued expenses:				
– Salaries and wages	1,524	–	1,070	–
– Other expenditure accruals	11,497	–	4,065	–
Security bonds, deposits and retentions	11,639	–	11,053	–
<b>Total payables</b>	<b>25,730</b>	<b>–</b>	<b>23,748</b>	<b>–</b>
<b>Total payables</b>	<b>25,730</b>	<b>–</b>	<b>23,748</b>	<b>–</b>

#### Current payables not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	8,147	7,736
<b>Total payables</b>	<b>8,147</b>	<b>7,736</b>

#### Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

#### Payables

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

### C3-2 Contract Liabilities

\$ '000	Notes	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	16,992	4,384	24,391	11,123
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	225	–	460	–
<b>Total grants received in advance</b>		<b>17,217</b>	<b>4,384</b>	<b>24,851</b>	<b>11,123</b>
<b>User fees and charges received in advance:</b>					
Upfront fees – leisure centre	(iii)	–	–	22	–
<b>Income Received in advance</b>		<b>1,375</b>	<b>–</b>	<b>1,938</b>	<b>30</b>
User Fees and charges received in advance	(iii)	1,375	–	1,938	30
Other		–	–	–	–
<b>Total user fees and charges received in advance</b>		<b>1,375</b>	<b>–</b>	<b>1,960</b>	<b>30</b>
<b>Total contract liabilities</b>		<b>18,592</b>	<b>4,384</b>	<b>26,811</b>	<b>11,153</b>

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### C3-2 Contract Liabilities (continued)

#### Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Prepaid rates and membership fees and other payments received in advance that are yet to satisfy performance obligation.

#### Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2022	2021
<b>Grants and contributions received in advance:</b>		
Capital grants (to construct Council controlled assets)	22,302	15,305
Operating grants (received prior to performance obligation being satisfied)	280	473
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>	<b>22,582</b>	<b>15,778</b>

#### Significant changes in contract liabilities

Funding from State and Commonwealth governments relates to contract obligations that have yet to be met. The majority of the contract liabilities relate to funding for Regional Cycleway, McIlwaine Reserve, Charles Heath Reserve, Majors Bay Reserve and Howley Park Reserve

#### Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

### C3-3 Borrowings

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Loans – secured	1,341	14,689	581	1,030
<b>Total borrowings</b>	<b>1,341</b>	<b>14,689</b>	<b>581</b>	<b>1,030</b>

#### Borrowings relating to restricted assets

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
<b>Total borrowings relating to unrestricted assets</b>	<b>1,341</b>	<b>14,689</b>	<b>581</b>	<b>1,030</b>
<b>Total borrowings</b>	<b>1,341</b>	<b>14,689</b>	<b>581</b>	<b>1,030</b>

#### Current borrowings not anticipated to be settled within the next twelve months

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

#### (a) Changes in liabilities arising from financing activities

	2021	Non-cash movements	2022
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**C3-3 Borrowings (continued)**

\$ '000	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,611	(581)	15,000	–	–	–	16,030
Lease liability (Note C2-1b)	240	(147)	–	–	–	–	93
<b>Total liabilities from financing activities</b>	<b>1,851</b>	<b>(728)</b>	<b>15,000</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>16,123</b>

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	2,159	(548)	–	–	–	–	1,611
Lease liability (Note C2-1b)	336	(234)	138	–	–	–	240
<b>Total liabilities from financing activities</b>	<b>2,495</b>	<b>(782)</b>	<b>138</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,851</b>

**(b) Financing arrangements**

\$ '000	2022	2021
<b>Total facilities</b>		
Bank overdraft facilities <sup>1</sup>	500	500
Credit cards/purchase cards	150	150
<b>Total financing arrangements</b>	<b>650</b>	<b>650</b>
<b>Undrawn facilities</b>		
– Bank overdraft facilities	500	500
– Credit cards/purchase cards	150	150
<b>Total undrawn financing arrangements</b>	<b>650</b>	<b>650</b>

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

**Additional financing arrangements information**
**Breaches and defaults**

During the current and prior year, there were no defaults or breaches on any of the loans.

**Accounting policy**

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

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

### C3-4 Employee benefit provisions

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Annual leave	3,142	–	3,063	–
Sick leave	163	–	190	–
Long service leave	4,808	594	5,988	740
<b>Total employee benefit provisions</b>	<b>8,113</b>	<b>594</b>	<b>9,241</b>	<b>740</b>

#### Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	4,936	5,666
	<b>4,936</b>	<b>5,666</b>

#### Description of and movements in provisions

\$ '000	ELE provisions			
	Annual leave	Sick leave	Long service leave	Total
<b>2022</b>				
At beginning of year	3,063	190	6,728	9,981
Additional provisions	2,466	17	748	3,231
Amounts used (payments)	(2,194)	–	(593)	(2,787)
Other	(193)	(44)	(1,481)	(1,718)
Total ELE provisions at end of year	3,142	163	5,402	8,707
<b>2021</b>				
At beginning of year	3,083	238	6,976	10,297
Additional provisions	2,369	–	295	2,664
Amounts used (payments)	(2,389)	(48)	(543)	(2,980)
Total ELE provisions at end of year	3,063	190	6,728	9,981

#### Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

#### Short-term obligations

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

#### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

#### On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.



### C3-4 Employee benefit provisions (continued)

These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

### C3-5 Provisions

\$ '000	2022	2022	2021	2021
	Current	Non-Current	Current	Non-Current
<b>Other provisions</b>				
Workers compensation On Costs	228	17	204	16
<b>Sub-total – other provisions</b>	<b>228</b>	<b>17</b>	<b>204</b>	<b>16</b>
<b>Total provisions</b>	<b>228</b>	<b>17</b>	<b>204</b>	<b>16</b>
<b>Total provisions relating to unrestricted assets</b>	<b>228</b>	<b>17</b>	<b>204</b>	<b>16</b>
<b>Total provisions</b>	<b>228</b>	<b>17</b>	<b>204</b>	<b>16</b>

#### Current provisions not anticipated to be settled within the next twelve months

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

#### Description of and movements in provisions

\$ '000	Other provisions	
	Workers Comp On-Cost	Total
<b>2022</b>		
At beginning of year	220	220
Other	25	25
Total other provisions at end of year	245	245
<b>2021</b>		
At beginning of year	224	224
Other	(4)	(4)
Total other provisions at end of year	220	220

#### Nature and purpose of provisions

##### Workers Compensation On Costs

Workers Compensation On Cost is an accrued expense associated with the future payment in service of accrued employee leave entitlements.

##### Accounting policy

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

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

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

## C4 Reserves

### C4-1 Nature and purpose of reserves

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#### **IPPE Revaluation reserve**

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

## D Risks and accounting uncertainties

### D1-1 Risks relating to financial instruments held

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

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

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

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

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

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

\$ '000	Carrying value 2022	Carrying value 2021	Fair value 2022	Fair value 2021
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	18,824	12,279	18,824	12,279
Receivables	13,714	11,178	13,714	11,178
Investments				
– Debt securities at amortised cost	133,350	163,846	136,803	163,846
<b>Total financial assets</b>	<b>165,888</b>	<b>187,303</b>	<b>169,341</b>	<b>187,303</b>
<b>Financial liabilities</b>				
Payables	25,730	23,748	25,648	23,205
Loans/advances	16,030	1,611	14,879	1,731
<b>Total financial liabilities</b>	<b>41,760</b>	<b>25,359</b>	<b>40,527</b>	<b>24,936</b>

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and measure at amortised cost 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 and loss** or (ii) **at fair value through other comprehensive income** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

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

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

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. 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 as required by Local Government regulations.

The risks associated with the instruments 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.

## D1-1 Risks relating to financial instruments held (continued)

- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

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

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

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

\$ '000	2022	2021
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,521	1,761
Impact of a 10% movement in price of investments		
– Equity / Income Statement	86	124

### (b) Credit risk

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

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

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

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

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

**D1-1 Risks relating to financial instruments held (continued)**
**Credit risk profile**
**Receivables – rates and annual charges**

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

\$ '000	Not yet overdue rates and annual charges			Total
	overdue	< 5 years	≥ 5 years	
<b>2022</b>				
Gross carrying amount	–	2,354	26	2,380
<b>2021</b>				
Gross carrying amount	–	2,543	19	2,562

**Receivables - non-rates and annual charges and contract assets**

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
<b>2022</b>						
Gross carrying amount	17,190	–	–	–	–	17,190
Expected loss rate (%)	0.00%	0.48%	0.97%	1.02%	7.37%	0.00%
ECL provision	–	–	–	–	–	–
<b>2021</b>						
Gross carrying amount	3,116	4,780	451	309	775	9,431
Expected loss rate (%)	0.00%	0.48%	0.97%	1.02%	7.37%	0.93%
ECL provision	–	23	4	3	57	87

**D1-1 Risks relating to financial instruments held (continued)**
**(c) Liquidity risk**

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, 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 by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 - 5 Years	> 5 Years		
<b>2022</b>							
Payables	0.00%	11,639	-	-	-	11,639	25,730
Borrowings	5.08%	-	1,341	4,555	10,134	16,030	16,030
<b>Total financial liabilities</b>		<b>11,639</b>	<b>1,341</b>	<b>4,555</b>	<b>10,134</b>	<b>27,669</b>	<b>41,760</b>
<b>2021</b>							
Payables	0.00%	11,053	12,152	-	-	23,205	23,748
Borrowings	5.69%	-	581	1,030	-	1,611	1,611
<b>Total financial liabilities</b>		<b>11,053</b>	<b>12,733</b>	<b>1,030</b>	<b>-</b>	<b>24,816</b>	<b>25,359</b>

**Loan agreement breaches**

Detail here any breaches to loan agreements which have occurred during the reporting year.

## D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

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

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

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

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

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

The table below shows the assigned level for each asset and liability held at fair value by Council:

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2022	2021 Restated	2022	2021 Restated	2022	2021 Restated
<b>Recurring fair value measurements</b>							
<b>Investment property</b> <span style="float: right;">C1-8</span>							
	Investment properties	37,965	37,965	–	–	37,965	37,965
	<b>Total investment property</b>	<b>37,965</b>	<b>37,965</b>	<b>–</b>	<b>–</b>	<b>37,965</b>	<b>37,965</b>
<b>Infrastructure, property, plant and equipment</b> <span style="float: right;">C1-7</span>							
	Plant and equipment	–	–	4,557	4,748	4,557	4,748
	Office equipment	–	–	203	174	203	174
	Furniture and fittings	–	–	304	307	304	307
	Operational land	183,882	162,250	–	–	183,882	162,250
	Community land	–	–	174,717	131,754	174,717	131,754
	Land under roads	–	–	1,107,600	838,841	1,107,600	838,841
	Land improvements – depreciable	–	–	10,589	8,099	10,589	8,099
	Buildings (specialised and non-specialised)	–	–	209,193	137,607	209,193	137,607
	Other structures	–	–	130,549	102,673	130,549	102,673
	Roads, bridges, footpaths	–	–	391,628	352,829	391,628	352,829
	Swimming Pools	–	–	7,566	6,834	7,566	6,834
	Stormwater drainage	–	–	98,140	89,543	98,140	89,543
	Public Art	–	–	952	979	952	979
	Library books	–	–	1,283	1,235	1,283	1,235
	Other	–	–	452	638	452	638
	<b>Total infrastructure, property, plant and equipment</b>	<b>183,882</b>	<b>162,250</b>	<b>2,137,733</b>	<b>1,676,261</b>	<b>2,321,615</b>	<b>1,838,511</b>
<b>Non-current assets classified as held for sale</b>							
	Properties held for sale	–	–	–	–	–	–
	<b>Total NCA's classified as held for sale</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

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## D2-1 Fair value measurement (continued)

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

### Investment property

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

On an annual basis, Council reviews relevant indices in between the full revaluations, as a potential indicator to assess whether assets are not at fair value. The last full revaluation of Council's Investment Properties was as at 30 June 2021 and was determined by PDA Hill Consultants. The value of investment property as at 30 June 2021 was determined using the market approach.

All investment property valuations are included in level 2 of the fair value hierarchy.

### Infrastructure, property, plant and equipment (IPPE)

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

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

### Plant & Equipment, Office equipment and Furniture & Fittings

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

These asset categories include:

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

The unobservable level 3 inputs used include:

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

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

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

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

A comprehensive valuation of Operational land was undertaken by Scott Fullarton Valuations Pty Ltd as at 30 June 2022. Operational Land has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price, including but not limited to:

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

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## D2-1 Fair value measurement (continued)

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

Community land valuations are based on the Valuer General's valuation of land for rating purposes, 01/07/2019 + an adjustment of 32%, which was determined to be the movement to the based date of 01/07/2021. The Valuer General's valuations reflect the restricted use of Community Land.

Land Under Roads is valued based the latest Valuer General's Valuation of Base Date of 1/07/2019 + an adjustment of 32%, which was determined to be the movement to 01/07/2021. A discounted municipal average of \$269.37 per square meter representing a discount of 90% of Municipal Average of Land Values reflects the restricted nature of Land Under Roads. The 90% discounting method relates to the Englobo valuation methodology.

### Land Improvements – Depreciable

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

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

### Buildings

A comprehensive valuation of Buildings was undertaken by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, API Membership No 67557 as at 30 June 2022 using the cost approach.

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

The key unobservable input is the rate per square metre which has been benchmarked to construction costs of similar properties across the industry.

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

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

### Other Structures

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

Other Structures were valued using the cost approach in collaboration between APV Valuers and Asset Management and Council's experienced engineering staff.

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

### Roads, Bridges and Footpaths

The road carriageway is defined as the trafficable portion of a road, between, but not including the kerb and gutter. This asset class includes Footpaths, Kerb and Gutter, Roundabouts, Speed humps, Traffic calming devices, Street Furniture, Bus Shelters and Guard rail fencing.

Council's roads are componentised into surface and pavement and further separated into segments for inspection and valuation. Footpaths and Kerb and Gutter are segmented to match the adjacent road segment where possible. The cost approach was utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimated pattern of consumption, asset condition and useful life, requiring extensive professional judgement, impacted significantly on the final determination of fair value.

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## D2-1 Fair value measurement (continued)

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

### Swimming Pools

Assets within this class comprise Cabarita Swimming Centre and Drummoyne Swimming Centre. The pools were valued by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, API Membership No 67557 as at 30 June 2022 using the cost approach..

The Gross Value of each building is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. While the swimming centres were physically inspected, inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement.

The key unobservable input is the rate per square metre which has been benchmarked to construction costs of similar properties across the industry.

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

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

### Stormwater Drainage

The Stormwater Drainage asset class consists of basins, pits and pipes, gross pollutant traps, open channels and culverts. The valuation for this asset class was performed by the Council's internal engineering team. The gross value of the infrastructure assets are determined using rates stipulated in contracts with third party suppliers, which is a key observable input.

Stormwater Drainage assets were last valued as at 30 June 2021. The valuations also included assessment of the overall useful life of each type of asset and the subsequent determination of the remaining useful life of each asset.

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

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

### Other Assets – Library Books'

Assets included in this asset category consist of library books, Ebooks, Online journals, magazines, CDs and DVDs which are recognised and valued at cost. Council assumes that the carrying amount reflects the fair value of the assets due to the nature of the items. There are no major variances between the fair value and carrying amount of these assets. Therefore these assets are disclosed at fair value in the notes.

Whilst these assets are recognised at cost with supporting supplier invoices (observable input), the remaining significant inputs (useful life, pattern of consumption, and asset condition) are unobservable and therefore categorised as level 3.

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

## Fair value measurements using significant unobservable inputs (level 3)

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
<b>Investment properties</b>		
Investment Property	Review of market conditions by an Independent Qualified Valuer (Market approach)	Estimated rental value (/m2) Rental yield (per annum)
<b>Infrastructure, property, plant and equipment</b>		
Plant & Equip, Office Equipment, Furn & Fittings	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Residual Value Remaining Useful Life
Operational Land	Qualified Valuer (Cost approach)	Price per square metre

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**D2-1 Fair value measurement (continued)**

	<b>Valuation technique/s</b>	<b>Unobservable inputs</b>
Community Land	Land Values obtained from NSW Valuer General (Cost approach)	Land Value, Land Area
Land under Roads	Municipal average m2 rate of properties land values as determined by the NSW Valuer General. A 90% discount rate is applied to reflect the restricted nature of LUR (Cost approach)	Land Value, Land Area
Land Improvements - Depreciable	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Buildings	Qualified Valuer (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Other structures	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Roads bridges footpaths	Unit rates per m2 or length (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Swimming pools	Qualified Valuer (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Stormwater drainage	Unit rates per m2 or length (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Other assets -Library Books -Public Art -Other	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Plant & Equip, Office Equipment, Furn & Fittings		Operational Land		Community Land		Land under Roads	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Opening balance</b>	5,229	5,818	162,250	163,311	131,754	131,508	838,841	838,841
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Transfers from/(to) another asset class	-	-	-	(2,815)	-	-	-	-
Purchases (GBV)	1,212	594	-	1,754	638	246	-	-
Disposals (WDV)	(296)	(138)	(1,543)	-	-	-	-	-
Depreciation and impairment	(1,081)	(1,045)	-	-	-	-	-	-
Revaluations	-	-	23,175	-	42,325	-	268,759	-
<b>Closing balance</b>	<b>5,064</b>	<b>5,229</b>	<b>183,882</b>	<b>162,250</b>	<b>174,717</b>	<b>131,754</b>	<b>1,107,600</b>	<b>838,841</b>

\$ '000	Land Improvements - Depreciable		Buildings		Other structures		Roads bridges footpaths	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Opening balance</b>	8,099	7,488	137,607	113,044	102,673	101,592	352,829	430,115

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**D2-1 Fair value measurement (continued)**

\$ '000	Land Improvements - Depreciable		Buildings		Other structures		Roads bridges footpaths	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Transfers from/(to) another asset class	15	(74)	(248)	25	233	(24)	-	67
Purchases (GBV)	241	1,000	61,959	23,903	8,067	4,245	15,132	7,318
Disposals (WDV)	(13)	(60)	(297)	(39)	(745)	(1,677)	(2,209)	(1,010)
Depreciation and impairment	(291)	(255)	(2,688)	(2,210)	(2,820)	(2,865)	(5,100)	(5,575)
Revaluations	2,538	-	12,860	2,884	23,141	1,402	30,976	(78,086)
<b>Closing balance</b>	<b>10,589</b>	<b>8,099</b>	<b>209,193</b>	<b>137,607</b>	<b>130,549</b>	<b>102,673</b>	<b>391,628</b>	<b>352,829</b>

\$ '000	Swimming pools		Stormwater drainage		Other assets		Investment Property	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Opening balance</b>	<b>6,834</b>	<b>6,464</b>	<b>89,543</b>	<b>94,065</b>	<b>2,852</b>	<b>3,074</b>	<b>37,965</b>	<b>33,013</b>
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Transfers from/(to) another asset class	-	-	-	31	-	(25)	-	2,815
Purchases (GBV)	201	576	1,054	804	462	444	-	-
Disposals (WDV)	-	(58)	(369)	-	-	(3)	-	-
Depreciation and impairment	(154)	(148)	(1,422)	(1,784)	(627)	(638)	-	-
Revaluations	685	-	9,334	(3,573)	-	-	-	2,137
<b>Closing balance</b>	<b>7,566</b>	<b>6,834</b>	<b>98,140</b>	<b>89,543</b>	<b>2,687</b>	<b>2,852</b>	<b>37,965</b>	<b>37,965</b>

\$ '000	Total	
	2022	2021
<b>Opening balance</b>	<b>1,876,476</b>	<b>1,928,333</b>
Purchases (GBV)	88,966	40,884
Disposals (WDV)	(5,472)	(2,985)
Depreciation and impairment	(14,183)	(14,520)
Revaluations	413,793	(75,236)
<b>Closing balance</b>	<b>2,359,580</b>	<b>1,876,476</b>

**Highest and best use**

The following non-financial assets of Council are being utilised at other than their highest and best use:

**Car Parks**

Land could be redeveloped.

All other non-financial assets are considered to be utilised for their highest and best use.

## D3-1 Contingencies

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 is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

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

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

##### *Description of the funding arrangements.*

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

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

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

\* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending 30 June 2021( Increasing to 7.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2020 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2020. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

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

##### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

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

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

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

### D3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$296,147.93. The last valuation of the Scheme was performed by Fund Actuary, Richard Boyfield FIAA] on 30 June 2020.

The amount of additional contributions included in the total employer contribution advised above is \$201,800.04. Council's expected contribution to the plan for the next annual reporting period is \$262,865.16.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

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

Council's share of any surplus or 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 Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

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

Investment return	5.75% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2021.

An indication of the level of participation of the entity in the plan compared with other participating entities. An employer's past service contribution per annum as a percentage of the total past service contribution for all Pooled Employers (of \$40M for each year from 1 July 2019 to 30 June 2021) provides an indication of the level of participation of that employer compared with other employers in the Pooled Employer sub-group.

#### (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.

## D3-1 Contingencies (continued)

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### (iv) Other guarantees

Council has provided no other guarantees other than those listed above.

## 2. Other liabilities

### (i) Third party claims

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

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

### (ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

## E People and relationships

### E1 Related party disclosures

#### E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2022	2021
<b>Compensation:</b>		
Short-term benefits	1,508	1,384
Other long-term benefits	292	42
<b>Total</b>	<b>1,800</b>	<b>1,426</b>



## E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2022	2021
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The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Mayoral fee	45	44
Councillors' fees	178	183
Other Councillors' expenses (including Mayor)	35	13
<b>Total</b>	<b>258</b>	<b>240</b>

## E2 Other relationships

### E2-1 Audit fees

\$ '000	2022	2021
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

#### Auditors of the Council - NSW Auditor-General:

##### (i) Audit and other assurance services

Audit and review of financial statements

71	69
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**Remuneration for audit and other assurance services**

71	69
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**Total Auditor-General remuneration**

71	69
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#### Non NSW Auditor-General audit firms

##### (i) Audit and other assurance services

Other audit and assurance services

25	4
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**Remuneration for audit and other assurance services**

25	4
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**Total remuneration of non NSW Auditor-General audit firms**

25	4
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**Total audit fees**

96	73
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## F Other matters

### F1-1 Statement of Cash Flows information

#### Reconciliation of net operating result to cash provided from operating activities

\$ '000	2022	2021
<b>Net operating result from Income Statement</b>	<b>53,928</b>	<b>57,720</b>
<b>Add / (less) non-cash items:</b>		
Depreciation and amortisation	14,508	14,948
(Gain) / loss on disposal of assets	1,461	2,713
Non-cash capital grants and contributions	(1,282)	–
Losses/(gains) recognised on fair value re-measurements through the P&L: = Investment property	–	(2,137)
<b>Movements in operating assets and liabilities and other cash items:</b>		
(Increase) / decrease of receivables	(2,713)	31,386
Increase / (decrease) in provision for impairment of receivables	177	325
(Increase) / decrease of inventories	(214)	(17)
(Increase) / decrease of other current assets	(937)	235
(Increase) / decrease of contract asset	(4,864)	–
Increase / (decrease) in payables	(6,406)	6,093
Increase / (decrease) in other accrued expenses payable	7,886	788
Increase / (decrease) in other liabilities	502	(602)
Increase / (decrease) in contract liabilities	(14,988)	(7,673)
Increase / (decrease) in employee benefit provision	(1,274)	(316)
Increase / (decrease) in other provisions	25	(4)
<b>Net cash flows from operating activities</b>	<b>45,809</b>	<b>103,459</b>

## F2-1 Commitments

### Capital commitments (exclusive of GST)

\$ '000	2022	2021
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Buildings	7,837	153
Recreational projects	664	736
Roads, bridges and footpaths	1,208	1,597
Stormwater drainage	243	186
Seawalls	47	10
Other	706	1,083
<b>Total commitments</b>	<b>10,705</b>	<b>3,765</b>
<b>These expenditures are payable as follows:</b>		
Within the next year	10,705	3,765
<b>Total payable</b>	<b>10,705</b>	<b>3,765</b>
<b>Sources for funding of capital commitments:</b>		
Section 7.11 and 64 funds/reserves	6,445	1,182
Unexpended grants	2,122	679
Externally restricted reserves	-	680
Internally restricted reserves	1,880	1,224
Unexpended loans	205	-
Stormwater Levy	53	-
<b>Total sources of funding</b>	<b>10,705</b>	<b>3,765</b>

#### Details of capital commitments

Capital expenditure commitments relate to projects budgetted for in 2021/2022 but which had not been completed by June 30. The unexpended budget amount has been carried forward to 2022/23 to enable these projects to be completed.

## F3 Changes from prior year statements

### F3-1 Correction of errors

#### Nature of prior period error

Infrastructure assets were discovered as part of Council asset inspections, such as Lighting, Stormwater . Council recognised Five Dock Bowling Club, Concord Bowling Club as part of its building assets, for the first time.

The errors identified above have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2020) and taking the adjustment through to revaluation reserve at that date.

\$ '000	Original Balance 1 July, 2020	Impact Increase/ (decrease)	Restated Balance 1 July, 2020
Infrastructure, property, plant and equipment	1,895,320	6,022	1,901,342
<b>Total non-current assets</b>	<b>1,963,128</b>	<b>6,022</b>	<b>1,969,150</b>
<b>Total assets</b>	<b>2,086,888</b>	<b>6,022</b>	<b>2,092,910</b>
<b>Net assets</b>	<b>2,010,766</b>	<b>6,022</b>	<b>2,016,788</b>
Accumulated Surplus	1,184,308	6,022	1,190,330

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City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

## F3-1 Correction of errors (continued)

\$ '000	Original Balance 1 July, 2020	Impact Increase/ (decrease)	Restated Balance 1 July, 2020
<b>Total equity</b>	<b>2,010,766</b>	<b>6,022</b>	<b>2,016,788</b>

## Adjustments to the comparative figures for the year ended 30 June 2021

## Statement of Financial Position

\$ '000	Original Balance 30 June, 2021	Impact Increase/ (decrease)	Restated Balance 30 June, 2021
Infrastructure, property, plant and equipment	1,832,489	6,022	1,838,511
<b>Total non-current assets</b>	<b>1,909,605</b>	<b>6,022</b>	<b>1,915,627</b>
<b>Total assets</b>	<b>2,058,855</b>	<b>6,022</b>	<b>2,064,877</b>
<b>Total liabilities</b>	<b>73,764</b>	<b>–</b>	<b>73,764</b>
<b>Net assets</b>	<b>1,985,091</b>	<b>6,022</b>	<b>1,991,113</b>
Accumulated Surplus	1,242,028	6,022	1,248,050
<b>Total equity</b>	<b>1,985,091</b>	<b>6,022</b>	<b>1,991,113</b>

## F4 Statement of developer contributions as at 30 June 2022

### F4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Roads	2,780	128	–	–	(7)	–	2,901	–
Parking	62	(38)	–	–	–	–	24	–
Open space	20,622	1,514	–	13	(1,422)	–	20,727	–
Community facilities	2,693	411	–	3	(385)	–	2,722	–
Other	(3)	–	–	–	–	–	(3)	–
Community infrastructure	(2,265)	755	–	16	(2,302)	–	(3,796)	–
Administration	321	73	–	–	(50)	–	344	–
Active Transport	–	37	–	1	(113)	–	(75)	–
Public Domain	–	2,373	–	10	(182)	–	2,201	–
<b>S7.11 contributions – under a plan</b>	<b>24,210</b>	<b>5,253</b>	<b>–</b>	<b>43</b>	<b>(4,461)</b>	<b>–</b>	<b>25,045</b>	<b>–</b>
<b>S7.12 levies – under a plan</b>	<b>2,746</b>	<b>1,229</b>	<b>–</b>	<b>4</b>	<b>(2,043)</b>	<b>–</b>	<b>1,936</b>	<b>–</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>26,956</b>	<b>6,482</b>	<b>–</b>	<b>47</b>	<b>(6,504)</b>	<b>–</b>	<b>26,981</b>	<b>–</b>
S7.4 planning agreements	40,627	2,002	–	215	(17,417)	–	25,427	–
<b>Total contributions</b>	<b>67,583</b>	<b>8,484</b>	<b>–</b>	<b>262</b>	<b>(23,921)</b>	<b>–</b>	<b>52,408</b>	<b>–</b>

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

### F4-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
<b>Contribution Plan - Canada Bay</b>								
Open Space	17,801	439	–	9	(1,339)	–	16,910	–
Community facilities	2,105	119	–	2	(363)	–	1,863	–
Community infrastructure	(2,265)	755	–	16	(2,302)	–	(3,796)	–
Administration	321	15	–	–	(46)	–	290	–
Active Transport	–	37	–	1	(113)	–	(75)	–
< Enter Description >	–	–	–	–	–	–	–	–
<b>Total</b>	<b>17,962</b>	<b>1,365</b>	<b>–</b>	<b>28</b>	<b>(4,163)</b>	<b>–</b>	<b>15,192</b>	<b>–</b>

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F4-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
<b>CONTRIBUTION PLAN - Concord area (Rhodes)</b>								
Roads	2,741	128	-	-	(7)	-	2,862	-
Parking	38	(38)	-	-	-	-	-	-
Open space	1,581	1,075	-	4	(83)	-	2,577	-
Community facilities	1,868	292	-	1	(22)	-	2,139	-
Administration	-	58	-	-	(4)	-	54	-
Traffic facilities	-	-	-	-	-	-	-	-
Public Domain	-	2,373	-	10	(182)	-	2,201	-
<b>Total</b>	<b>6,228</b>	<b>3,888</b>	<b>-</b>	<b>15</b>	<b>(298)</b>	<b>-</b>	<b>9,833</b>	<b>-</b>
<b>CONTRIBUTION PLAN - Concord area (Strathfield triangle)</b>								
Roads	39	-	-	-	-	-	39	-
Parking	24	-	-	-	-	-	24	-
Open space	1,240	-	-	-	-	-	1,240	-
Community facilities	(1,299)	-	-	-	-	-	(1,299)	-
Other	(3)	-	-	-	-	-	(3)	-
Land Acquisition	-	-	-	-	-	-	-	-
< Enter Description >	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>
<b>CONTRIBUTION PLAN - Breakfast point community enhancement</b>								
Community facilities	19	-	-	-	-	-	19	-
Active Transport	-	-	-	-	-	-	-	-
< Enter Description >	-	-	-	-	-	-	-	-
<b>Total</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19</b>	<b>-</b>
<b>S7.12 Levies – under a plan</b>								
<b>CONTRIBUTION PLAN</b>								
Other	2,746	1,229	-	4	(2,043)	-	1,936	-
<b>Total</b>	<b>2,746</b>	<b>1,229</b>	<b>-</b>	<b>4</b>	<b>(2,043)</b>	<b>-</b>	<b>1,936</b>	<b>-</b>

**F5 Statement of performance measures**
**F5-1 Statement of performance measures – consolidated results**

\$ '000	Amounts 2022	Indicator 2022	2021	Indicators 2020	2019	Benchmark
<b>1. Operating performance ratio</b>						
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<u>312</u>	<b>0.34%</b>	0.97%	1.10%	4.02%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<u>92,851</u>					
<b>2. Own source operating revenue ratio</b>						
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	<u>84,409</u>	<b>56.98%</b>	56.76%	83.60%	82.01%	> 60.00%
Total continuing operating revenue	<u>148,146</u>					
<b>3. Unrestricted current ratio</b>						
Current assets less all external restrictions	<u>71,380</u>	<b>2.99x</b>	2.68x	1.59x	3.39x	> 1.50x
Current liabilities less specific purpose liabilities	<u>23,869</u>					
<b>4. Debt service cover ratio</b>						
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<u>14,904</u>	<b>17.98x</b>	17.71x	17.65x	27.03x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<u>829</u>					
<b>5. Rates and annual charges outstanding percentage</b>						
Rates and annual charges outstanding	<u>2,413</u>	<b>3.93%</b>	4.36%	3.28%	2.96%	< 5.00%
Rates and annual charges collectable	<u>61,426</u>					
<b>6. Cash expense cover ratio</b>						
Current year's cash and cash equivalents plus all term deposits	<u>119,324</u>	<b>16.44 months</b>	21.36 months	11.41 months	11.43 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	<u>7,259</u>					

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

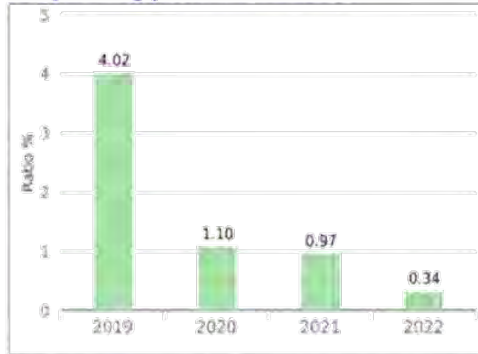
**End of the audited financial statements**



G Additional Council disclosures (unaudited)

G1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



**Purpose of operating performance ratio**

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

**Commentary on 2021/22 result**

2021/22 ratio 0.34%

The operating performance ratio remains above the 0% benchmark set by the Office of Local Government.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



**Purpose of own source operating revenue ratio**

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

**Commentary on 2021/22 result**

2021/22 ratio 56.98%

The ratio has been impacted by a further year of significant grants and contributions being received. These contributions relate to specific capital projects - in particular State and Commonwealth funding of the redevelopment of Concord Oval.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



**Purpose of unrestricted current ratio**

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

**Commentary on 2021/22 result**

2021/22 ratio 2.99x

The unrestricted current ratio excludes cash and reserves that are restricted for specific purposes and which cannot be used to meet short term obligations for accounts payable and loan servicing.

Benchmark: — > 1.50x

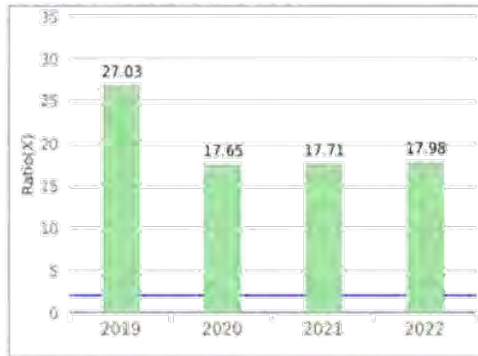
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2021/22 result

2021/22 ratio 17.98x

Council borrowed \$15M during the year as part of the funding strategy for the redevelopment of Concord Oval.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2021/22 result

2021/22 ratio 3.93%

This ratio remains better than the industry benchmark of 5%. Council's debt collection activities have increased whilst remaining supportive of payment plans where reasonable. Outstanding rates and annual charges improved by \$164K from \$2.572M as at 30/6/21 to \$2.468M as at 30/6/22.

Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



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 2021/22 result

2021/22 ratio 16.44 months

This ratio remains significantly better than the minimum benchmark of 3 months and is regarded as strong. It indicates the period of time that Council could operate without additional cash flow.

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

**G1-2 Financial review**
**Key financial figures of Council over the past 5 years**

\$ '000	2022	2021	2020	2019	2018
<b>Inflows:</b>					
Rates and annual charges revenue	58,678	57,028	55,276	54,009	51,003
User charges revenue	16,706	17,835	17,712	18,626	18,138
Interest and investment revenue (losses)	1,366	1,324	2,294	3,143	2,702
Grants income – operating and capital	53,969	24,951	11,461	7,757	10,566
Total income from continuing operations	148,510	151,878	101,706	104,311	98,000
Sale proceeds from IPPE	4,011	270	560	883	1,021
New loan borrowings and advances	15,000	–	–	–	–
<b>Outflows:</b>					
Employee benefits and on-cost expenses	37,065	37,269	36,205	35,253	34,954
Borrowing costs	84	119	149	170	197
Materials and contracts expenses	35,267	33,031	34,805	23,917	22,658
Total expenses from continuing operations	94,582	94,158	93,470	88,404	86,601
Total cash purchases of IPPE	87,684	38,067	24,513	20,544	16,671
Total loan repayments (incl. finance leases)	745	782	725	489	463
Operating surplus/(deficit) (excl. capital income)	(1,367)	(12)	(1,733)	3,212	22
<b>Financial position figures</b>					
Current assets	120,846	149,250	123,760	91,732	94,445
Current liabilities	54,034	60,746	61,118	28,611	27,584
Net current assets	66,812	88,504	62,642	63,121	66,861
Available working capital (Unrestricted net current assets)	9,050	14,826	4,461	7,501	483
Cash and investments – unrestricted	5,067	20,853	13,583	7,966	10,386
Cash and investments – internal restrictions	46,291	35,097	31,600	33,489	31,298
Cash and investments – total	152,174	176,125	114,336	108,038	99,921
Total borrowings outstanding (loans, advances and finance leases)	16,030	1,611	2,159	2,677	3,166
Total value of IPPE (excl. land and earthworks)	1,192,896	1,028,544	1,073,160	869,258	850,462
Total accumulated depreciation	337,480	322,878	311,500	265,747	254,866
Indicative remaining useful life (as a % of GBV)	72%	69%	71%	69%	70%

**Source:** published audited financial statements of Council (current year and prior year)

## G1-3 Council information and contact details

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**Principal place of business:**

1A Marlborough Street  
Drummoyne NSW 2047

**Contact details****Mailing Address:**

Locked Bag 1470  
Drummoyne NSW 1470

**Telephone:** 02 9911 6555

**Opening hours:**

8:30am - 4:30pm  
Monday to Friday

**Internet:** [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au)

**Email:** [council@canadabay.nsw.gov.au](mailto:council@canadabay.nsw.gov.au)

**Officers****General Manager**

John Clark

**Responsible Accounting Officer**

Evan Hutchings

**Public Officer**

Mrs Melissa Lee

**Auditors**

Audit Office of New South Wales  
Level 19, Darling Park Tower 2  
201 Sussex Street, Sydney NSW 2000  
GPO Box 12, Sydney NSW 2001  
[audit.nsw.gov.au](http://audit.nsw.gov.au)

**Elected members****Mayor**

Angelo Tsirekas

**Councillors**

Cr. Anthony Bazouni  
Cr. Joe Cordaro  
Cr. Stephanie Di Pasqua  
Cr. Andrew Ferguson  
Cr. Charles Jago  
Cr. Julia Little  
Cr. Michael Megna  
Cr. Carmel Ruggeri

**Other information**

**ABN:** 79 130 029 350



**INDEPENDENT AUDITOR'S REPORT**  
**Report on the general purpose financial statements**  
**City of Canada Bay Council**

To the Councillors of City of Canada Bay Council

**Opinion**

I have audited the accompanying financial statements of City of Canada Bay Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2022, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

**Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Other Information**

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

*DMobilia*

Daniel Mobilia  
Delegate of the Auditor-General for New South Wales

31 October 2022  
SYDNEY



Mr Angelo Tsirekas  
Mayor  
City of Canada Bay Council  
Locked Bag 1470  
DRUMMOYNE NSW 1470

Contact: Daniel Mobilia  
Phone no: 02 9275 7379  
Our ref: D2222921/1707

31 October 2022

Dear Mayor

**Report on the Conduct of the Audit  
for the year ended 30 June 2022  
City of Canada Bay Council**

I have audited the general-purpose financial statements (GPFS) of the City of Canada Bay Council (the Council) for the year ended 30 June 2022 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2022 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.



## INCOME STATEMENT

### Operating result

	2022	2021	Variance
	\$m	\$m	%
Rates and annual charges revenue	58.7	57.0	↑ 3
Grants and contributions revenue	63.7	64.7	↓ (2)
Operating result from continuing operations	53.9	57.7	↓ (7)
Net operating result before capital grants and contributions	-1.4	-0.01	↓ (11)K

The Council's operating result from continuing operations (\$53.9 million including depreciation and amortisation and impairment of non-financial assets expense of \$14.5 million) was \$3.8 million lower than the 2020–21 result.

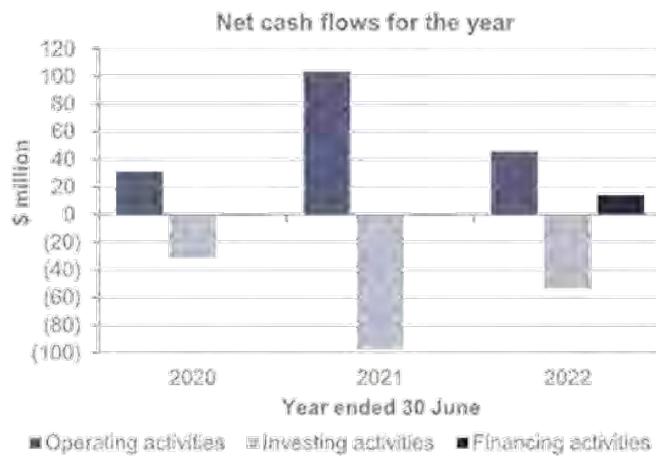
The decrease in operating result from continuing operations is mainly due to reduced grants and contributions revenue (\$63.7 million) which has decreased by \$0.9 million (2%) in 2021–22 due to reduction in grant funding received for milestone capital projects. Further, this result includes an increase in rates and annual charges (\$1.6 million), offset by a decrease in user charges and fees (\$1.1 million), a decrease in other income of (\$1.7 million), and a decrease in other revenue (\$1.2 million).

The decrease in other income is mainly due to there being no increment in the fair value of investment property. In the prior year a \$2 million fair value increment on investment properties was recorded.

The net operating result before capital grants and contributions was \$1.4 million lower than the 2020–21 result. This result includes an increase in material and services (\$2.2 million), relatively stable employee expenses (\$0.2 million increase) and other expenses (\$0.1 million increase).

## STATEMENT OF CASH FLOWS

- Cash flows from operating activities decreased by \$57.7 million in 2021–22 due to a decrease in receipts of grants & contributions income during the year.
- Council's cash outflows from investing activities decreased by \$43.6 million in 2021–22 due to a decrease in the purchase of investments during the year.
- Net cash from financing activities in 2021–22 increased by \$15.0 million due to proceeds from borrowings.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2022	2021	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>152.2</b>	<b>176.1</b>	<ul style="list-style-type: none"> <li>• Externally restricted cash and investments are restricted in their use by externally imposed requirements. Externally restricted funds reduced by \$19 million as a result of a decline in developer contributions.</li> <li>• Internally restricted cash and investments have been restricted in use by resolution or by a policy of Council to reflect identified programs of works and any forward plans identified by Council. Internal restrictions for carry over works have been increased.</li> <li>• Council's unrestricted cash balance is lower due to factors noted above in the comments on the cash flows.</li> </ul>
Restricted cash and investments:			
• External restrictions	100.8	120.2	
• Internal restrictions	46.3	35.1	
• Unrestricted	5.1	20.8	

### Debt

At 30 June 2022, Council recognised \$16.0 million in loans (30 June 2021: \$1.6 million). The loan is for the purpose of refurbishment of certain infrastructure, property, plant and equipment under the operational plan. Council's loans are secured over the general rating income of Council.

## PERFORMANCE

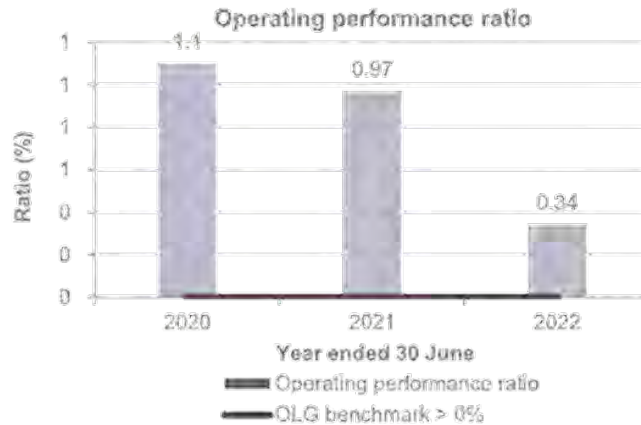
### Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

#### Operating performance ratio

The Council exceeded the OLG benchmark for the current reporting period.

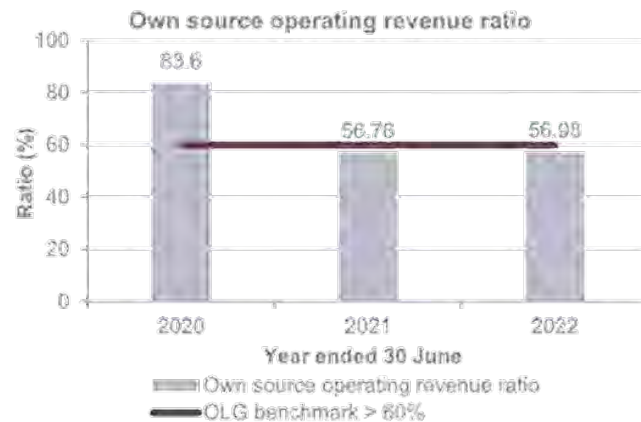
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



#### Own source operating revenue ratio

The Council did not meet the OLG benchmark for the current reporting period.

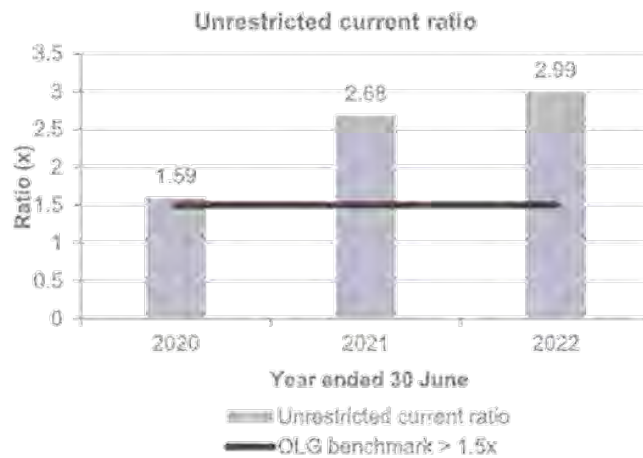
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



**Unrestricted current ratio**

The Council exceeded the OLG benchmark for the current reporting period.

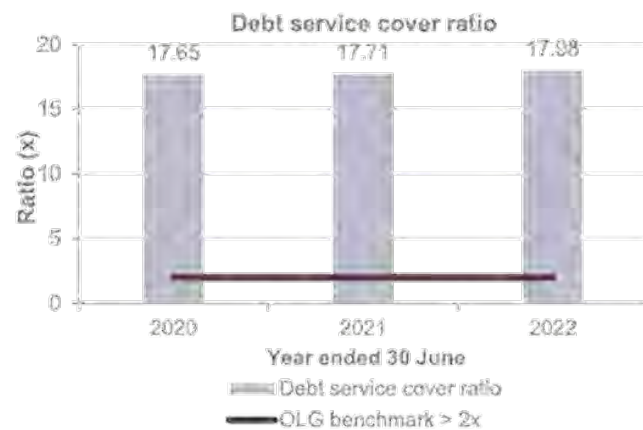
The 'unrestricted current ratio' is specific to local government and represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



**Debt service cover ratio**

The Council exceeded the OLG benchmark for the current reporting period.

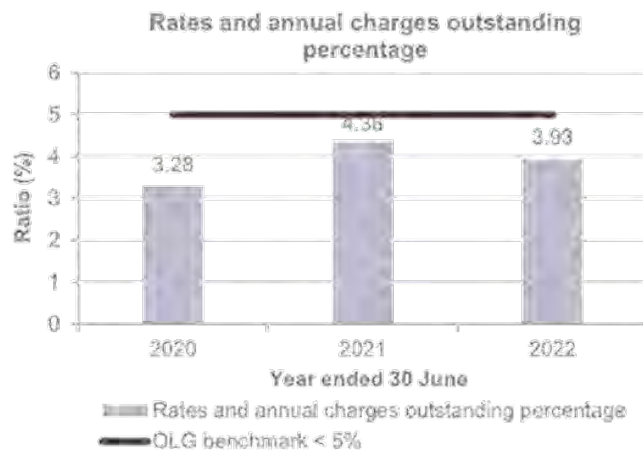
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



**Rates and annual charges outstanding percentage**

The Council exceeded the OLG benchmark for the current reporting period.

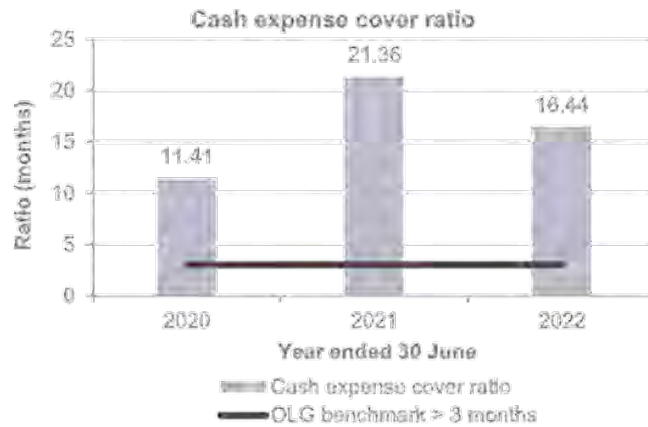
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



### Cash expense cover ratio

The Council exceeded the OLG benchmark for the current reporting period.

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



### Infrastructure, property, plant and equipment renewals

During the 30 June 2022 financial year, Council recognised \$23 million in additions and renewals (30 June 2021: \$10 million). Council also performed a comprehensive revaluation of specialised and non-specialised building, operational land, swimming pools and other recreational assets.

### Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

*D Mobilia*

Daniel Mobilia  
Delegate of the Auditor-General for New South Wales

cc: Mr John Clark, General Manager  
Mr Dennis Vaccher, Chair of Audit, Risk and Improvement Committee  
Mr Michael Cassel, Secretary of the Department of Planning, Industry and Environment

# City of Canada Bay Council

SPECIAL SCHEDULES  
for the year ended 30 June 2022

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## City of Canada Bay Council

### Special Schedules

for the year ended 30 June 2022

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Contents	Page
<b>Special Schedules:</b>	
Permissible income for general rates	3
Report on infrastructure assets as at 30 June 2022	7

City of Canada Bay Council | Permissible income for general rates | for the year ended 30 June 2022

## City of Canada Bay Council

### Permissible income for general rates

\$ '000	Notes	Calculation 2021/22	Calculation 2022/23
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	40,852	42,034
Plus or minus adjustments <sup>2</sup>	b	369	49
<b>Notional general income</b>	<b>c = a + b</b>	<b>41,221</b>	<b>42,083</b>
<b>Permissible income calculation</b>			
Or rate peg percentage	e	2.00%	2.50%
Or plus rate peg amount	$i = e \times (c + g)$	825	1,052
<b>Sub-total</b>	<b><math>k = (c + g + h + i + j)</math></b>	<b>42,046</b>	<b>43,135</b>
Plus (or minus) last year's carry forward total	l	3	11
<b>Sub-total</b>	<b><math>m = (j + m)</math></b>	<b>3</b>	<b>11</b>
<b>Total permissible income</b>	<b><math>n = k + m</math></b>	<b>42,049</b>	<b>43,146</b>
Less notional general income yield	p	42,034	43,141
<b>Catch-up or (excess) result</b>	<b><math>q = n - p</math></b>	<b>15</b>	<b>5</b>
Less unused catch-up <sup>5</sup>	s	(4)	—
<b>Carry forward to next year <sup>6</sup></b>	<b><math>t = q - r + s</math></b>	<b>11</b>	<b>5</b>

#### Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (5) Unused catch-up amounts or the rate peg balance amounts will be deducted if they are not caught up within ten years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for when setting the rates in a future year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.





## INDEPENDENT AUDITOR'S REPORT

### Special Schedule – Permissible income for general rates

#### City of Canada Bay Council

To the Councillors of City of Canada Bay Council

#### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of City of Canada Bay Council (the Council) for the year ending 30 June 2023.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2021–22 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

## Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2022'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

*DMobilia*

Daniel Mobilia  
Delegate of the Auditor-General for New South Wales

31 October 2022  
SYDNEY

City of Canada Bay Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

City of Canada Bay Council  
Report on infrastructure assets as at 30 June 2022

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring to the agreed level of service set by Council \$ '000	2021/22 Required maintenance <sup>a</sup> \$ '000	2021/22 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
<b>Buildings</b>	Childcare Centres	–	–	213	221	8,414	15,086	26.9%	42.9%	30.3%	0.0%	0.0%
	Community Centres	–	–	1,970	1,980	56,567	70,695	49.4%	4.3%	46.3%	0.0%	0.0%
	Council Offices/Administration Centres	–	–	623	450	7,612	16,650	0.0%	0.0%	100.0%	0.0%	0.0%
	Leased/Commercial	–	–	213	304	33,473	39,426	69.0%	14.3%	16.8%	0.0%	0.0%
	Leisure Centre	–	–	220	256	3,925	9,813	0.0%	0.0%	100.0%	0.0%	0.0%
	Operational	–	–	271	406	8,692	16,267	28.7%	6.6%	64.7%	0.0%	0.0%
	Parks	2	2	2,065	1,841	87,710	96,479	12.9%	0.8%	86.3%	0.0%	0.0%
	Public Toilets	–	–	412	463	2,800	3,972	49.9%	9.1%	41.0%	0.0%	0.0%
<b>Sub-total</b>		<b>2</b>	<b>2</b>	<b>5,987</b>	<b>5,921</b>	<b>209,193</b>	<b>268,388</b>	<b>31.8%</b>	<b>6.5%</b>	<b>61.8%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Other structures</b>	Marine – Structures	–	–	22	25	5,068	6,488	49.0%	42.1%	8.9%	0.0%	0.0%
	Marine – Sea Walls	7,992	7,992	79	240	61,470	91,390	0.0%	8.5%	47.0%	31.8%	12.7%
	Parks – Civil/Landscaping	255	255	1,271	1,307	23,255	30,068	39.1%	35.3%	18.9%	6.6%	0.1%
	Parks – Furniture / Monuments etc	297	297	–	–	21,894	32,024	25.9%	43.4%	24.4%	5.7%	0.6%
	Parks – Playgrounds	4	4	109	110	256	322	69.4%	9.1%	10.4%	11.0%	0.0%
	Parks – Playing Fields etc	14	14	3,089	2,946	15,923	21,210	42.1%	14.7%	42.8%	0.5%	0.0%
	Parks – Playing Courts	13	13	3	4	2,683	3,562	10.2%	77.8%	9.0%	3.0%	0.0%
	<b>Sub-total</b>		<b>8,575</b>	<b>8,575</b>	<b>4,573</b>	<b>4,632</b>	<b>130,549</b>	<b>185,064</b>	<b>17.7%</b>	<b>22.1%</b>	<b>35.9%</b>	<b>17.9%</b>
<b>Roads</b>	Roads	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sealed Roads Surface	925	925	3,342	2,751	58,607	84,052	28.0%	22.8%	42.7%	5.4%	1.1%
	Road Pavement	2,035	2,035	–	–	127,669	184,886	11.6%	47.9%	32.1%	8.2%	0.2%
	Bridges	37	37	–	–	11,676	15,989	9.0%	57.9%	32.4%	0.0%	0.6%
	Footpaths/Cycleways	62	62	1,038	889	76,236	92,404	19.3%	65.4%	14.8%	0.5%	0.0%
	Kerb and Gutter	35	35	116	408	50,870	82,343	1.9%	23.3%	74.5%	0.3%	0.0%
	Roadside Assets	89	89	880	951	4,875	6,930	18.7%	40.9%	33.7%	5.0%	1.8%
	Traffic Facilities	45	45	216	299	13,049	16,508	21.4%	58.0%	18.6%	1.8%	0.2%
	Road Structures	5	5	76	40	1,164	1,535	35.7%	27.6%	34.5%	2.0%	0.1%
	Road Subbase	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Road Formation	–	–	–	–	47,482	47,539	97.5%	0.0%	2.5%	0.0%	0.0%
	Other road assets (incl. bulk earth works)	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>		<b>3,233</b>	<b>3,233</b>	<b>5,668</b>	<b>5,338</b>	<b>391,628</b>	<b>532,186</b>	<b>22.1%</b>	<b>39.4%</b>	<b>34.3%</b>	<b>4.0%</b>

continued on next page

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## City of Canada Bay Council

## Report on infrastructure assets as at 30 June 2022 (continued)

Asset Class	Asset Category	Estimated cost		2021/22 Required maintenance <sup>(a)</sup>	2021/22 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Stormwater drainage	Drainage Reticulation	8,054	8,054	361	278	91,553	150,788	9.3%	41.0%	28.8%	10.2%	10.9%
	Environmental Quality Devices	27	27	–	–	6,587	8,446	49.1%	15.7%	33.8%	1.0%	0.5%
	<b>Sub-total</b>	<b>8,081</b>	<b>8,081</b>	<b>361</b>	<b>278</b>	<b>98,140</b>	<b>159,234</b>	<b>11.4%</b>	<b>39.6%</b>	<b>29.0%</b>	<b>9.7%</b>	<b>10.3%</b>
Open space / recreational assets	Swimming pools	–	–	291	319	7,566	14,955	0.0%	0.5%	99.5%	0.0%	0.0%
	<b>Sub-total</b>	<b>–</b>	<b>–</b>	<b>291</b>	<b>319</b>	<b>7,566</b>	<b>14,955</b>	<b>0.0%</b>	<b>0.5%</b>	<b>99.5%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total – all assets</b>		<b>19,891</b>	<b>19,891</b>	<b>16,880</b>	<b>16,488</b>	<b>837,076</b>	<b>1,159,827</b>	<b>21.9%</b>	<b>28.5%</b>	<b>41.0%</b>	<b>6.0%</b>	<b>2.6%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

**Infrastructure asset condition assessment 'key'**

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

City of Canada Bay Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

**City of Canada Bay Council**
**Report on infrastructure assets as at 30 June 2022**
**Infrastructure asset performance indicators (consolidated) <sup>\*</sup>**

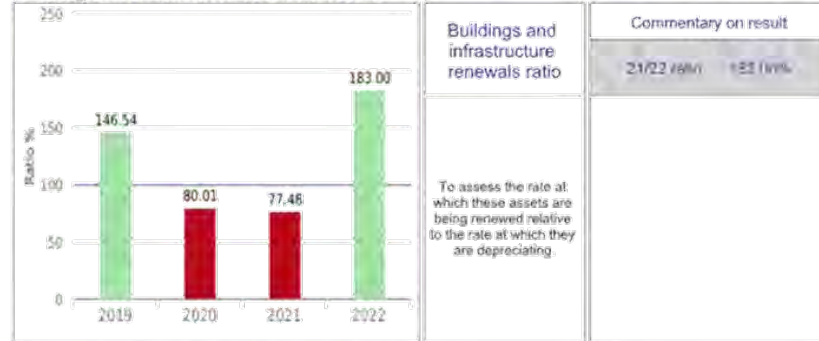
\$ '000	Amounts 2022	Indicator 2022	2021	Indicators 2020	2019	Benchmark
<b>Buildings and infrastructure renewals ratio</b>						
Asset renewals <sup>†</sup>	<u>22,297</u>					
Depreciation, amortisation and impairment	12,184	183.00%	77.48%	80.01%	146.54%	>= 100.00%
<b>Infrastructure backlog ratio</b>						
Estimated cost to bring assets to a satisfactory standard	<u>19,891</u>					
Net carrying amount of infrastructure assets	837,076	2.38%	2.31%	2.30%	1.74%	< 2.00%
<b>Asset maintenance ratio</b>						
Actual asset maintenance	<u>16,488</u>					
Required asset maintenance	16,880	97.68%	95.96%	96.53%	97.48%	> 100.00%
<b>Cost to bring assets to agreed service level</b>						
Estimated cost to bring assets to an agreed service level set by Council	<u>19,891</u>					
Gross replacement cost	1,159,827	1.71%	1.61%	1.64%	1.22%	

<sup>(\*)</sup> All asset performance indicators are calculated using classes identified in the previous table.

<sup>(†)</sup> Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

City of Canada Bay Council  
Report on infrastructure assets as at 30 June 2022

**Buildings and infrastructure renewals ratio**



Buildings and infrastructure renewals ratio

Commentary on result  
21/22 ratio: 183.00%

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

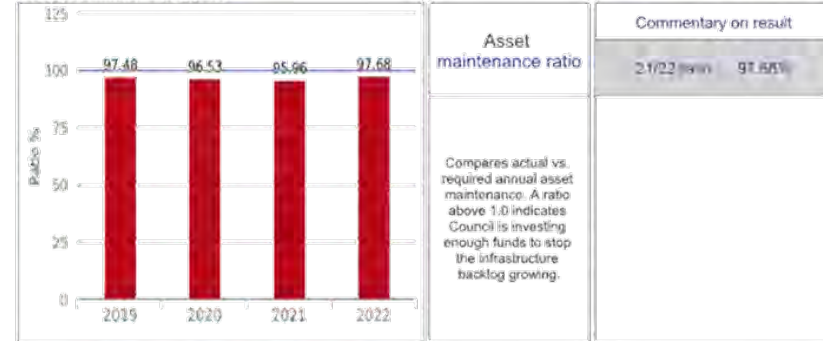
Benchmark: —  $\geq 100.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

**Asset maintenance ratio**



Asset maintenance ratio

Commentary on result  
21/22 ratio: 97.68%

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

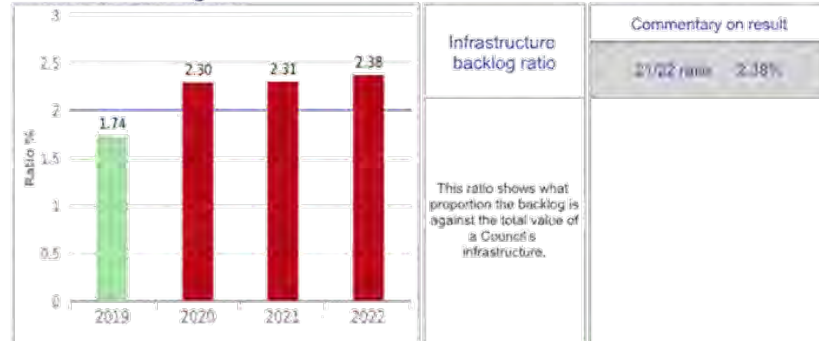
Benchmark: —  $> 100.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

**Infrastructure backlog ratio**



Infrastructure backlog ratio

Commentary on result  
21/22 ratio: 2.38%

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

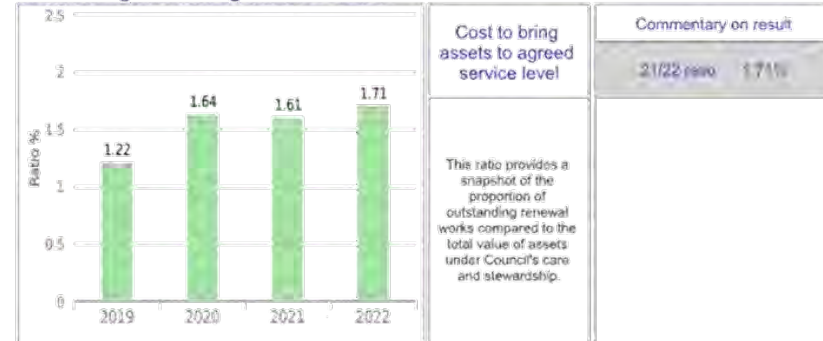
Benchmark: —  $< 2.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

**Cost to bring assets to agreed service level**



Cost to bring assets to agreed service level

Commentary on result  
21/22 ratio: 1.71%

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Benchmark: —  $< 1.71\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

City of Canada Bay Council  
Report on infrastructure assets as at 30 June 2022

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Benchmark
	2022	2021	
<b>Buildings and infrastructure renewals ratio</b>			
Asset renewals <sup>1</sup>	183.00%	77.48%	>= 100.00%
Depreciation, amortisation and impairment			
<b>Infrastructure backlog ratio</b>			
Estimated cost to bring assets to a satisfactory standard	2.38%	2.31%	< 2.00%
Net carrying amount of infrastructure assets			
<b>Asset maintenance ratio</b>			
Actual asset maintenance	97.68%	95.96%	> 100.00%
Required asset maintenance			
<b>Cost to bring assets to agreed service level</b>			
Estimated cost to bring assets to an agreed service level set by Council	1.71%	1.61%	
Gross replacement cost			

<sup>(1)</sup> Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.





# Special Rate Variation – Community Engagement Outcomes Report

Canada Bay Council

November 2022



**Document status**

Job #	Version	Written	Reviewed	Approved	Report Date
7624	1	C Chan	J McKenzie	G Smith	November 2022
7624	2	C Chan	G Smith	G Smith	November 2022

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## Introduction

City of Canada Bay Council ('Council') undertook a robust community engagement process on Council's financial sustainability and the need for a special rate variation (SRV). This Community Engagement Summary Report outlines the process Council used and the outcomes of the engagement.

### Project background

In the 2022-2026 Delivery Program, the City of Canada Bay identified the need to consider a special rate variation (SRV) to ensure Council's ongoing financial sustainability and increase services in critical areas. Council committed to consulting with the community on a potential SRV in the second half of 2022. Additionally, the Council is proposing to increase minimum rates to ensure a more equitable distribution of the rates burden across the local government area into the future.

In two councillor workshops in June and July, options for a SRV including the proposed service improvements it would fund were presented, explained and reviewed. At the Council meeting on 16 August 2022, Council resolved to consult with the community on a proposed SRV of 32.52% cumulative over four years and a proposed minimum rate increase of \$346.23 (\$250 above the forecast rate peg increase) above the current year's minimum rate of \$761.71, to be implemented over four years.

**Table 1 Proposed rate increases**

	2023-24	2024-25	2025-26	2026-27	Cumulative
Permanent increase above the rate peg	12.24%	2.31%	2.19%	2.08%	19.78%
Forecast rate peg	3.25%	2.5%	2.5%	2.5%	11.19%
Total increase	15.49%	4.81%	4.69%	4.58%	32.52%

**Table 2 Proposed minimum rates**

	2023-24	2024-25	2025-26	2026-27
Proposed minimum rate	\$879.69	\$953.95	\$1,030.05	\$1,108.07

Council developed a community engagement plan which outlined the approach, key messages and timeline for community consultation on the potential SRV. This plan was developed to ensure that it meets the SRV assessment criteria set out by the NSW Office of Local Government, that sets policy and oversees the local government industry, and the Independent Pricing and Regulatory Tribunal (IPART), that will assess any SRV application submitted. It has also been developed in compliance with the City of Canada Bay's Community Engagement Policy and Community Engagement Strategy as well as the International Association for Public Participation (IAP2) Australasia Quality Assurance Standard. The full community engagement plan is provided in Appendix A of this report.



### About Morrison Low

Morrison Low Consultants has been engaged by Council to clarify the need for a special rate variation (SRV) application.

Morrison Low has assisted Council by:

- undertaking a review of Council's financial position, its Long-Term Financial Plan (LTFP) and its asset management modelling and assumptions
- defining and articulating the need for and impacts of the proposed special rate variation
- undertaking an assessment on the community's capacity to pay for the proposed special rate variation
- supporting the community engagement process through planning, delivery and documentation of outcomes.

### Engagement Objectives

The purpose of this community engagement is to ensure that the community is adequately informed and consulted about the impact of the proposed special rate variation and minimum rate increase.

The objectives of this community engagement process include the following:

- To present the proposed SRV and minimum rate increase.
- To identify the impact of the SRV on the average and minimum rates across each rating category.
- To exhibit an updated LTFP demonstrating the impact of the proposed SRV options on Council's operating results from 2023-24 for feedback and consideration/endorsement by the Council.
- To communicate to the community the timeline and process for any potential SRV application.
- To gather and consider the community's feedback to inform Council's final decision on whether to move forward with an SRV application.

### Engagement Approach

The level of complexity for this engagement activity was defined as 'high impact – city wide' under the Council's Community Engagement Strategy. This means the issues would have a real or perceived impact across the whole city. The issue has the potential to create controversy and has a high level of potential community interest.

Council adopted an inform and consult approach, using the IAP2 Community Engagement Framework (Figure 1 below), which is in line with the guidelines set by the Office of Local Government and the information papers provided by IPART.



Figure 1 IAP2 Spectrum of Public Participation<sup>1</sup>

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC		We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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To meet the assessment criteria for an SRV application, Council must:

1. Demonstrate that the **need and purpose** of a different rate path for the Council’s General Fund is clearly articulated and identified in council’s Integrated Planning and Reporting (IP&R) documents.
2. Evidence that the **community is aware** of the need for and the extend of a rate rise.
3. Show that the **impact on affected ratepayers** is reasonable
4. Exhibit, approve and adopt the relevant **IP&R documents**.
5. Explain and quantify the **productivity improvements and cost containment** strategies in its IP&R documents and/or application.
6. Address any other matter that IPART considers relevant.

To meet criterion two, Council was required to undertake engagement at the “inform” level.

Notwithstanding, Council undertook the engagement at a “consult” level which resulted in it exceeding criterion two, and to ensure that it also fully met criteria one and four.

The Long Term Financial Plan (LTFP) adopted in June 2022 included some sensitivity analysis of the impact on the General Fund demonstrating persistent deficits, but it did not model any SRV options. The 2022-26 Delivery Program indicated Council’s intention to model and consult on potential SRV options in the second half of 2022. These steps are understood to meet criteria one and four of the SRV assessment criteria. To strengthen satisfaction of these criteria, an updated LTFP, which includes the SRV options and base case from 2023-24, was exhibited as part of this community engagement process, to be considered and adopted by Council as it considers the outcomes from community engagement and whether to apply for the SRV.

<sup>1</sup> International Association for Public Participation (IAP2) Australasia, 2018. *IAP2 Spectrum of Public Participation*. Retrieved from: [https://iap2.org.au/wp-content/uploads/2020/01/2018\\_IAP2\\_Spectrum.pdf](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf).



### Engagement mechanisms – how did Council engage?

Council undertook a variety of engagement activities throughout the consultation period from 5 September 2022 to 18 October 2022. The process included:

- Hosting a Council webpage on Collaborate Canada Bay with all SRV information (<https://www.collaborate.canadabay.nsw.gov.au/srv>).
- Advertisements in print news and community newspapers, postcards, e-newsletters, mailout newsletters and translated information for culturally and linguistically diverse (CALD) communities.
- Three public forums, one face-to-face and two online, with one for businesses and the other two for residents and other community members.
- For those who missed the forums, a recorded SRV presentation of the community information forum was developed and placed on the Collaborate Canada Bay website.
- Feedback and submissions were invited, including through Council's Collaborate website.

Council makes decisions on the use of social media in its community engagement activities based on the circumstances and nature of the subject matter. In regard to community engagement relating to the proposed SRV, a conscious decision was made not to utilise social media due to the risk that comments made by the public on posts may prejudice the integrity of the investigation currently being undertaken by Independent Commission Against Corruption (ICAC), and/or breach related legislation.

The background information documents in the appendices, the Collaborate Canada Bay webpage and the recorded SRV presentation to the public forum (available via the Collaborate webpage), demonstrates Council's transparency in this community engagement with explaining:

- The proposed cumulative SV rate increases including the rate peg for each major rating category (in percentage and dollar terms)
- The annual increase in average rates (in percentage and dollar terms) that will result if the proposed SV is approved
- The amount of the proposed minimum rate increase
- Productivity enhancements and cost containment strategies
- The community's capacity to pay analysis, demonstrating that the impact on ratepayers of the proposed rate increase is reasonable.

Council presented information that allowed community members to understand why the SRV is proposed and how it will affect the rates they pay. Council disclosed all relevant information to the community and identified the impact of the proposed SRV on the various categories of ratepayers that will be affected.

Council provided the public with objective information to assist them in understanding the problem, alternative, and preferred solution and to obtain the public's feedback. Council kept the public informed, listened to and acknowledged concerns and aspirations, and provided feedback on how public input will inform the decision making of Council.

During the engagement, Council adjusted some communication content in response to feedback from the community and from IPART staff. Council clarified the full extent of the proposed SRV, inclusive of the forecast rate peg in its newsletters and on the Collaborate Canada Bay page. It also broadened the number comparison councils on the Collaborate Canada Bay page.





### Audience – who did Council engage?

The consultation program was designed to ensure that it reached all parts of the community:

- Via the Collaborate Canada Bay online page (survey and feedback).
- Stakeholders from groups with English as a Second Language (ESL) with the use of translated information on Collaborate website and utilising the Localize Canada Bay Newsletter published in September and October 2022.
- Residents and businesses reached by e-mails to subscribers on the Collaborate database and Business Newsletter.
- Community forums on the SRV process were held both in-person and online across different dates and times to ensure maximum opportunity for the community to attend, with registration through Eventbrite.
- Broad communities reached by e-newsletters (September and October 2022):
  - CCB news online
  - Rhodes enews
  - What's On enews
  - Library enews (October)
- CALD (culturally and linguistically diverse) communities targeted by translated advertisements in CALD newspapers (September and October 2022):
  - La Fiamma
  - Daily Chinese Herald
  - Sydney Korean Herald
- General public was also informed from media interviews.
- Councillor information sessions.
- Council venues have postcards to inform the public.
- The events and consultation period were promoted through Council's channels from 5 September 2022 to 18 October 2022.

**Table 3 Engagement mechanisms**

Mechanism	Phase of consultation	Push or pull mechanism	Reach (stakeholder groups)
Translated information on Collaborate pages using Localize	Inform	Push	Stakeholders from all groups with ESL
Canada Bay Newsletter - September and October 2022	Inform	Push	All
Postcards in all Council venues	Inform	Push	All
E-mail to – Collaborate database and Business Newsletter	Inform	Push	Separate communications for residents and businesses.



Mechanism	Phase of consultation	Push or pull mechanism	Reach (stakeholder groups)
E-newsletters CCB news online (Sept & Oct) Rhodes enews (Sept & Oct) What's On enews (Sept & Oct) Library enews (Oct)	Inform	Push	All
Translated advertisements in CALD newspapers La Fiamma (Sept & Oct) Daily Chinese Herald (Sept & Oct) Sydney Korean Herald (Sept & Oct)	Inform	Push	CALD community
Media interviews	Inform	Push (where requested by local media)	All
Collaborate Canada Bay page (host open comment survey and feedback options)	Inform and consult	Pull	All
Reference materials for Council call centre and customer service teams	Inform	Pull	All
Online forums – business and community sessions	Consult	Push	All
Councillor information sessions	Inform	Push	Councillors
Face to face forums	Consult	Push	All

Council also presented the proposed SRV to its management team, who then briefed their staff on the proposal prior to the commencement of the engagement period.

The following information and clarity on the SRV process was also available on Council's Collaborate website and available as reference materials from the call centre staff and customer services team. The following shows the clarity of information provided to the community, samples are provided in Appendix B:

- Background Information – Special Rate Variation
- SRV Frequently Asked Questions - available at: [https://hdp-au-prod-app-cbay-collaborate-files.s3.ap-southeast-2.amazonaws.com/6316/6492/1569/Frequently\\_Asked\\_Questions.pdf](https://hdp-au-prod-app-cbay-collaborate-files.s3.ap-southeast-2.amazonaws.com/6316/6492/1569/Frequently_Asked_Questions.pdf)
- Updated Long Term Financial Plan 2023-33 – available at: [https://hdp-au-prod-app-cbay-collaborate-files.s3.ap-southeast-2.amazonaws.com/1416/6304/3467/Updated\\_Long\\_Term\\_Financial\\_Plan\\_Final\\_Aug\\_2022\\_v1.pdf](https://hdp-au-prod-app-cbay-collaborate-files.s3.ap-southeast-2.amazonaws.com/1416/6304/3467/Updated_Long_Term_Financial_Plan_Final_Aug_2022_v1.pdf)
- A presentation for the community forums that was recorded and made available on the website.
- Guidance on how to find more information, ask questions and provide feedback.



The proposed SRV also received coverage through articles in the Sydney Morning Herald and Daily Telegraph, with these publications having reported daily readership of 350,000 and 450,000 respectively.

## Engagement Results

### Who did Council reach?

In raising awareness for the proposed SRV, Council sent information through its regular e-newsletters and a direct mail out. The table below provides details on the numbers reached with each of the channels.

Table 4 Audience reach

Mechanism	Reach figures
Canada Bay Newsletter - September and October 2022	September: 33,900 October: 33,900
Postcards in all Council venues	1000
Email to – Collaborate database and Business Newsletter	Collaborate database 3,244 recipients Business database 2,936 opens
E-newsletters	<b>CCB News online</b> September: 1,596 October: 1,606 <b>Rhodes enews</b> September: 817 October: 826 <b>What's on:</b> September: 1,846 October: 2,100 <b>Library enews</b> October: 6,887

The City of Canada Bay Council held the following community forums:

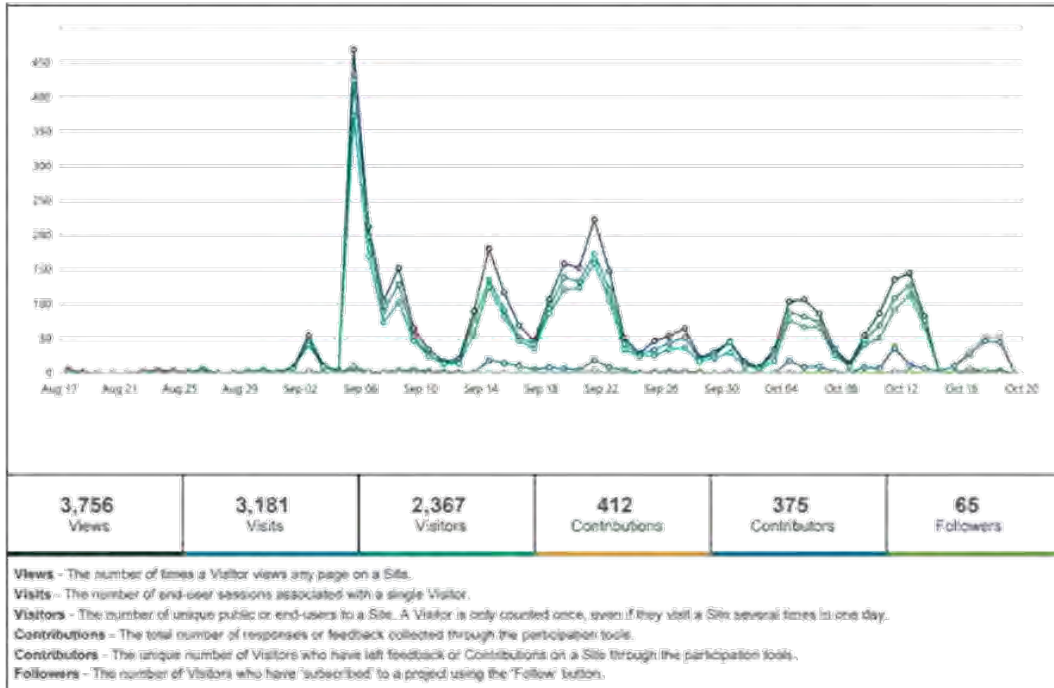
- In-person Community Forum - Tuesday 13 September at Drummoyne Council Chambers, 6 - 7pm
- Online Business Forum - Wednesday 14 September via Microsoft Teams, 6 - 7pm
- Online Community Forum - Monday 19 September via Microsoft Teams, 5.30 - 6.30pm

The events were promoted through Council's channels from 5 September 2022 with registration through Eventbrite. There was a total of 30 registrations for these events and 16 people attended.

Council had 2,367 visitors to its Collaborate page with a total of 3,181 visits. The following graph shows the level of traffic to the site from the date the webpage went live to the close of the engagement period. The detailed website traffic report is provided in Appendix C.



Figure 2 Collaborate Canada Bay SRV website performance report (17 Aug 2022 to 9 Oct 2022)



While the community remains able to access the information on the website, online submissions and feedback closed on 18 October 2022. A total of 495 submissions were received, which consisted of:

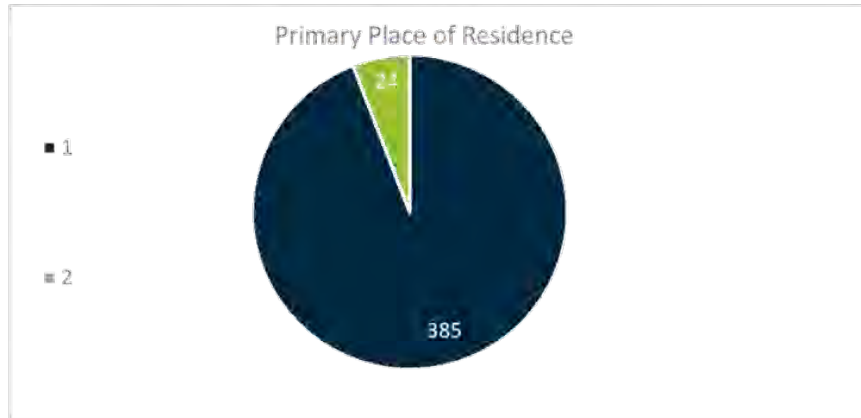
- 60 SRV email submissions
- 425 SRV online Collaborate submissions
- 10 LTFP online Collaborate submissions

Out of the 409 respondents who made online Collaborative submissions, 385 respondents' primary places of residence (94%) were within the City of Canada Bay and 24 (6%) were from outside the City of Canada Bay.

It should be noted that some respondents made submissions on both the SRV and LTFP. Further, some respondents made more than one submission on the SRV.



Figure 3 Primary place of residence of those who made Collaborate submissions



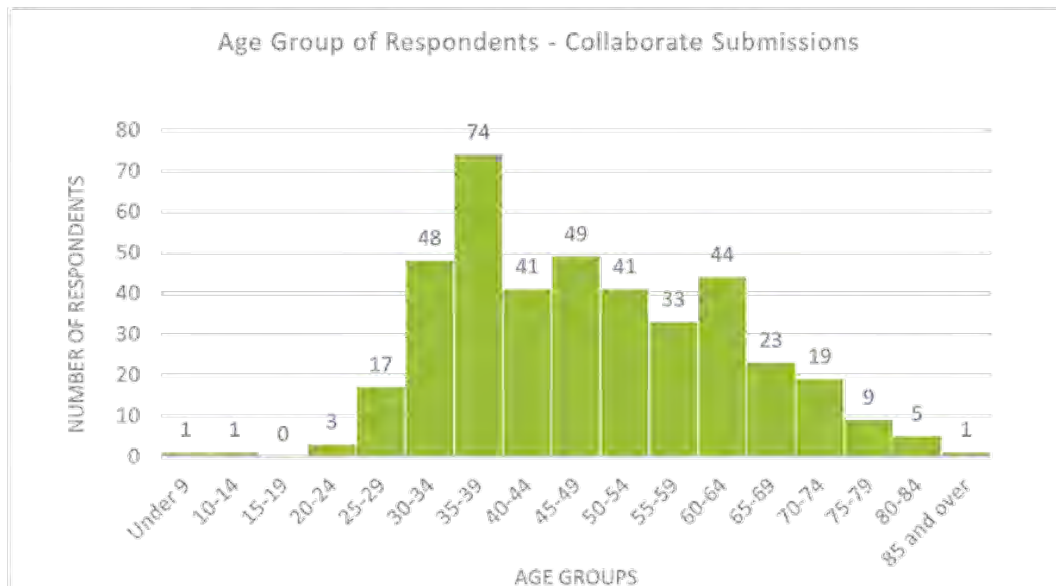
Legend Code:

1 = Primary residence is within City of Canada Bay

2 = Primary residence is outside City of Canada Bay

Of the respondents who made Collaborate submissions, the highest number of submissions was received from the 35 to 39 years old age group (74 submissions), followed by the 45 to 49 age group (49 submissions), closely followed by the 30 to 34 age group (48 submissions), then the 60 to 64 age group (44 submissions), and the 50 to 54 age group (41 submissions) with equal submissions from the 40 to 44 age group (41 submissions).

Figure 4 Age group of respondents who made collaborate submissions





## What did they say?

### Submissions – online survey submissions and email results

Out of a total of 409 online respondents (including 425 online survey comments on the SRV, noting that some respondents made more than one submission) and 60 emailed submissions, only 3 provided some conditional support for the SRV:

*“The higher rates are acceptable if Council does deliver on increased infrastructure spending. If anything, I would support increasing rates above what is proposed to include additional resources for the management of 7.12 contribution plans and VPAs to ensure development delivers some benefit for the community.*

*However, if the allocation is to simply enter a general revenue stream or end up funding general community events, I do not support the increased rates”.*

*“Support the rate variation. My main concern is that money is sometimes spent unwisely or inefficiently in Canada Bay...*

*Overall the SRV is OK but only if we avoid wasted expenditure in future”.*

*“I support increased contribution if there is evidence of provision of more staff for Bushcare work. Previously the Bushcare program had 2 staff dealing with the program ...”*

### Demonstrated community awareness of the proposed SRV

There is demonstrated awareness of the proposed SRV or understanding of the proposed process, even though the majority of responses were not supportive of the proposed SRV.

*“We can understand and would contribute to a rate increase to improve on our current road infrastructure and local council services but am reluctant to agree on the increase on our current rates by the proposed 35%.”*

*“Whilst appreciating the objective to address infrastructure and other needs within the area, to propose a special rate variation/increase at a time when inflation and costs of living are increasing along with interest rate hikes, I think this is a poorly timed proposal”*

*“Understand we need money but the sharp increase while the macro environment is tough really not supportable.”*

*“Whilst we understand the changes in property value, we also hope council realise and acknowledge the difficulties many face in this hyper inflated period.”*

*“We understand the increase to cost to maintain our suburbs. However, the proposed rate hike is too steep.”*

*“Whilst I understand the justification for the SRV, this is coming at a difficult time for most households with costs of everything increasing, particularly interest rates, leading to financial hardship and stress for many. The introduction of the SRV should be delayed until these cost pressures have eased.”*



*"While I understand some of the concerns and limitations, changing the minimum rate is a blunt instrument that doesn't fix the issue of properly accounting for property values whilst at the same time significantly alters the balance of rates paid between major landowners and apartment owners."*

*"I understand that services need to be provided but I'd urge you to consider the needs of those of us renting because often we're the most vulnerable members of the community. If we're forced out by increased rent, where do we go next?"*

*"While I understand additional residents also equates to additional costs, I suggest Council utilise a better management of these funds or reconsider allowing further medium to high density development."*

### Common themes

The majority of submissions (425 of the online submissions) provided comments on the SRV. Some of the major common themes from the online submissions and emails included the following.

- \* There are concerns that the community may not be able to afford the size of the increase proposed and that it also seems unreasonable. The comments regarding a lack of ability to pay relates to the current cost of living pressures, inflation, interest rate rises and rent increases, impacting on the affordability of the proposed rate increases. Comments were made about the timing of introducing the SRV, with some suggestions on delaying the introduction of the SRV until the current cost pressures have eased. Examples reflecting these themes include:

*I cannot afford such massive increase, which will make Canada Bay's council rate much more expensive than surrounding suburbs. That is unreasonable.*

*The rate increases are very steep and with so many cost of living pressures, this is one that really pinches as it is not expected.*

*This significant increase will cause added cost of living pressure which we all can't cope with.*

*Council rates are already high. With cost of living pressures due to petrol, mortgage and groceries, we can't afford increasing council rates.*

*In the current inflationary, monetary tightening and cost of living pressures environment, the plan to introduce a special rate variation over and above the rate PEG is out of step with the needs, wants and everyday pressure that local residents are currently feeling. This doesn't take into account the continued pressure to come.*

*With the cost of inflation increasing impacting just about every item we purchase and interest rates increasing so much, the timing of this SRV is absolutely wrong.*

*No rate increase. Worst timing ever...*

*I think the proposed increase is excessive in view of the increasing cost of living. The timing is not right.*

*Timing is not appropriate with the escalating costs of living already.*



*Whilst I understand the justification for the SRV, this is coming at a difficult time for most households with costs of everything increasing, particularly interest rates, leading to financial hardship and stress for many. The introduction of the SRV should be delayed until these cost pressures have eased.*

*Council seriously needs to consider delaying its application for a SRV at this point in time and prioritise the most important issues Council needs to service as opposed to what it would like to fully cover until cost-of-living pressures improve.*

*Whilst appreciating the objective to address infrastructure and other needs within the area, to propose a special rate variation/increase at a time when inflation and costs of living are increasing along with interest rate hikes, I think this is a poorly timed proposal and will put more pressure both monetary and mentally/psychologically on families who are already struggling and concerned about their financial future. Council does a great job and I think have made vast improvements to our wonderful suburbs and honestly, delaying/refraining on a SRV will not impact the current quality of facilities we have in the area. In summary as a rate payer I am not supportive of a SRV.*

*Council should delay this proposal till after the next State Government elections in 2023...*

*I would strongly consider the council to postpone the rate hike until the RBA cash rate and mortgage interest rates are stabilised.*

- Feedback also referred to the increased dwellings and developments in Rhodes and Canada Bay, and the resulting growth of the rates base and revenue, without a SRV:

*In Rhodes we are receiving a 30% increase in Dwellings, related to the Billbergia Walker street development, so that is already a 30% increase in council revenue.*

*As a resident in Rhodes, the proposed rate will be 50% more expensive than the next suburb over - being Wentworth Point. How is this justified, especially with the large increase in dwellings (and subsequent council revenue) in Rhodes?*

The following themes reflected general perceptions of unfairness and inequity of the proposed rate rise/SRV.

- Feedback has indicated a perceived disproportionate rate increase to Rhodes residents as compared to other residents of Canada Bay:

*Rate is too high for whom living in the Rhodes*

*The Special Rates Variation being applied to council rates to all Rhodes owners, is disproportionately higher to the amount of land owned by the Rhodes community.*

*In Rhodes we are receiving a 30% increase in Dwellings related to the Billbergia Walker street development. So that is already a 30% increase.*

*Secondly, the land area of Rhodes only amounts to 5% of the total land area of Canada Bay, but the contributions from Rhodes after the proposed SRV to the Council's fund will almost be twice to that of the remaining suburbs combined. Is it fair? With the sustained increase in dwellings in Rhodes over the years (e.g. developments in Walker Street by Billbergia), Rhodes households collectively have long been contributing substantially to the Council fund. Is it fair to demand more contributions from Rhodes households?*





- There is also a narrative of Rhodes residents paying 50% more than those in Wentworth Point:

*But my council rates will end up 50% more than Wentworth point!*

*...the SRV indicates that Rhodes will not be paying more council rate than its neighbouring councils. However, data show that the proposed SRV will see Rhodes paying substantially more than our neighbour Wentworth Point.*

*Sorry , I cannot afford this massive increases of the minimum rate . And also you advertised that we would be cheaper than our surrounding councils . But my council rate will end up 50% more than Wentworth point ! Why is that ? It is unfair !*

*My council rates will end up 50% more than Wentworth Point ! How can that be?*

*This rise will see Rhodes paying 50% more than those in Wentworth Point.*
- There are concerns from apartment owners/renters in Breakfast Point who are already paying considerable fees to their Community Association (or via their rent) in order to look after the roads, parks, footpaths and other infrastructure within their community when Council does not contribute to these expenses. They are concerned that under the proposed SRV, the Breakfast Point owners/ residents will be expected to pay further increased rates which will not be used to improve or maintain their community infrastructure. This is seen by the Breakfast Point residents as unfair or inequitable:

*Despite Breakfast Point owners paying full Council rates, Council makes no contribution to these considerable expenses. Expecting Breakfast Point owners, especially Seniors such as us to pay any additional rates, particularly almost 20% is in my view is totally unacceptable. To inflict further disproportionate burden on me and my partner is inequitable and unreasonably excessive and therefore I strongly oppose any increase in the minimum rate level and the proposed SRV as I see it as inequitable and unconscionable to me and owners in Community Associations that already maintain their own infrastructure and pay full Council rates. These proposals will only exacerbate that inequity.*

*Breakfast Point residents already contribute a large percentage of the council's rate revenue for very little return. It seems that we are already subsidising the rest of the council area.*

*I am strongly opposed to the special rate variation especially when the roads within Breakfast Point are not the responsibility of council and the residents are responsible for its maintenance. I don't see why we need to be paying for a additional fees when it provides no benefit to us. This is not a fair allocation of costs for apartment dwellers especially for Breakfast Point residents and only a cash grab from council. Any special rate variation should be considered in conjunction with adjusting for method of rate determination for communities when infrastructure is not maintained by council such as ours.*

*I live in Breakfast Point, and we already subsidise councils through our strata payments, so this is double dipping for us and strongly disagree.*



*I live in Breakfast Point which is a private community where we have to pay for our own roads and road repair's and other facilities with no financial assistance from Council. Under your planned rate structure review you want me to pay additional money which will be spent on other areas of the council outside of the Community where I live. I find this extremely unjust and believe the rate structure should be rejected.*

- Feedback included perception of the unfair impact on apartment owners with the raising of the minimum rate:

*The residents who are living in apartments share less public areas than the residents who are living in the house should pay less or do not need pay the Special Rate Variation.*

*Rhodes has been experiencing increasing traffic congestion and limited public facilities due to the unlimited build up new skyscrapers. It's very unfair to the residents who are enduring these problems and at the same time have to pay the SRV as the residents who are living in less human density but more public areas.*

*I am very distressed that I am being victimized by this proposal to target apartment owners who in my suburb, where I already pay to maintain all the street infrastructure and roadway.*

*I strongly oppose any increase in the minimum rate level and the proposed SRV as I see it as inequitable and unconscionable to me and owners in Community Associations that already maintain their own infrastructure and pay full Council rates. These proposals will only exacerbate that inequity.*

*I cannot understand how you could consider raising the minimum rate which will affect apartment owners most and yet apartments have the least burden per sq metre for the council to operate. It is woeful how council can explore apartment building to increase density, to also increase revenue per sq metre, and now suggest that those owners burden a huge cost increase. apartment owners are already subsidising free standing housing within the Canada Bay council area*

- Concerns are expressed for retirees, the elderly, pensioners and renters who will be impacted and will find it harder to pay for the increased rate:

*The proposed variation is unacceptably huge and will adversely affect many self-funded retirees like me who have paid their dues all their working life on time.*

*We are self-funded retirees and over the last 5 years our super fund has been decimated.*

*With the current inflation rate causing significantly increase in the cost of living a rise in rates would be a nail in our coffin.*

*Even in LGAs like Canada Bay, where many residents are on higher incomes, financial hardship is still being experienced particularly by large cohorts of renters and older retirees who live in the area.*

*It is worth noting that not only will pensioners on limited incomes find an increase of this size difficult to absorb but Landlords within Canada Bay will no doubt backload any additional costs received from Council into rent increases to tenants.*



*Additionally, the LGA has a high number of elderly people on fixed incomes that would not be able to tolerate the increase and it would cause hardship.*

*If there is an increase it will of course be passed on to Renters instead of the owner of the property absorbing the increase. This should absolutely not be allowed, but it cannot be controlled as owners and agents increase rents to the maximum they are able.*

*I understand that services need to be provided but I'd urge you to consider the needs of those of us renting because often we're the most vulnerable members of the community. If we're forced out by increased rent, where do we go next?*

- Feedback also included the mention of already reduced Council services such as the reduced bulk household waste collection services and the lack of other infrastructure.

*Canada Bay Council has removed our waste services by half which will create significant rubbish dumping in high density areas which we are already suffering from.*

*This is more money for council while we get less services and just a view of Rubbish, Traffic and People running onto the congested street without infrastructure and community facilities.*

*Rate increase all the while services are being taken away I.e. kurb side rubbish collection.*

*Not to mention the fact that we are still waiting for lighting along the foreshore to be fixed and also can't seem to keep the rubbish bins from over-flowing on the weekends.*

*During a time in which council is cutting bulk waste services (with no community consultation) in a high density area.*

*Also as a resident in Rhodes, I am concerned that there will be an increase in costs, yet reduced bulk household waste collection services (recently it was 3-4 times a year, but now reduced to only 2 times a year), no pool in the new Rhodes Recreation Centre as initially promised, and delays to the pedestrian crossing on Marquet Street near the new Rhodes Central Shopping Centre and footbridge between Rhodes Central Shopping Centre and Rhodes Train Station.*

*The rates are already high enough especially given the cutting of council services eg bulk collection being reduced. The council is apparently also asking Billbergia to contribute to the creating an airwalk from the station to Rhodes Central and in creating a badly needed pedestrian crossing across Marquet street near Rhodes Central.*

*All our facilities that were promised has been taken away. Services such as waste and rubbish have been taken away.*



## Conclusion

Considerable time and resources were used to inform and receive feedback on the proposed SRV and the updated LTFP. Council only received 30 registrations and 16 attendees for the forums. Despite a lower turn-out for the forums, Council received online submissions from a total of 409 respondents (including 425 online comments on the SRV) as well as an additional 60 emailed submissions, in response to the invitation to provide submissions and feedback. Collaborate Canada Bay's website statistics showed the SRV as the top visited page with 3,178 visits during the period of 17 August 2022 to 19 October 2022. The use of the variety of engagement mechanisms demonstrated that there was sufficient reach to all segments of the community, to be informed and given the opportunity to provide feedback.

Overall, the submissions and feedback clearly demonstrated community awareness of the proposed SRV even though the general sentiment conveyed through the submissions was not supportive of the SRV.



**Appendix A      SRV Community engagement plan**



## SRV Community Engagement Plan

City of Canada Bay

October 2022



Document status

Job #	Version	Written	Reviewed	Approved	Report Date
7624	1.0	Janine McKenzie		Stephen Bunting	October 2022

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## 1 Context

### 1.1 Background

The City of Canada Bay's ('Council') Long-Term Financial Plan (LTFP), adopted in June 2022, demonstrates a consolidated operating result which moves into increasing surpluses over the ten-year forecast period. However, these results are supported by strong surpluses in the Domestic Waste Fund. The General Fund, from which all services except waste services are funded, shows ongoing deficits resulting from costs increasing faster than revenue and some service increases that were absorbed without commensurate revenue growth. To ensure its ongoing financial sustainability, Council must review options to address these ongoing deficits in the General Fund.

In the 2022-2026 Delivery Program, the City of Canada Bay identified the need to consider a special rate variation (SRV) to increase services and committed to consulting with the community on a potential SRV in late 2022.<sup>1</sup> Additionally, the Council is proposing to increase minimum rates to bring it in line with other similar councils.

In June and July, Council was presented with some option for an SRV included an outline of the service improvements that can be funded with the proposed level of rate increase. At the Council Meeting on 15 August, Council will consider a potential SRV and, if supported, will seek the community's feedback on it and the related service level improvements.

This community engagement plan outlines the approach, key messages and timeline for community consultation on the potential SRV. This plan has been developed to ensure that it meets the SRV assessment criteria set out by the NSW Office of Local Government, who sets policy and oversees the local government industry, and the Independent Pricing and Regulatory Tribunal (IPART), who will assess any SRV application submitted. It has also been developed in compliance with the City of Canada Bay's Community Engagement Policy and Community Engagement Strategy as well as the International Association for Public Participation (IAP2) Australasia Quality Assurance Standard.

### 1.2 Engagement purpose and goals

The purpose of this community engagement is to ensure that the community is adequately informed and consulted about the impact of the proposed special rate variation and the impact of not applying for a special rate variation.

The objectives of this community engagement process include:

- To present the proposed SRV.
- To identify the impact of the SRV on the average and minimum rates across each rating category.
- To exhibit an updated LTFP demonstrating the impact of the proposed SRV options on Council's operating results from 2023-24 for feedback and final endorsement by the Council.
- To communicate to the community the timeline and process for any potential SRV application.
- To gather and consider the community's feedback to inform Council's final decision on whether to move forward with an SRV application.

<sup>1</sup> City of Canada Bay, 2022-2026 Delivery Program, p.35.



### 1.3 Stakeholder analysis

The key impacted stakeholders are those that pay rates in the City of Canada Bay Local Government Area (LGA) or are renting property in the City of Canada Bay, where there may be rent increases passed to fully or partly cover the proposed rate increases.

Stakeholder groups have been identified below to ensure that the specific considerations of these groups can be integrated into the community engagement plan. These groupings are not mutually exclusive, that is individuals may fall into a number of different stakeholder groups. For example, individuals who own multiple properties in the LGA may be both resident ratepayers and landlord ratepayers. Minimum ratepayers will also be in one of the other ratepayer stakeholder groups.

Table 1 Stakeholder groupings

Stakeholder group	Who is in the group	Specific considerations
Resident ratepayers	Homeowners who are residents of Canada Bay (LGA)	Proposed rate increases will be directly incurred by these stakeholders.
Renters	Renters who are residents of Canada Bay LGA	It will be a decision of the landlord on whether and when any rate increases are passed on to renters.
Landlord ratepayers	Investment property owners of property within the Canada Bay LGA	It will be a decision of the landlord on whether and when any rate increases are passed on to renters.
Business ratepayers	Business property owners within the Canada Bay LGA	Proposed rate increases will be directly incurred by these stakeholders. Where there are commercial leases in place, it will depend on the contract terms as to whether and when any increase will be passed to tenants.
Minimum ratepayers	Those ratepayers who are currently paying the minimum rate or will potentially pay the minimum rate proposed under the SRV options.	Current minimum ratepayers will receive the full increase in minimum rates. Others may become minimum ratepayers as the minimum rate is increased. As minimum rates are planned to increase over a number of years, specific communication on this should be targeted at this group.

Within each stakeholder group there will be a range of socio-economic factors that will be considered through a capacity-to-pay analysis and report, this will further inform not only the affordability of any SRV, but also may provide further insight to improve the consultation plan and key messages.

## 2 Approach

### 2.1 Engagement complexity


The level of complexity for this engagement activity is defined as 'high impact – city wide' under the Council's Community Engagement Strategy. That means that the issues will have a real or perceived impact across the whole city. The issue has the potential to create controversy and has a high level of potential community interest.



## 2.2 Levels of engagement

The level of engagement is defined from the IAP2 Spectrum of Public Participation in the figure below, also included in the Council’s Community Engagement Strategy. This spectrum outlines the level of engagement required depending on the purpose and desired outcome of the project.

Figure 1 IAP2 Spectrum of Public Participation<sup>2</sup>

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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To meet the assessment criteria for an SRV application, Council must:

1. Demonstrate that the **need and purpose** of a different rate path for the council’s General Fund is clearly articulated and identified in council’s Integrated Planning and Reporting (IP&R) documents.
2. Evidence that the **community is aware** of the need for and the extend of a rate rise.
3. Show that the **impact on affected ratepayers** is reasonable
4. Exhibit, approve and adopt the relevant **IP&R documents**.
5. Explain and quantify the **productivity improvements and cost containment** strategies in its IP&R documents and/or application.
6. Addressed any other matter that IPART considers relevant.

<sup>2</sup> International Association for Public Participation (IAP2) Australasia, 2018. *IAP2 Spectrum of Public Participation*. Retrieved from: [https://iap2.org.au/wp-content/uploads/2020/01/2018\\_IAP2\\_Spectrum.pdf](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf).



To meet criterion two, Council would only need to undertake engagement at the “inform” level, but a “consult” level would ensure it more fully meets criteria one and four.

The LTFP adopted in June 2022 does include some sensitivity analysis of the impact on General Fund demonstrating persistent deficits, but it did not model any SRV options. The 2022-26 Delivery Program indicates Council’s intention to model and consult on potential SRV options at the end of 2022. These steps are expected to partly meet criteria one and four of the SRV assessment criteria. To more fully meet these criteria, it is proposed that an updated LTFP model, which includes the SRV options and base case from 2023-24, be exhibited, approved and adopted by Council in parallel to this community engagement process.

As a result, this community engagement plan is drafted to meet both the **inform** and **consult** levels of engagement. This means that Council will provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and preferred solution, and to obtain the public’s feedback on analysis and alternatives. Council will keep the public informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision made by Council.

### 2.3 Engagement mechanisms

Given the complexity of the project and proposed level of engagement, the Council’s Community Engagement Strategy outlines the following as possible mechanisms for community engagement:

- designated telephone hotline
- e-newsletters and other email campaigns (CCB E-news, Rhodes E-news, and Business Update)
- printed communication collateral
- computer-based polling
- telephone surveys/polls
- internet surveys
- events
- social media.

This community engagement will operate in two phases:

1. Inform: to raise awareness and inform all stakeholder groups of the options being considered
2. Consult: to seek considered community feedback on these options to inform the Council in their final deliberations on a potential SRV application.

It will also seek to include both push and pull engagement mechanisms in each phase:

- Push mechanisms will actively get information from the Council into the public, for example – media releases, e-newsletters, newspaper notices, surveys.
- Pull mechanisms will provide places and resources that members of the public can seek out to further inform themselves or provide feedback, for example – websites, telephone hotlines, events.



The proposed mechanisms to be used for this engagement are outlined in the table below.

**Table 2 Engagement mechanisms**

Mechanism	Phase of consultation	Push or pull mechanism	Reach (stakeholder groups)
Translated information on Collaborate pages using Localize	Inform	Push	Stakeholders from all groups with ESL
Canada Bay Newsletter - September and October 2022	Inform	Push	All
Postcards in all Council venues	Inform	Push	All
E-mail to – Collaborate database and Business Newsletter	Inform	Push	Separate communications for residents and businesses.
E-newsletters: CCB news online (Sept & Oct) Rhodes enews (Sept & Oct) What's On enews (Sept & Oct) Library enews (Oct)	Inform	Push	All
Translated advertisements in CALD newspapers La Fiamma (Sept & Oct) Daily Chinese Herald (Sept & Oct) Sydney Korean Herald (Sept & Oct)	Inform	Push	CALD community
Media interviews	Inform	Push (where requested by local media)	All
Collaborate Canada Bay page (host survey and feedback options)	Inform and consult	Pull	All
Reference materials for Council call centre and customer service teams	Inform	Pull	All
Online forums – business and community sessions	Consult	Push	All
Councillor information sessions	Inform	Push	Councillors
Face-to-face forum	Consult	Push	All

These external community engagement mechanisms will be coupled with internal communications to inform all staff about the proposed SRV options and process and provide them with information to direct questions from members of the public that may arise in their day-to-day interactions. This will include:

- a manager's briefing pack
- updates in staff e-news.



## 2.4 Roles and responsibilities

The roles of councillors, Council officers and Morrison Low in the engagement process are defined in the table below.

Table 3 Roles and responsibilities

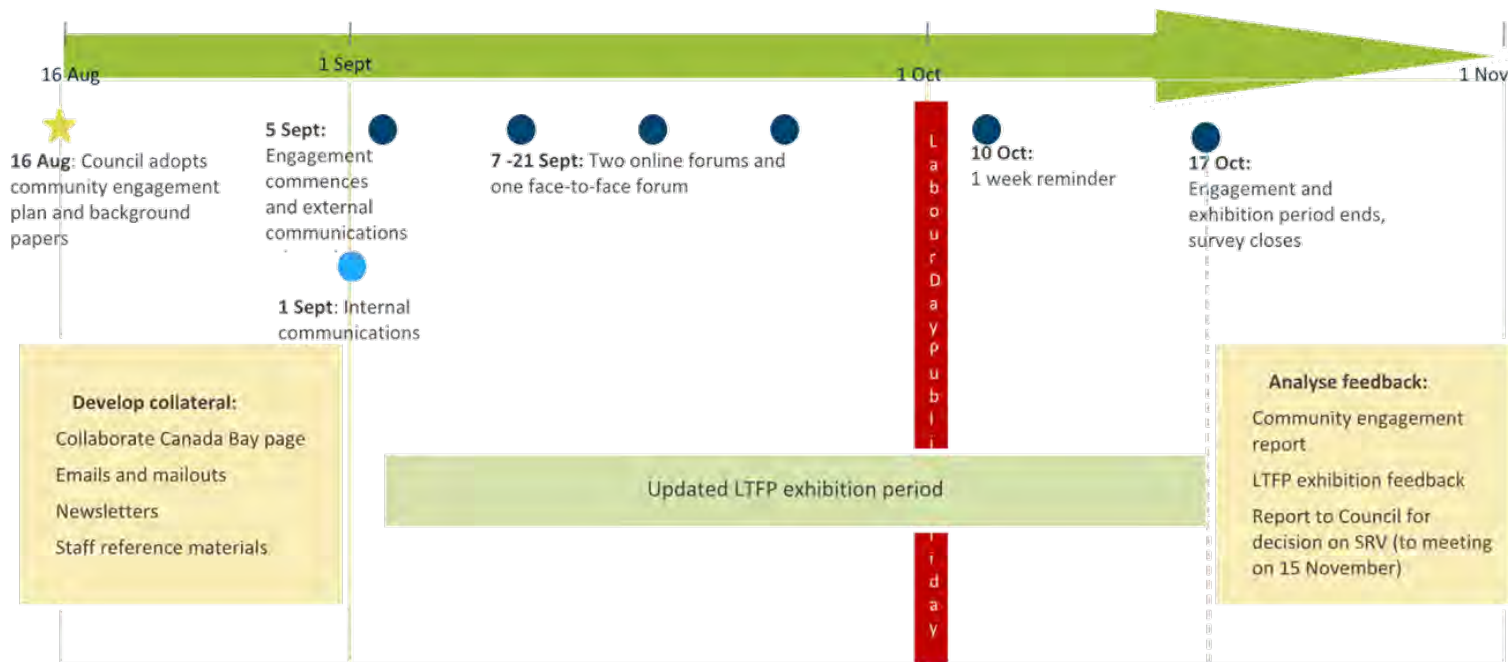
Role	Responsibility
Morrison Low	<ul style="list-style-type: none"> <li>Develop background papers</li> <li>Facilitate public forums</li> <li>Project manage the community engagement process</li> <li>Prepare report on community engagement outcomes</li> </ul>
Canada Bay communications and engagement team	<ul style="list-style-type: none"> <li>Develop collateral for the various written mechanism</li> <li>Publish and release materials in line with this community engagement plan, including internal communications</li> <li>Monitor and review community engagement outcomes, recommend adjustments to the plan as required</li> </ul>
Canada Bay CFO and finance team	<ul style="list-style-type: none"> <li>Support the development of background papers and other collateral with financial analysis and modelling</li> <li>Manage the exhibition process and finalisation of the updated 2023-24 LTFP (which includes SRV options)</li> </ul>
Canada Bay executive and management team	<ul style="list-style-type: none"> <li>Brief staff on SRV options, process and community engagement activities</li> </ul>
Canada Bay councillors	<ul style="list-style-type: none"> <li>Approve community engagement plan</li> <li>Participate in media interviews and public forums, where required</li> </ul>
Canada Bay Chief Executive Officer	<ul style="list-style-type: none"> <li>Endorse community engagement plan, approve any adjustments to community engagement process as required</li> <li>Participate in media interviews and public forums, where required</li> </ul>
Canada Bay Director Corporate Services	<ul style="list-style-type: none"> <li>Endorse community engagement plan</li> <li>Monitor community engagement process and approve adjustments as required.</li> </ul>

## 2.5 Timeline

The high-level timeline, with key milestones, is mapped out in the figure on the following page. Further detail on tasks and dependencies is provided in the supporting action plan.



Figure 2 Community engagement timeline





### 3 Action plan

Table 4 Action plan

Ref	Action	Responsible	By when	Dependency
1	Draft content for CCB news (physical newsletter) <sup>3</sup>	Communications team	24 Aug 2022	
2	Prepare FAQ document	Communications team	16 Aug 2022	
3	Prepare Service, Delivery and Infrastructure Improvement document	Communications team	19 Aug 2022	
4	Establish Collaborate Canada Bay page with basic information (to be made available to the public pending Council Meeting outcome)	Engagement team	16 Aug 2022	
5	Develop basic information for call centre and customer service staff (to be circulated pending Council Meeting outcome)	Engagement team	16 Aug 2022	
6	Council resolves to proceed to community consultation on an SRV	Council	16 Aug 2022	
7	Approve SRV CCB content for release into production	CEO/Director Corp Services	17 Aug 2022	1, 2
8	Draft copy for website(s), infographic, newsletters, e-mails, briefing packs, and physical collateral	Communications team	24 Aug 2022	2
9	Develop reference material for call centre and customer service staff	Communications team	24 Aug 2022	2
10	Update Collaborate Canada Bay page with consultation information	Engagement team	24 Aug 2022	2
11	Schedule three public forums (one face-to-face, two online, one of which with a focus on business stakeholders)	Engagement team	24 Aug 2022	2
12	Approve all content for community engagement	CEO/Director Corp Services	26 Aug 2022	4, 5, 6, 7
13	Brief managers on SRV process	CEO/Director Corp Services/CFO	29 Aug 2022	9

<sup>3</sup> CCB News content deadline 8 Aug 2022 for the newsletter distributed from 29 Aug 2022. As Council will not have approved to proceed to community engagement for a potential SRV until 15 Aug 2022, this plan recommends a draft is developed for this newsletter in advance of the council meeting, but final approval will only be given for the SRV content to be included in the CCB News after the council meeting and only if Council resolve to proceed to community engagement stage.





Ref	Action	Responsible	By when	Dependency
14	Release internal communications via Staff News	Communications team	1 Sep 2022	10
15	Brief call centre and customer service staff (providing reference materials)	Communications team	1 Sep 2022	10
16	SRV page on Collaborate Canada Bay available to the public (or updated with consultation information)	Communications team	5 Sep 2022	7, 9
17	Publish community newsletters with SRV details: <ul style="list-style-type: none"> <li>• Rhodes E-news</li> <li>• CCB E-news</li> <li>• Business News</li> <li>• CCB News print newsletter</li> <li>• Sustainable Living</li> <li>• Collaborate database</li> </ul>	Communications team	5 Sep 2022 13 Sep 2022 5 Sep 2022 18 Aug 2022 5 Sep 2022 5 Sep 2022	9
	Postcards printed and delivered to all Council venues	Engagement and communications team	12 – 16 Sep 2022	
18	Schedule and manage any media interviews requests	Communications team	5 Sep - 17 Oct 2022	14
19	Facilitate forums	Morrison Low	7-21 Sep	8
20	Reminder of SRV community engagement (closing 18 Oct): <ul style="list-style-type: none"> <li>• Rhodes E-news</li> <li>• CCB E-news</li> <li>• Business Update</li> <li>• CCB News print newsletter</li> </ul>	Communications team	10 Oct 2022 11 Oct 2022 10 Oct 2022	9
21	Close engagement, exhibition of updated LTFP and gather all community feedback	Communications team	18 Oct 2022	
22	Analyse public exhibition feedback and draft community engagement report	Morrison Low	18 Oct - 31 Oct 2022	19
23	Finalise updated LTFP based on feedback over exhibition period	Finance team	18 Oct - 31 Oct 2022	19



### 3.1 Measures of success

A final community engagement report will be produced to document the outcomes of the engagement process, but also to clarify the extent to which the community engagement activities reached all relevant stakeholder groups. Measures to understand the level of reach and participation in the engagement process will include:

- SRV-related inquiries through the call centre and customer service teams
- number of submissions to the Long Term Financial Plan public exhibition
- number of page 'clicks' to the Collaborate Canada Bay site.

Where feasible, measures of success would also include documenting key demographics of participants to ensure that it is both representative of the Canada Bay community and engagement activities have reached groups that can sometimes be hard to reach, such as young people, seniors, culturally and linguistically diverse (CALD), people with disabilities and LGBTQI+.

## 4 Key messages

The key messages for the community should clearly communicate what is not negotiable and what aspects are open for community feedback to inform the decision-making process.

Non-negotiables include:

- the legislative requirement for the Council to employ sound financial management principals
- the current core deficits in the General Fund need to be addressed, targeting small surpluses over time to ensure the ongoing financial sustainability of the Council.

Community feedback is sought to understand:

- the level of service increases the community expects from the Council and the level of rate increase that the community is willing to absorb to fund these increases
- the level of minimum rates increase that would meet expectation of equity in distribution of the rates burden across the LGA.

In order to support these key messages and the development of collateral for the community engagement activities, two background papers will be developed:

1. Background paper on the SRV, outline the need and analysis.
2. A capacity to pay report which will investigate, analyse and report on the community's capacity to pay against Council's rating categories and proposed SRV. This includes research of specific residential/business/industry across the LGA and will undertake a range of comparisons and assessments of information for areas/locations within the LGA, and associated land use.
3. An updated LTFP and financial sustainability analysis that will demonstrate the impact of the SRV options on the ongoing financial sustainability of the Council.



In addition to these background papers, key messages in any community communications and collateral will include:

- how community members can seek further information or have their questions answered
- how community members can provide their feedback on the SRV and minimum rate increases proposed
- what to expect after the community engagement activity is completed, including IPART's public submission and assessment process.

#### 4.1 Frequently asked questions

A set of frequently asked questions (FAQs) and their responses will be developed for this engagement process. While every effort is made to ensure that this is a complete list of FAQs at the commencement, these questions will be regularly reviewed and updated throughout the engagement process.

The below is a starting list of the questions we expect to develop for the FAQs:

- IPART releases 2023-24 base rate peg (added in following release on 29 September 2022)
- What will the proposed variation cost for residents and businesses?
- Why does Council need to apply for a Special Rate Variation?
- What services and improvements will the SRV fund
- Does this SRV impact rates for businesses or residents or both?
- How significant is this rise compared to other Councils?
- What do other Councils pay in rates?
- Will my rates rise in increments or all at once?
- Why increase minimum rates?
- What are my rates spent on?
- What is the total annual variation proposed?

## 5 Monitoring and risk

### 5.1 Monitoring

During the consultation process, the level of engagement will be monitored by Morrison Low and the Council's communications and engagement team.

Any proposed adjustments to the plan will be approved by Director Corporate Services and CEO before implementation.



## 5.2 Risk assessment

The table below documents the key risks associated with this community engagement. The risk ratings are assessments of the residual risk after the documented risk responses are implemented.

Table 5 Risk assessment

Risk	Risk response	Residual likelihood	Residual consequence	Residual risk rating
Engagement doesn't meet IPART assessment criteria.	Engagement plan and activities analyse and integrate requirements to meet criteria.	Low	Medium	Low
Community conflate current ICAC investigation with need for an SRV.	Key messages and FAQs to clarify that these are NOT related.	Medium	Medium	Medium
Impact on ratepayers of raising rates at a time of increasing inflation and cost of living pressures.	Capacity to pay analysis to understand the impacts of rate increase on community. Key messages around Canada Bay delaying SRV to do efficiency improvement first and comparison of increased rates with other councils. Key messages to understand service increases that will be maintained/implemented with rates funding.	Medium	Medium	Medium
Timing of rates increase close to next local government election.	Key messages on the Council's obligation for sound financial management principles and need for the SRV.	Medium	Medium	Medium



**Appendix B     Sample information provided on the SRV**



Collaborate Canada Bay page on the SRV

[Special Rate Variation | Collaborate Canada Bay \(nsw.gov.au\)](https://www.nsw.gov.au/srv/collaborate-canada-bay)

This community consultation has been stopped for feedback. A Council report will be presented at the Tuesday, 13 November 2022 meeting regarding Council's application for the Incremental Pricing and Regulatory Tribunal (IPRT). To read more about Council Meetings, including the remaining agenda and attachments, visit [here](#).

**SECURING Our Future**

To maintain and invest infrastructure and services through future for our community, we need to invest. As part of this work the City of Canada Bay is working with our community to fund a Special Rate Variation (SRV) that will fund investment in services and infrastructure for public assets.

The SRV will be used to fund a range of infrastructure and services for our community. The SRV will also contribute to a special levy on property in our area to fund a range of services for our community.

**Special Rate Variation - community information forum**

Did you miss our information forum? Watch the presentation below or learn about the Special Rate Variation.

**Do you have a question?**

Call our customer service team and ask for either:

- Technical financial services - Finance Manager
- Mark Worthing, and his team
- General enquiries - Community Engagement Coordinator, Saeed Odeh



## Ways to have your say

### Have Your Say

We are seeking feedback on our Special Rate Variation as well as our Long Term Financial Plan. You can provide feedback in the following ways:



#### Provide feedback below

We are taking feedback on the Long Term Financial Plan (LTFP) as well as the Special Rate Variation (SRV).

[Scroll down](#)



#### Attend an information forum

We are hosting 3 forums to discuss the SRV with the community. Sign up below

[Register here](#)>



#### Call or email us

Call 9911 6555 or email  
[council@canadabay.nsw.gov.au](mailto:council@canadabay.nsw.gov.au)

[Click here to email](#)>



#### Send feedback by mail

Locked Bag 1470, Drummoyne NSW  
1470



#### Review a printed copy

The Long Term Financial Plan will be available to view at:

- Concord Library: 60 Flavelle Street, Concord 2137
- Five Dock Library: Level 1, 4-12 Garfield Street, Five Dock 2046
- Drummoyne Civic Centre: 1A Marlborough Street, Drummoyne 204



The SRV Flyer

The flyer was available on the website and included in the mail out to residents.

**SECURING Our Future**

- Keeping our City beautiful \$400k
- Environmental sustainability \$650k
- Community services \$650k
- Planning for our City \$1.1m
- Improved customer service \$850k
- Maintaining our assets \$1.7m
- Improving our infrastructure \$2.9m

**To maintain our local infrastructure and secure a bright future for our residents and businesses, for the first time ever, the City of Canada Bay is engaging with our community about a Special Rate Variation (SRV) that will fund increases in services and improvement to public assets.**

A Special Rate Variation to help Council build a bright future for our community

This proposal will fund \$3 million of maintenance and renewals for local footpaths, town centres, green spaces and buildings per year. It will also provide \$5 million for improved Council services such as a commitment to reduce DA processing times, better community services, improved customer service and more resources for keeping our City clean.

Historically, City of Canada Bay residents and businesses have paid lower rates on average than residents and businesses in neighbouring Councils. Following this proposed variation, that will still be the case.

For more info head to [collaborate.canadabay.nsw.gov.au/srv](https://collaborate.canadabay.nsw.gov.au/srv)

What will the SRV cost?	2023-24	2024-25	2025-26	2026-27
Minimum rate payer per week	\$2.27	\$1.43	\$1.46	\$1.51
Residential property with land value of \$1.5 million per week	\$4.18	\$0.78	\$0.80	\$0.82
Businesses with land value of \$1.2 million per week	\$7.08	\$1.40	\$1.52	\$1.55

The above table reflects an average total increase of 32.5% over four years, including the forecast rate peg approved by IPART.





### Frequently Asked Questions

See following page.



## Special Rate Variation - Frequently Asked Questions

### What is a Special Rate Variation?

A special rate variation allows a council to increase its general income above the rate peg (forecasted increase), under the provisions of the Local Government Act 1993 (NSW). Special variations can be for one or several years and can be temporary or permanently retained in the rates base.

### What will the proposed variation cost for residents and businesses?

To secure the future of our services and assets and ensure our Council is ready for the future, the City of Canada Bay is engaging with our community on a Special Rate Variation (SRV).

For residents who own a property with land value of \$1.5 million the variation of rates equates to \$3.31 per week in addition to the forecast rate peg in 2023-24 with no further increase in the following years aside from the rate peg.

Weekly Increases	2023/24	2024/25	2025/26	2026/27	Cumulative
Increase from the forecast rate peg	\$0.87	\$0.78	\$0.80	\$0.82	\$3.27
Increase from SRV above the forecast rate peg	\$3.31	\$0.00	\$0.00	\$0.00	\$3.31
Total (including forecast rate peg)	\$4.18	\$0.78	\$0.80	\$0.82	\$6.58

For residents paying the minimum rate, the weekly increase is \$4.82 over the forecast rate peg.

Weekly Increases	2023/24	2024/25	2025/26	2026/27	Cumulative
Increases from the forecast rate peg	\$0.48	\$0.42	\$0.45	\$0.50	\$1.85
Minimum rate increase above forecast rate peg	\$1.79	\$1.01	\$1.01	\$1.01	\$4.82
Total (including forecast rate peg)	\$2.27	\$1.43	\$1.46	\$1.51	\$6.67



**For businesses with land value of \$1.2 million, the proposed variation of rates would equate to \$6.30 per week in 2023/24 in addition to the forecast rate peg with no further increase in the following years aside from the rate peg.**

Weekly Increases	2023/24	2024/25	2025/26	2026/27	Cumulative
Increase from the forecast rate peg	\$1.68	\$1.49	\$1.52	\$1.56	\$6.25
Increase from SRV above the forecast rate peg	\$6.30	\$0.00	\$0.00	\$0.00	\$6.30
Total (including forecast rate peg)	\$7.98	\$1.49	\$1.52	\$1.56	\$12.55

**Following the proposed Special Rate Variation, in 2026/27 City of Canada Bay residents would pay less on average than Hunters Hill, Burwood, Lane Cove and Inner West Councils, with only Ryde and Strathfield Council residents paying lower rates – and this is assuming these councils do not apply for any variation of their rates above the rate peg in the coming four years.**

**Following the proposed Special Rate Variation, our local businesses would in 2026/27 pay less than Burwood, Lane Cove, Inner West, Ryde and Strathfield Councils following this variation. Only Hunters Hill Council will have lower rates on average for businesses and this also assumes these Councils do not apply for a variation above the rate peg.**

**The rate peg is an annual increase to Council rates across NSW, determined by the NSW Independent Pricing and Regulatory Tribunal, which accounts for inflation and is based on the increase in cost of a selection of goods and services that NSW councils purchase.**

**Why does Council need to apply for a Special Rate Variation?**

**To secure the future of our services and assets and ensure our Council can resource our community's vision for the future of our area, the City of Canada Bay requires a Special Rate Variation (SRV).**

**To date, the City of Canada Bay has never applied for a Special Rate Variation. We are proud to have provided excellent services and infrastructure for our growing community over the past two decades without the need for a SRV, however significant past population growth and expanding future needs now require Council to secure our future by planning for a SRV.**



**The decision to consult with our community about a SRV has been taken following years of planning and financial modelling. The variation in rates will work in parallel with an ongoing program of internal review and productivity improvements, which has identified \$1.7 million of annual savings, to ensure our organisation's proud record of financial sustainability will continue into the coming decades.**

**A rate variation will not result in our residents and businesses paying higher rates than our neighbouring councils, in fact the City of Canada Bay's average rates will continue to be lower than the majority of local councils that neighbour our LGA.**

**If successful, what will the Special Rate Variation fund?**

Service Area	Purpose of service increase	Operational per year (\$000)	Capital per year (\$000)
Buildings and trade maintenance	Increase maintenance and management of buildings	\$590	
Cleansing operations for public areas	Expand town centre cleaning and footpath sweeping	\$400	
Community services	Expansion of Community Development services	\$500	
Environmental sustainability	Enhanced biodiversity programs	\$155	
Environmental sustainability	Enhanced environmental sustainability services	\$130	
Environmental sustainability	Increase in funding to implement Climate Risk Strategy	\$120	
Governance	Increase in resources for Internal Audit, Risk and Governance	\$200	
Information systems	Renewal and systems expansion for Information Technology		\$250
Other	Business improvement programs - project management, systems and processes	\$400	
Place Management	Increase resources to deliver a Cultural Plan	\$150	
Road maintenance services	Expand Footpath Management program	\$220	
Sports fields and golf courses/garden services and bushcare	Increase resources for Open Space assets	\$670	
Statutory planning	Increase resources to reduce assessment times for Development Applications	\$300	
Strategic planning	Deliver commitments under State-led strategies (Rhodes and Parramatta Road corridor)	\$600	



Strategic asset management	Increased resources to renew assets including Roads, Footpaths and Seawalls		\$2,900
Strategic asset management	Increased resources to maintain and renew drainage assets	\$100	\$150
Traffic and transport	Increase resources for Strategic Traffic Management	\$200	
Tree services	Expand Tree Maintenance and Management service	\$245	
Total		\$4,980	\$3,300
<b>Grand Total</b>			<b>\$8,280</b>

**Does this SRV impact rates for businesses or residents or both?**

**Rates for residents and business would be increased as a result of the Special Rates Variation.**

**Historically, City of Canada Bay residents and businesses have paid lower rates on average than residents and businesses of our neighbouring councils. Following this proposed variation, that will still be the case.**

**Following the proposed Special Rate Variation, in 2026/27 City of Canada Bay residents would pay less on average than Hunters Hill, Burwood, Lane Cove and Inner West Councils, with only Ryde and Strathfield Council residents paying lower rates – and this is assuming these Councils do not apply for any variation of their rates above the rate peg in the coming four years.**

**Our local businesses would in 2026/27 still pay less than Burwood, Lane Cove, Inner West, Ryde and Strathfield Councils following this proposed variation. Only Hunters Hill Council will have lower rates on average for businesses and this also assumes these councils will not apply for a variation above the rate peg.**

**For residents on our minimum rate, this increase would be \$1.80 per week in 2023/24, followed by an increase of \$1 per week in the following three years, with all increases being in addition to the rate peg.**

**As another example, for residents who own a property with land value of \$1.5 million the variation of rates equates to \$3.30 per week in addition to the rate peg in 2023/24 with no further increase in the following years aside from the rate peg.**



**For businesses with land value of \$1.2 million, the variation of rates would equate to \$6.30 per week in 2023/24 in addition to the rate peg with no further increase in the following years aside from the rate peg.**

**The rate peg is an annual increase to Council rates across NSW, determined by the NSW Independent Pricing and Regulatory Tribunal, which accounts for inflation and is based on the increase in cost of a selection of goods and services that NSW councils purchase.**

**How significant is this rise compared to other Councils?**

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**Historically, City of Canada Bay residents and businesses have paid lower rates on average than residents and businesses of our neighbouring Councils. Following this proposed variation, that would still be the case.**

**In 2026/27, following this Special Rate Variation, City of Canada Bay residents will pay less on average than Hunters Hill, Burwood, Lane Cove and Inner West Councils, with only Ryde and Strathfield Council residents paying lower rates – and this is assuming these councils do not apply for any variation of their rates above the rate peg in the coming four years.**

**Following the proposed Special Rate Variation, our local businesses would in 2026/27 pay less than Burwood, Lane Cove, Inner West, Ryde and Strathfield Councils following this variation. Only Hunters Hill Council will have lower rates on average for businesses and this also assumes these Councils do not apply for a variation above the rate peg.**

**The rate peg is an annual increase to Council rates across NSW, determined by the NSW Independent Pricing and Regulatory Tribunal, which accounts for inflation and is based on the increase in cost of a selection of goods and services that NSW councils purchase.**

**What do other Councils pay in rates?**

**The following tables project the average rates for residents and businesses in the City of Canada Bay and in surrounding local Councils in 2026/27.**

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**Please note these projections assume that all other Councils will not apply for a Special Rate Variation over the course of the next four years.**



### Average residential rates 2026–27

Rank	Council	Avg rate (2026–27)
1	Hunters Hill	\$2,269.99
2	Burwood	\$1,573.19
3	Lane Cove	\$1,461.31
4	Inner West	\$1,419.96
5	Canada Bay	\$1,357.48
6	Ryde	\$1,239.46
7	Strathfield	\$943.18

### Average business rates 2026–27

Rank	Council	Avg rate (2026–27)
1	Ryde	\$11,525.11
2	Burwood	\$7,536.94
3	Inner West	\$7,183.78
4	Strathfield	\$6,038.31
5	Lane Cove	\$5,466.53
6	Canada Bay	\$4,299.72
7	Hunters Hill	\$1,322.11

### Minimum residential rates 2026/27

**Minimum rates would also change as part of the City of Canada Bay's Special Rate Variation.**

**Not all councils have minimum rates, however we have projected our minimum rate increase against a number of other Sydney metropolitan councils that do have minimum rates.**

**The rates below assume that these Councils only increase their minimum rates by the rate peg, and do not apply to IPART for increases in excess of the rate peg.**



Rank	Council	Avg rate (2026–27)
1	Burwood	\$1,203.05
2	Ryde	\$1,167.23
3	Ku-ring-gai	\$1,109.61
4	Canada Bay	\$1,108.07
5	Georges River	\$1,092.71
6	Sutherland	\$1,065.62
7	Lane Cove	\$1,053.34
8	Inner West	\$957.01

**The rate peg is an annual increase to Council rates across NSW, determined by the NSW Independent Pricing and Regulatory Tribunal, which accounts for inflation and is based on the increase in cost of a selection of goods and services that NSW councils purchase.**

**Will my rates rise in increments or all at once?**

**Whilst residents and businesses will be affected differently, in total, Council is consulting with the community over a potential increase of 12.24% above the rate peg for 2023/24, 2.31% in 2024/25, 2.19% in 2025/26 and 2.08% in 2026/27.**

**This equates to a cumulative increase of 19.78% above the rate peg over four years in addition to the rate peg.**

**For residents on our minimum rate, this increase would be \$1.80 per week in 2023/24, followed by an increase of \$1 per week in the following three years, with all increases being in addition to the rate peg.**

**As another example, for residents who own a property with land value of \$1.5 million the variation of rates equates to \$3.30 per week in addition to the rate peg in 2023/24 with no further increase in the following years aside from the rate peg.**

**For businesses with land value of \$1.2 million, the variation of rates would equate to \$6.30 per week in 2023/24 in addition to the rate peg with no further increase in the following years aside from the rate peg.**





**The rate peg is an annual increase to Council rates across NSW, determined by the NSW Independent Pricing and Regulatory Tribunal, which accounts for inflation and is based on the increase in cost of a selection of goods and services that NSW councils purchase.**

---

#### **Why increase minimum rates?**

---

**To date, the City of Canada Bay has never applied for a special variation to minimum rates. There are important reasons to do so now in order to make our rates more equitable and to ensure we are sustainable and equipped fit for the future.**

**As rates are calculated on land values, there can be a significant difference between the rates calculated for a house and a unit.**

**For example a 4-bedroom unit in a waterfront development which has sold for \$4 million currently would pay minimum rates. Because this unit has a lower land value than a detached dwelling which has sold for \$2.8 million, the apartment owner currently pays \$595 per annum less in rates than the owner of the detached home.**

**These differences neither reflect the relative difference in the capacity to pay for each owner, nor the costs of services that the City of Canada Bay provides to both owners.**

**As the City of Canada Bay continues to see a greater proportion of residential unit development, it must increase minimum rates to ensure services can be extended to these new developments, while not disproportionately increasing the rates burden to single house dwellings.**

**For residents on our minimum rate this proposed increase will be \$1.80 per week in 2023/24, followed by an increase of \$1 per week in the following three years, in addition to the standard rate peg.**

**The rate peg is an annual increase to Council rates across NSW, determined by the NSW Independent Pricing and Regulatory Tribunal, which accounts for inflation and is based on the increase in cost of a selection of goods and services that NSW councils purchase.**

---

#### **What are my rates spent on?**

---



**Your rates help to make the City of Canada Bay the place we love – a place to be proud of and the best local government area in Sydney to live and work.**

**They build local roads, footpaths and bike trails. They maintain our fantastic sports facilities, green spaces and 36 kilometres of beautiful foreshore. Council rates help support the older, vulnerable members of our community; babies and new parents; children and young people.**

**Your City of Canada Bay rates support the places where we come together – our libraries, community gardens, town centres, men’s sheds and community halls. They help us plan for a great future for our growing population.**

**To find out more about where your rates for 2022/23 are going, check out this year’s edition of our annual *Your Rates at Work* pamphlet.**

**Alongside our proposed application for a Special Rate Variation, to ensure we are equipped for the future the City of Canada Bay is always looking inward at our organisation to ensure we are finding productivity efficiencies wherever possible.**

**In 2018, the Council undertook a broad review of its services and implemented an ongoing improvement program to reduce costs and improve productivity. The initiatives implemented under the program so far have produced savings of \$1.7 million per year. This is already included in Council’s base case Long Term Financial Plan.**

**Council has a continuous improvement program and is implementing an ongoing service review program. It has identified further cost savings of \$80,000 and net increases in revenue of \$335,000 to be implemented.**

**More information on your rates can be found here: <https://www.canadabay.nsw.gov.au/residents/your-ho...>**

### **What is the total annual variation proposed?**

#### **Overall increase**

Year	2023-24	2024-25	2025-26	2026-27
Proposed % increase including forecast rate peg	15.49%	4.81%	4.69%	4.58%

### **What would be the impact on ratepayers?**

**\$1.5M (land value) residential**



Year	Current	2023-24	2024-25	2025-26	2026-27
Proposed % increase including forecast rate peg		15.49%	2.5%	2.5%	2.5%
Annual rate	\$1,404.23	\$1,621.75	\$1,662.29	\$1,703.85	\$1,746.45
Proposed \$ increase including forecast rate peg		\$217.52	\$40.54	\$41.56	\$42.60

### **\$1.2M (land value) business**

Year	Current	2023-24	2024-25	2025-26	2026-27
Proposed % increase including forecast rate peg		15.49%	2.5%	2.5%	2.5%
Annual rate	\$2,677.50	\$3,092.24	\$3,169.55	\$3,248.79	\$3,330.00
Proposed \$ increase including forecast rate peg		\$414.74	\$77.31	\$79.24	\$81.21

### **Minimum ratepayer**

Year	Current	2023-24	2024-25	2025-26	2026-27
Total proposed increase including forecast rate peg		15.49%	8.44%	7.98%	7.57%
Annual rate	\$761.71	\$879.70	\$953.95	\$1,030.06	\$1,108.07
Proposed \$ increase including forecast rate peg		\$118.09	\$74.25	\$76.11	\$78.01



### Community Forum Presentation

See following page.

# Special Rate Variation – Public forum

City of Canada Bay Council

September 2022



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**Prepared for:**

Ref	Date	Version	Approving Director
7624	12 Sept 2022	1.0	Greg Smith

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## Introduction

- Who are Morrison Low?
  - We are a local government focused management consultancy with expertise in helping councils address sustainability challenges.
  - Morrison Low have independently reviewed Canada Bay Council's financial position and modelled options to ensure a financially sustainable future.
- Purpose for today:
  - to inform you of the proposed Special Rate Variation (SRV) and the reasons for it
  - to provide you with an opportunity to ask question to understand the challenges facing council and the reasons for the proposal to apply for a SRV.
- By the end of this meeting you should be more informed to form and express your views on the SRV.



## Today's process

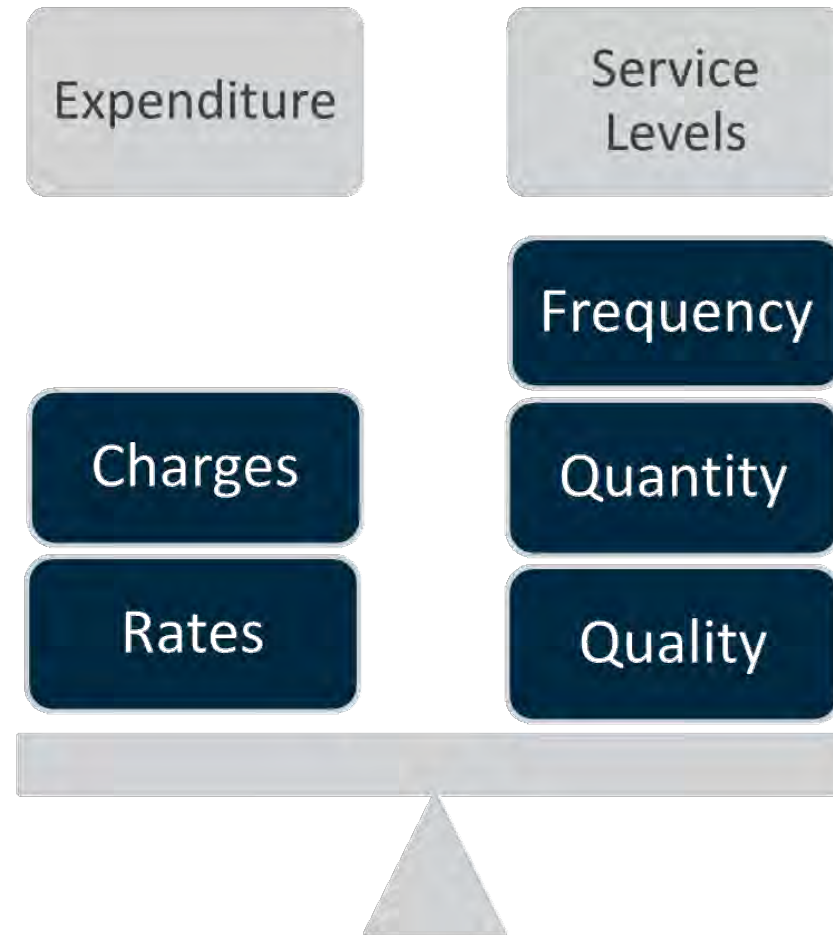
- Presentation on the Council's current financial position, the proposed SRV and minimum rates, and the impact on average rates.
- Opportunity to ask questions at the end of the presentation.
- This forum will cover:
  - Council's current financial position
  - The proposed SRV and what it will be used to fund
  - The proposed minimum rates increases
  - Impact on average rates
  - The SRV process and next steps.
- This forum is not intended to:
  - Review Council's Delivery Program or Community Strategic Plan
  - Make a decision on whether to apply for the SRV



## Council must be financial sustainable

- The Local Government Act requires councils to apply sound financial management principles
- S8(b) of the Act - Council spending should be responsible and sustainable, aligning general revenue and expenses.
- This includes:
  - achieving a **fully funded operating position**
  - **maintaining sufficient cash reserves**
  - having an appropriately **funded capital program**
  - **maintaining its asset base** 'fit for purpose'
  - having adequate resources to meet ongoing **compliance obligations**.
- **Not negotiable** - failure to meet these obligations can lead to NSW Office of Local Government intervention.

## Balancing services with resources



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## Sustainability of the General Fund

- While the Long Term Financial Plan (LTFP) base case shows a consolidated view of deficits moving into surpluses from 2024 onward, the General Fund show consistent deficits over the 10 years.
- This includes the forecast rate peg of 3.25% in 2023-24 and 2.5% thereafter. This is a typical challenge for many councils, as the rate peg doesn't keep pace with cost increases.



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## Managing the General Fund Deficit

- The deficits in the General Fund are result of costs growing faster than revenue. Inflation and wages grow faster than the rate peg.
- Council reviewed all of its services in 2018 and implemented \$1.7 million in annual savings as a result.
- A further \$415 thousand of savings have been identified and will be implemented in 2022/23.
- Council's program of service reviews will continue to look for and implement productivity and efficiency savings.

## Proposed service and asset improvements

- Council has also identified the need for further investment in priority service and asset areas.
- This will enable both improved and expanded services and lays a solid foundation following significant past population growth.

## Proposed increased services

Service Improvement	Cost (\$000 pa)
<b>Strategic Planning:</b> to deliver the State-led strategies	\$600
<b>Development Assessment:</b> to cope with increased volume of Development Applications and speed up assessment times.	\$300
<b>Parks &amp; Recreation:</b> to expand facilities inspections, maintenance, tree maintenance and management, and operations	\$1,000
<b>Roads &amp; Traffic:</b> to deliver additional maintenance and cleaning of streetscapes in population hubs	\$800
<b>Community strategies and services:</b> to improve community safety, cultural planning, biodiversity, sustainability and climate change strategies, and community services	\$1,100
<b>Corporate Services:</b> to enhance systems and processes for internal audit, risk management and business improvement.	\$600
<b>Asset Maintenance:</b> to improve maintenance of buildings and assets	\$600
<b>Increased operational expenditure on expanded services</b>	<b>\$5,000</b>

## Proposed asset renewal increases

- Council has also identified the need to increase ongoing capital expenditure of \$3.3 million to renew key infrastructure to ensure they continue to meet requirements, including the following:
  - Roads
  - Footpaths
  - Street lighting
  - Seawalls
  - Drainage
  - Community buildings and facilities, including Swimming Pools, Leisure Centre, Libraries, and parks and sport field amenities
  - Information Technology
- **\$8.3 million** has been identified to increase services and ensure asset are kept at required conditions.

## Proposed Special Rate Variation

- A special rate variation of **19.78%** over and above the forecast rate peg is proposed to ensure Council remains financially sustainable and to fund the proposed service and infrastructure expenditure increases.

	2023-24	2024-25	2025-26	2026-27	Cumulative
Forecast rate peg	3.25%	2.5%	2.5%	2.5%	11.19%
<b>Permanent increase above the forecast rate peg</b>	<b>12.24%</b>	<b>2.31%</b>	<b>2.19%</b>	<b>2.08%</b>	<b>19.78%</b>
Total increase (including forecast rate peg)	15.49%	4.81%	4.69%	4.58%	32.52%



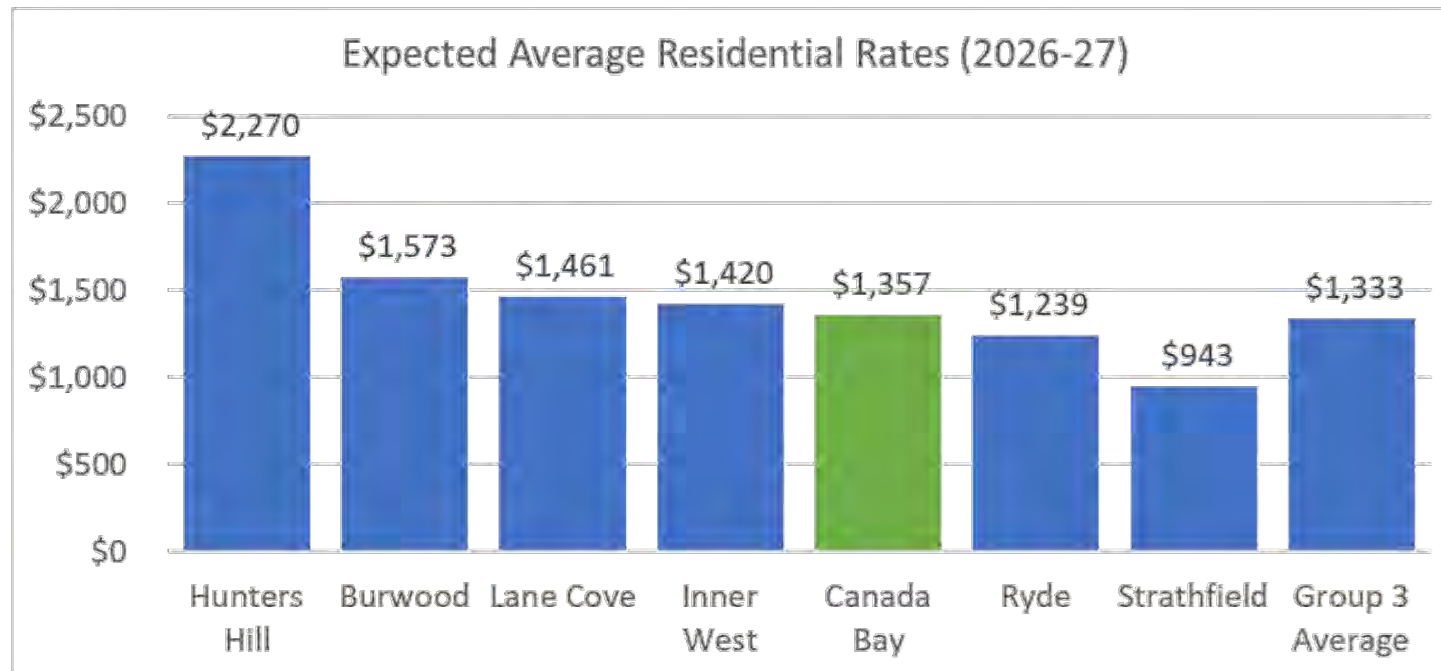
## What does this mean for residents?

- For residents who own a property with land value of \$1.5 million the variation of rates equates to **\$3.31** per week in addition to the forecast rate peg in 2023-24 with no further increase in the following years aside from the rate peg.

Weekly Increases	2023/24	2024/25	2025/26	2026/27	Cumulative
Increase from the forecast rate peg	\$0.87	\$0.78	\$0.80	\$0.82	\$3.27
<b>Increase from SRV above the forecast rate peg</b>	<b>\$3.31</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3.31</b>
Total (including forecast rate peg)	\$4.18	\$0.78	\$0.80	\$0.82	\$6.58

## Comparison to other councils – residential

- Even with the proposed Special Rate Variation, Canada Bay’s average rates remains close to the average of other comparable councils.



## Proposed Minimum Rates increase

- As rates are calculated on land values, there can be a significant difference between the rates calculated for a house and a unit. These differences neither reflect the relative difference in the capacity to pay for each owner nor the costs of services that Council provides to both owners.
- As the City of Canada Bay continues to see a greater proportion of residential unit development, it must increase minimum rates to ensure services can be extended to these new developments, while not disproportionately increasing the rates burden to single house dwellings.
- Council is proposing to increase Minimum Rates by **\$250** over and above the forecast rate peg increase. This equates to a total \$346.46 over four years when the forecast rate peg increases are included.

Total Minimum Rates	Current	2023-24	2024-25	2025-26	2026-27
Proposed minimum rate	\$761.61	\$879.70	\$953.95	\$1,030.06	\$1,108.07

## Weekly impact for minimum ratepayers

- For residents paying the minimum rate, the weekly increase is \$4.82 over the forecast rate peg.

Weekly Increases	2023/24	2024/25	2025/26	2026/27	Cumulative
Increases from the forecast rate peg	\$0.48	\$0.42	\$0.45	\$0.50	\$1.85
<b>Minimum rate increase above forecast rate peg</b>	<b>\$1.79</b>	<b>\$1.01</b>	<b>\$1.01</b>	<b>\$1.01</b>	<b>\$4.82</b>
Total (including forecast rate peg)	\$2.27	\$1.43	\$1.46	\$1.51	\$6.67

## Minimum rates comparison

- The minimum rate increase allow Canada Bay to remain comparable with other similar councils with minimum rates.



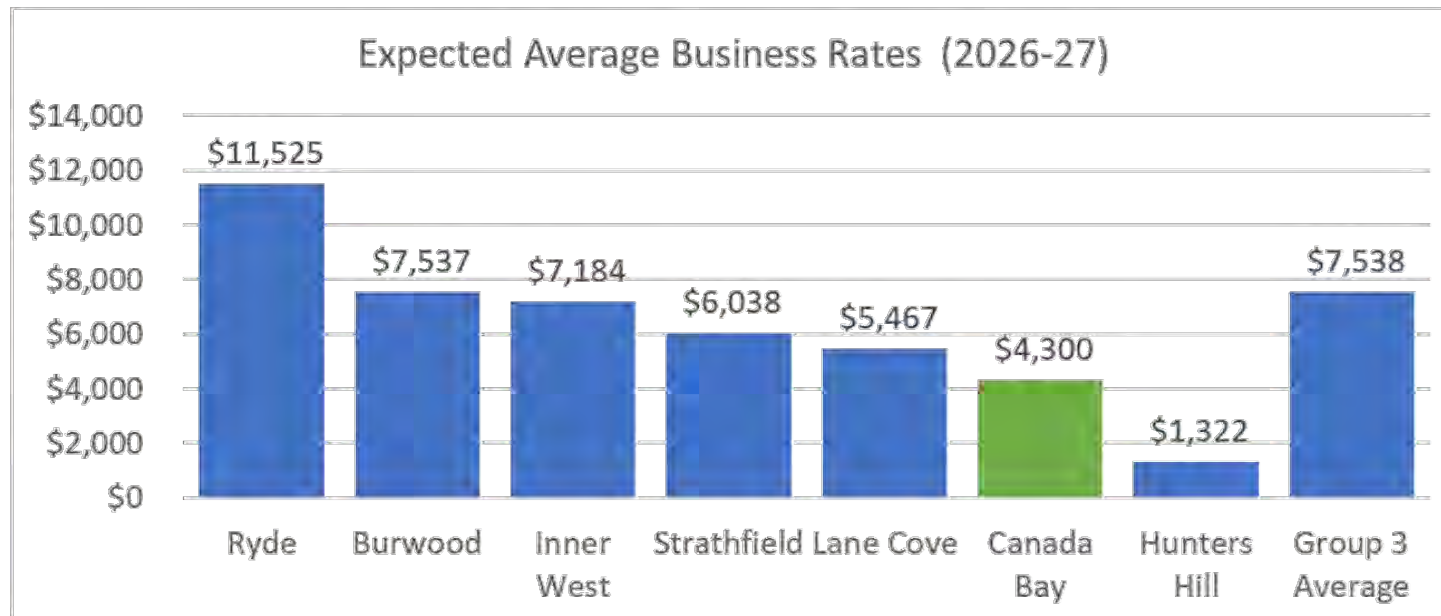
## What does this mean for businesses?

- For businesses with land value of \$1.2 million, the proposed variation of rates would equate to \$6.30 per week in 2023/24 in addition to the forecast rate peg with no further increase in the following years aside from the rate peg.

Weekly Increases	2023/24	2024/25	2025/26	2026/27	Cumulative
Increase from the forecast rate peg	\$1.68	\$1.49	\$1.52	\$1.56	\$6.25
<b>Increase from SRV above the forecast rate peg</b>	<b>\$6.30</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$6.30</b>
Total (including forecast rate peg)	\$7.98	\$1.49	\$1.52	\$1.56	\$12.55

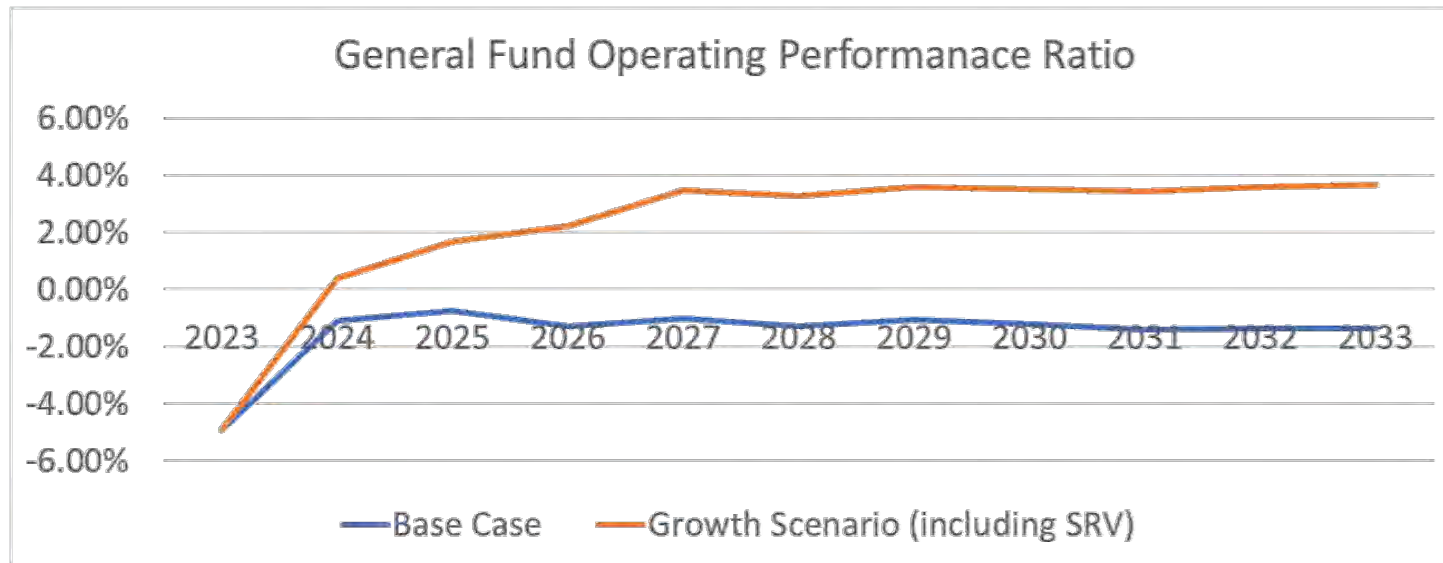
## Comparison to other councils - business

- Even after the proposed Special Rate Variation, Canada Bay's business rates remains significantly below the average of other comparable councils.



## What does it mean for Council?

- The special rate variation as proposed would enable Council to be financially sustainable in its General Fund into the future.





## What happens next

- **September & October 2022:** Community consultation on the SRV
- **November 2022:** Council will consider all submissions and decide on whether to proceed to apply for the SRV.
- **February 2023:** Council lodges the SRV application (subject to above decision).
- **Between March and April 2023:** IPART invites submissions and evaluates the application.
- **May 2023:** IPART makes its determination and Council determines if it will apply all or part of the approved SRV.

## How the SRV will be assessed?

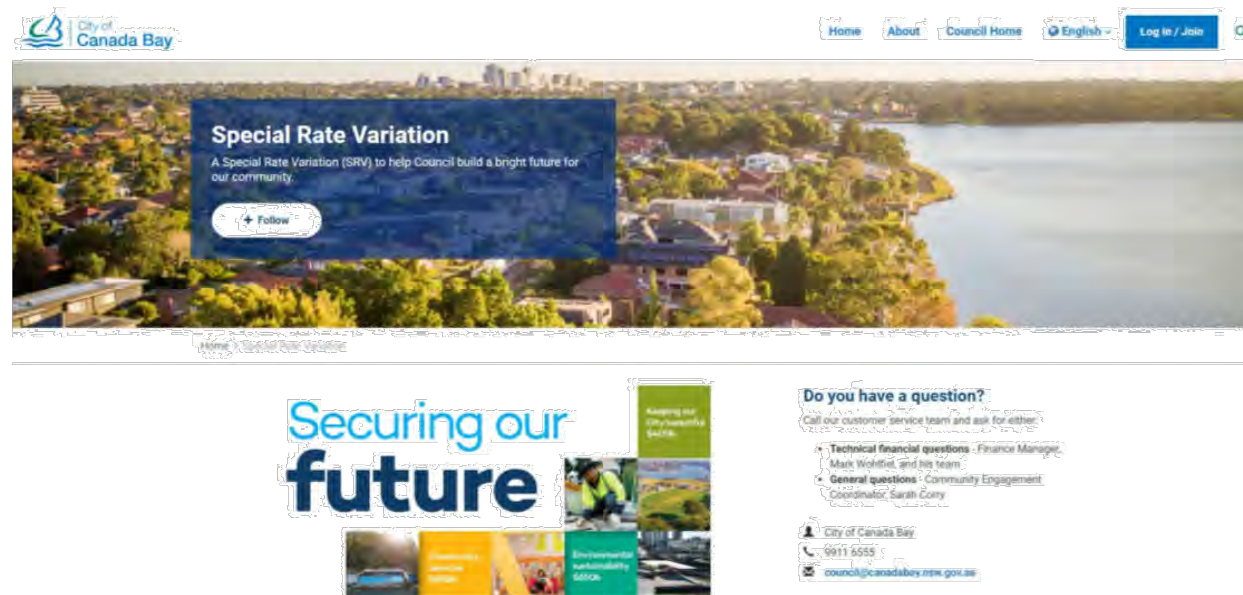
IPART assesses the SRV applications using the following criteria:

1. The **need and purpose** of a different rate path for the council's General Fund is clearly articulated and identified in council's IP&R documents.
2. Evidence that the **community is aware** of the need for and the extend of a rate rise.
3. The **impact on affected ratepayers** must be reasonable
4. The relevant **IP&R documents** must be exhibited, approved and adopted by council.
5. The IP&R documents or councils application must explain and quantify the **productivity improvements and cost containment** strategies.
6. Any other matter that IPART considers relevant.

## How to have your say?

- Find more information and provide your feedback on the SRV and/or the updated Long Term Financial Plan on Council's Collaborate Canada Bay page:

<https://collaborate.canadabay.nsw.gov.au/srv>



# Questions





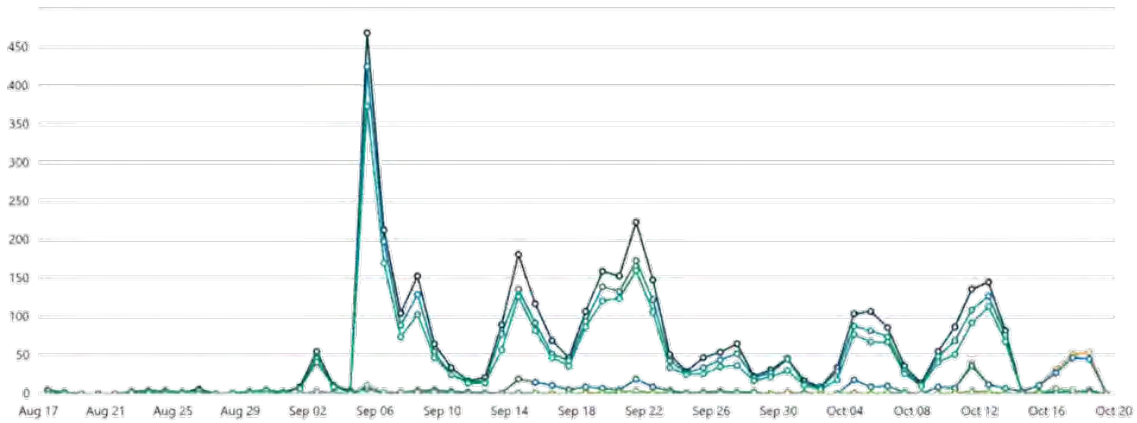
**Appendix C Collaborate website traffic and referral data**

## Collaborate Canada Bay

Report Type: Project  
Project Name: Special Rate Variation  
Date Range: 17-08-2022 - 19-10-2022  
Exported: 19-10-2022 13:17:51

### Performance Summary

Information regarding key visitation and utilisation metrics for your Site or projects.



**3,756**  
Views

**3,181**  
Visits

**2,367**  
Visitors

**412**  
Contributions

**375**  
Contributors

**65**  
Followers

**Views** - The number of times a Visitor views any page on a Site.

**Visits** - The number of end-user sessions associated with a single Visitor.

**Visitors** - The number of unique public or end-users to a Site. A Visitor is only counted once, even if they visit a Site several times in one day.

**Contributions** - The total number of responses or feedback collected through the participation tools.

**Contributors** - The unique number of Visitors who have left feedback or Contributions on a Site through the participation tools.

**Followers** - The number of Visitors who have 'subscribed' to a project using the 'Follow' button.

### Conversions

Information regarding how well your engagement websites converted Visitors to perform defined key actions.



## Participation

Information regarding how people have participated in your projects and activities.

Contributions by Activity		
Contributions by Activity is a breakdown of contributions across each tool		
Activity	Contributions	%
<input type="checkbox"/> Form	412	100%

Top Activities			
Top Activities is the top 5 tools that received the highest contributions			
Activity	Page Name	Contributions	Contributors
<input type="checkbox"/> Form	Special Rate Variation	412	375

## Projects

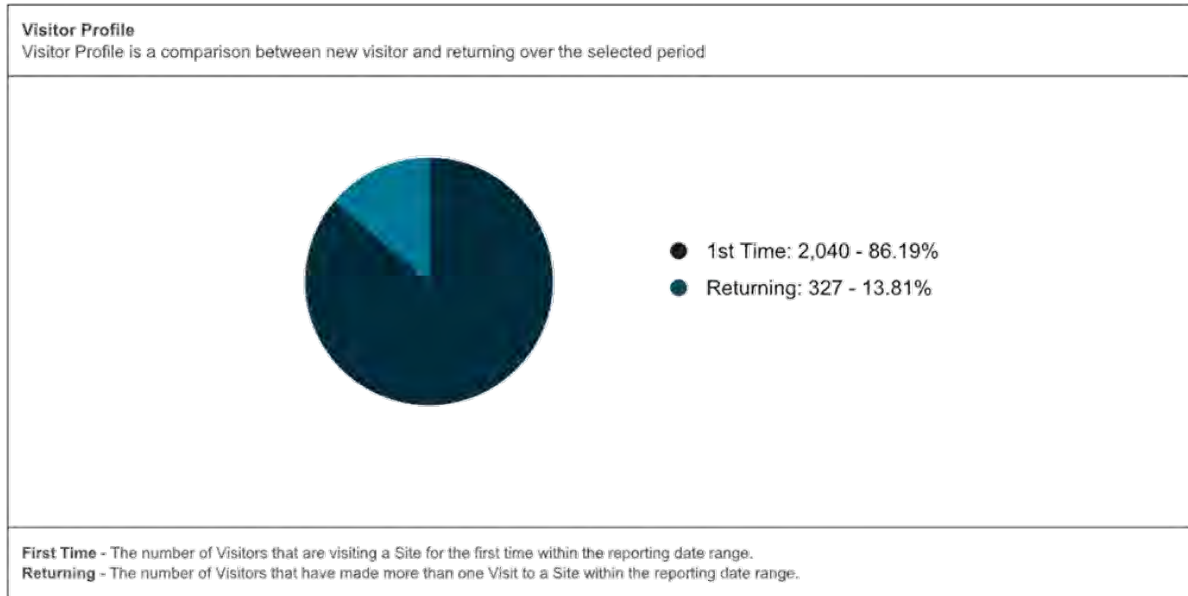
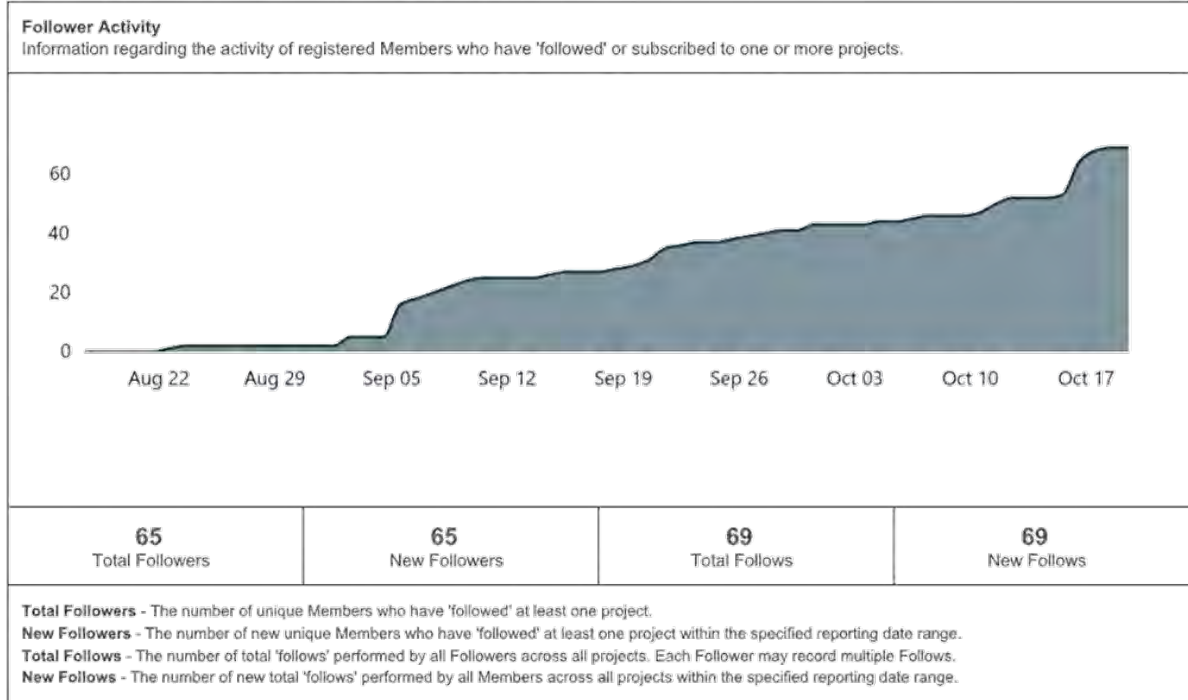
The current number and status of your Site's projects (e.g. engagement websites)

Engagement Time	
<b>4</b> Days	<b>0</b> Hours
<b>19</b> Minutes	
<b>Sep 5th 2022</b> Peak Visitation Date	<b>Wednesday</b> Peak Visitation Day

Top Visited Pages			
Summary information for the top five most visited Pages.			
Page Name	Visitation %	Visits	Visitors
Special Rate Variation	100%	3,178	2,367

**People**

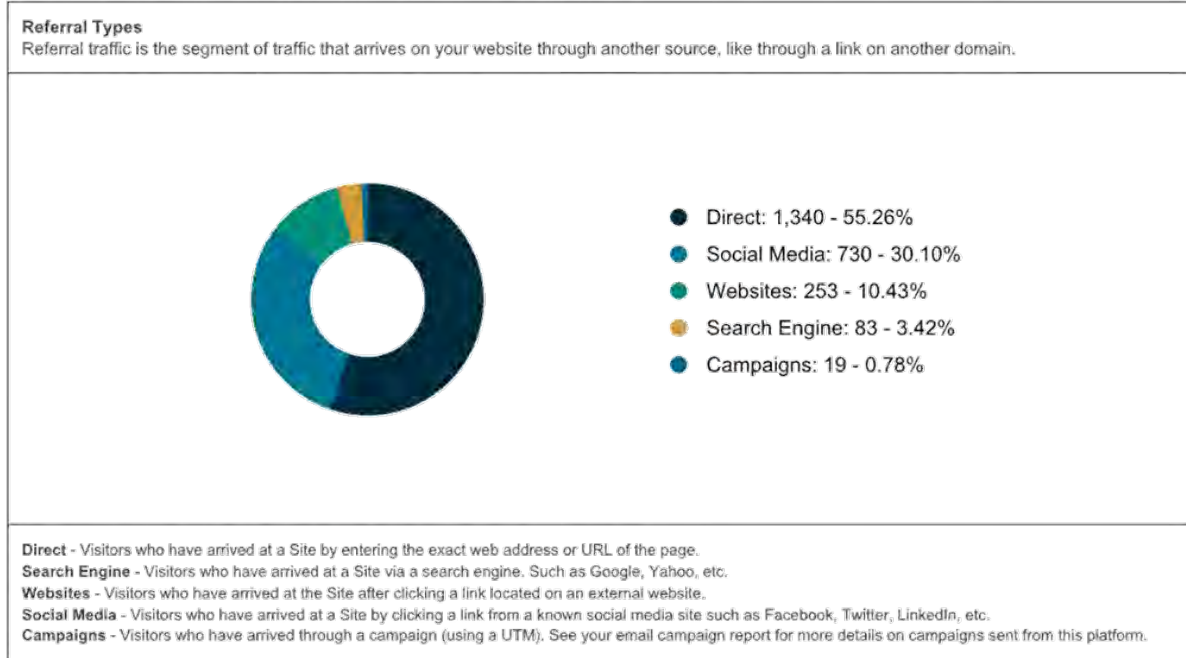
Information regarding who has participated in your projects and activities.





## Acquisition

Information regarding the method by which Visitors arrived to your Site or projects.



## Downloads




Information regarding your downloads, the total set of unique documents downloaded, total downloads of all files, and your top downloads.

 <b>21</b> Total Documents	 <b>333</b> Total Downloads
--	---

Top Downloads		
Top file downloads in your selection, ordered by the number of downloads.		
File Title	File Type	Downloads
Updated Long Term Financial Plan Final Aug 2022 v1.pdf	PDF	120
Frequently Asked Questions.pdf	PDF	100
Frequently Asked Questions.pdf	PDF	69
Frequently Asked Questions.pdf	PDF	43
Frequently Asked Questions.pdf	PDF	1

## Email Campaigns

Information regarding your email campaigns, your total campaigns, the total number of recipients, and your top campaigns by click-through rate (clicks as a percentage of total recipients).

 <b>0</b> Email Campaigns Sent	 <b>0</b> Total Recipients	 <b>0%</b> Click-through Rate
--	--	---

No Data Available

Long Term Financial Plan:  
Our Finances

2023-33:



Long Term Financial Plan Our Finances 2023-33

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Long Term Financial Plan Our Finances 2023-33

## 1. EXECUTIVE SUMMARY

### 1.1 Who We Are

The City of Canada Bay is located in Sydney's Inner West, about six kilometres from Sydney's centre. The city is bounded by the Parramatta River in the north, Inner West Council in the east, Burwood and Strathfield Council areas to the south and the City of Parramatta to the west.

The city's estimated resident population in 2021 is 98,295 people. The population of Canada Bay is forecast to reach 115,886 by 2031.

### 1.2 What Are the Challenges We Face

Similar to other councils in New South Wales, Canada Bay's annual rate income is subject to rate pegging, with each year's percentage increase determined by the Independent Pricing and Regulatory Tribunal (IPART). Council is encouraged to continually strive to achieve efficiencies and find better ways to do things. Annual expenditure levels have often been based on what Council can afford with the funding that is available.

The main challenge facing Council is the need to remain financially sustainable and able to generate sufficient funding to deliver current services and renew essential community assets. Local government costs continually increase at a higher rate than the rates and other revenue, and community expectations and environmental standards are also continually increasing.

### 1.3 What We Know

All councils are required to complete a Long-Term Financial Plan (LTFP) as part of the Resourcing Strategy that supports its Delivery Program. As part of preparing its LTFP, Council has determined where it sits – and there are some challenges ahead.

In simple terms, Council is not collecting enough money each year to adequately cover the increasing cost of normal operations and maintain the community infrastructure. However, Council can make modest productivity gains each year through its improvement program. If Council does not provide new services or uplift service levels for the services provided, it can continue to adequately invest in renewing its existing assets.

In accounting terms, Council is aiming for small operating surpluses, meaning that enough funding is collected to fund the cost of normal operations plus a share of the cost of replacing assets. This includes collecting sufficient revenue to cover the cost of depreciation which is an accounting calculation that measures the value of the community's assets consumed or used during any given year. The funds collected for depreciation enable asset renewal expenditure to be funded, thereby ensuring the community's assets do not deteriorate.

In 2021/22, Council had a budgeted operating deficit of \$1.9 million when capital revenues are excluded. These deficits continue, but reduce, over the next three years in the base case of the LTFP. The assumptions built into the base case of the LTFP also factor in the expected average population growth of 1.96% over the next ten years, as well as the average growth in the number of rate assessment of 1.27% over the same period. Therefore, Council can demonstrate financial sustainability over the medium term, but, as the 'growth' scenario demonstrates, growth in services or assets in response to community expectations would jeopardise financial sustainability.

Council is currently in a strong financial position with low debt and cash reserves of \$176 million, as at 30 June 2021. The average condition of most of Council's assets is satisfactory.

### 1.4 What are our scenarios?

Council has modelled two scenarios to see the effect of these different approaches. These are referred to as the base case, 'sustainable assets and services' (status quo), and the growth scenario, 'growth assets and services' - covered by scenario two.

The sustainable assets and services scenario, the base case, is premised on Council having its current assets fit for purpose and for Council to be in a position to deliver services to the current expected standard. Assets are critical in the delivery of Council services and if not maintained to standard, this can often lead to deterioration of asset condition and the intensification of complaints from users.

Under the base case scenario, the LTFP asset renewal program has been developed to mitigate any significant deterioration of Council's current asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of current assets. The total infrastructure renewal program for the forecast period is \$176.1 million, along with an asset maintenance program that maintains assets in a fit for purpose condition.

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The financial outcome of a sustainable assets and services scenario is that there is one year of operating deficits commencing from 2022/23, however for the forecast period Council remains marginally sustainable. This, combined with the capital expenditure program, will have an adverse impact on Council's unrestricted cash position in the initial years of the LTFP.

The growth scenario is based on meeting the growth and user demand for new assets and expanded services. The LTFP asset program of renewal and new assets has been developed with the objective of meeting growth demands of the Council area. The total infrastructure renewal program is \$209.1 million, \$33 million more than the base case.

A special rate variation (SRV) has been modelled to enable the growth scenario to be financially sustainable. The special rate variation is a cumulative 32.52% including the rate peg or 19.78% over and above the rate peg from 1 July 2023 implemented over four years. Under this growth scenario, Council will experience operating surpluses from 2023-24 when the SRV would commence.

#### In summary

Scenario one: 'sustainable assets and services' – the base case:

- broadly models the continuation of Council's services as currently provided and funds current asset renewal in accordance with the Asset Management Strategy
- includes \$1.7million annual savings from Council's improvement program.
- includes reduction in investment income and lower rates growth than previously estimated
- will continue to operate within the annual rate peg
- utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

Scenario two: 'growth assets and services' – the growth scenario:

- models a permanent special rate variation of a cumulative 32.52% including the rate peg or 19.78% over and above the rate peg from 1 July 2023 implemented over four years.
- models the level of asset renewal expenditure of \$33 million more over the LTFP period
- proposed increase in services for parks, streetscapes, community safety, and additional development and strategic planning resources.
- considers the estimated impacts of the \$7.11 program over the ten years
- utilises cash reserves and capital revenues as required to fund the planned level of asset renewals expenditure.

### 1.5 What is the proposed approach and why?

The LTFP adopted in June 2022 proposed to operate under the base case scenario 'sustainable assets and services' for 2022/23 while undertaking the following actions:

1. Detailed assessment of new assets and services, resulting developer contribution plans, associated additional services and increase in demand for current services.
2. From one above, undertake further modelling on the 'growth assets and services' scenario as more clarity is achieved over the timing and certainty of the delivery of new assets and services and the subsequent funding options for a financially sustainable Council operation.

With this work now completed, this updated LTFP proposes to operate under the growth scenario and proceed the apply for the Special Rate Variation required to deliver the increase in services and asset renewal required to meet growing demand in the area.

## 2. INTRODUCTION

The NSW Government requires councils to have:

- a Community Strategic Plan (of at least ten years)
- a Delivery Program (four years)
- an Operational Plan (one year)
  
- a Resourcing Strategy containing:
  - Long-Term Financial Plan
  - Workforce Management Plan
  - Asset Management Strategy.

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Councils are required to prepare a Resourcing Strategy for at least ten years to identify the resources it needs to implement the Community Strategic Plan. An essential element of the Resourcing Strategy is that it must include provisions for long-term financial planning.

The Long-Term Financial Plan must be for a minimum of ten years and include the following:

- the planning assumptions used to develop the plan
- projected income and expenditure, balance sheet and cash-flow statement
- sensitivity analysis and testing
- financial modelling for different scenarios
- methods of monitoring financial performance.

The Long-Term Financial Plan forecasts must be updated annually, together with preparation of the Operational Plan. On adoption of a revised Community Strategic Plan and new Delivery Program every four years, a detailed review of the Long-Term Financial Plan should be undertaken.

## 2.1 OUR future 2036

*OUR future 2036* is the community's strategic plan outlining aspirations and priorities for at least the next ten years.

Development of the plan commenced in June 2021, with an extensive community engagement program of three phases that was completed in May 2022. Through the process, the newly elected Council considered the feedback in determining the final plan. Community members were invited to 'have their say' on the future of the City of Canada Bay and over 3,000 people provided their perspectives on what they valued most, their priorities and vision for the area. A number of recurring themes arose, and these themes inform the five vision areas of *OUR future 2036*:

- connected community
- sustainable natural environment
- vibrant urban living
- infrastructure and transport
- civic leadership.

All Council's activities are aligned with these five themes and seek to achieve the aims of *OUR future 2036*. Council's Delivery Program incorporates the vision objectives and activities that will provide the programs, services and projects that ensure our residents enjoy where they live and work.

## 2.2 Purpose of the Long-Term Financial Plan

The Long-Term Financial Plan acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver on the outcomes contained in the Community Strategic Plan – *OUR future 2036*, through its Delivery Program. The Long-Term Financial Plan seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

In particular, this plan will model the financial implications of the *OUR future 2036* strategies, along with the ability to maintain existing facilities and infrastructure based on a range of assumptions and within any known constraints.

## 2.3 Long-Term Financial Plan

Council has a long-term financial forecasting model. This provides a budgetary projection (from a profit and loss perspective) for a ten-year period. The model was used to prepare this LTFP and will be reviewed on an annual basis.

The model has been informed by updated asset management planning documents and Workforce Management Plan and by a range of assumptions based on the best available data to guide forward projections. This forms the basis for the ten-year projections presented in this LTFP.

This LTFP is being prepared to support the new 2022/23 Delivery Program for Canada Bay.



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### 3. LONG TERM FINANCIAL SUSTAINABILITY

#### 3.1 How do we define long term financial sustainability?

A financially sustainable Council is one that has the ability to fund ongoing service delivery and renew and replace assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council must achieve a **fully funded operating position** reflecting that it collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.
- Council must **maintain its asset base**, by renewing identified ageing infrastructure, and ensuring cash reserves are set asides for those works yet to be identified.

#### 3.2 How financially sustainable is Council currently?

The most recent Audited Consolidated Financial Statements, as at 30 June 2021, resulted in a very small \$12,000 operating deficit (excluding income for capital purposes).

The following performance indicators measure Council's broader financial performance and position and confirms that Council needs to ensure there is adequate funding for assets as all three asset ratios fail to meet the target. The indicators measure both recurrent operations and capital sustainability. These same indicators have been used to review Council's Long-Term Financial Plan forecasts as part of assessing the long-term financial health of the organisation and its capacity to fund any proposed delivery program.

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Table 1: 2020/21 Financial Performance Ratios

RATIO	CALCULATION	WHAT IS BEING MEASURED?	SUSTAINABLE TARGET	2020/21 ACTUAL RATIO
<b>Operating Performance Ratio</b>	Total operating result excluding revenue for capital purposes divided by total operating revenue excluding revenue for capital purposes.	Is the council sustainable in terms of its operating result?	Greater than zero	0.97% 
<b>Own Source Operating Revenue</b>	Total operating revenue excluding all grants and contributions divided by total operating expenditure	Council's ability to fund its short-term expenditure needs.	Over 60% Sustainable Less than 60% overly reliant on grants and contributions	56.8% 
<b>Unrestricted Current Ratio</b>	Current assets less external restrictions divided by current liabilities	Does the council have enough unrestricted cash to meet its short-term debt servicing needs?	>1.5	2.7 
<b>Cash Expense Cover Ratio</b>	Current years cash and cash equivalents plus term deposits divided by monthly payments from cash flow operating and financing activities	How many months could the council fund its operation from its current cash and deposits?	>3 months	21.4 months 
<b>Debt Service Cover Ratio</b>		Can the council cover its debt repayments from cash generated from operations?	>2	17.7 
<b>Asset renewal ratio (buildings and infrastructure)</b>	Asset renewal expenditure divided by depreciation	Is asset renewal expenditure sufficient to maintain assets in the long-term?	Benchmark 100%	77.5% 
<b>Infrastructure Backlog Ratio</b>	Estimated cost to bring assets to satisfactory condition divided by net carrying amount of infrastructure assets	Measures ratio of renewal backlog against net carrying value of assets - reflects success of strategies to invest in asset renewals.	Benchmark 2%	2.33% 
<b>Asset Maintenance Ratio</b>	Actual maintenance costs divided by required maintenance costs	Measures the level of maintenance required to maintain current assets.	Benchmark 100%	96.0% 

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## 4. FINANCIAL MANAGEMENT IN COUNCIL

### 4.1 Regulatory environment

Council operates in a highly regulated environment driven by legislation and state strategies such as:

- Local Government Act 1993
  - The Act defines the scope and boundaries of Council's role and the way it must conduct its business.
- NSW State Plan
  - The State Plan: A New direction for NSW defines the overarching goals and outcomes that the NSW Government has set for this state and which should shape public policy.
- The Sydney Metropolitan Strategy
  - The strategy sets out a long-term plan for the Sydney Metropolitan Region.

### 4.2 Financial environment - rate pegging

Council's ability to align rating revenues with the increased cost of providing local government services has been restrained for a number of years by rate pegging, a legislative instrument whereby the maximum increase in rating revenues is set by IPART NSW.

Councils are able to seek increases above the rate peg by applying the IPART for a Special Rate Variation (SRV).

### 4.3 Financial environment – the state of the Council's finances

While the Council faces challenges in generating sufficient revenue to balance the budget, it is currently in a relatively strong financial position.

As at 30 June 2021, Council had external borrowings of \$1.6 million and cash reserves of \$176 million. Total carrying value of infrastructure and land assets was \$1,832 million while the total liabilities were only \$77.7 million.

Most of the key financial ratios outlined in Table 1 are within industry benchmarks, however Council is below the benchmark for all asset ratios. This needs to be addressed as part of the renewal program planned for the next ten years.

Council has a sound base and an ability to borrow for key infrastructure if required. The fundamental issue faced by Canada Bay and other NSW councils is the restriction on the rate at which revenue can be increased. While Council is able to borrow to fund new works and renewals, it is only able to increase revenues to service the additional debt or increase services to community by applying for a Special Rate Variation (SRV).

Council also faces a fundamental imbalance between its annual operating revenues and the annual operating costs, inclusive of depreciation. This imbalance is projected to grow over the term of this LTFP as demonstrated in growth scenario. Further the growth scenario highlights the generation of new assets and services through growth and increasing user demand for services will require additional revenue to fund these activities.

### 4.4 Financial environment - balancing the budget

Council's budget continues to face significant pressures including:

- an increasing burden as a result of cost shifting from other levels of government
- additional costs of construction, operating and maintaining new assets because of growth and development
- increasing costs to procure goods and services have been consistently higher than rate pegging increases as determined by IPART
- downward pressure on investment income
- greater competition in the allocation of external funding such as the Financial Assistance Grants.

The above factors mean that, as with many growing councils in NSW, the City of Canada Bay is faced with an income gap, with costs increasing at a greater rate than revenues. This income gap to date has been addressed by way of productivity gains and efficiency savings. Council also actively pursues grants, works collaboratively with neighbouring councils and carefully manages its income and expenditure through the use of sound financial reporting systems and regular budgetary monitoring.

The achievement of annual improvement savings of \$1.7 million have been offset by decrease in investment income, short term COVID-19 impacts and lower than expected rates growth. Further increasing cost burden, placed on Council through growth and service demand, are the key drivers that are generating operating expenditure in the growth scenario. Council has considered an increase in rates to sustain and fund any expansion in its asset base and service demand.

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Council has worked hard to absorb as much as it can and aims to achieve a balanced budget each year without affecting service levels, which is largely the outcome of the base scenario, with small operating deficits for the first year and small operating surpluses thereafter. However, the base scenario does not enable Council to increase its services or improve its asset backlog. While the base case shows Council will make surpluses at the consolidated level, this is due to surpluses in the Domestic Waste fund offsetting core deficits in the General Fund.

#### 4.5 Financial management principles

In preparing the updated 2023-33 Long-Term Financial Plan, the following underpinning principles have been used:

- Council will endeavour to maintain its existing service levels to residents.
- Council will seek to apply for an SRV to fund increased services and improve asset renewal, subject to community consultation and subsequent support for the SRV application through a Council resolution.
- Management will continually look for ways to structurally realign resources and/or increase income opportunities.
- Council will continue to improve its capacity to fund its recurrent operations and renew critical infrastructure through sustainable financial decision-making.
- Council will manage within the existing financial constraints as much as possible.

In conjunction with these principles, Council's Long-Term Financial Plan is guided by a number of policies and strategies that are outlined below.

#### 4.6 Rating income strategy

Rating income is generated by a levy on properties within the council area in order to provide local government services. Council continually reviews its rating structure to ensure it is fair and equitable, where each rating category and property will contribute to the rate levy according to the demands placed on Council's limited resources. Council's rates comprise:

- Ordinary residential rate
  - Minimum amount per separate residential parcel of land for 2022/23 being \$761.71.
- Ordinary business rate
  - Minimum amount per separate business parcel of land for 2022/23 being \$761.71.
- Stormwater Management Service Charge for residential and business.

##### 4.6.1 Residential 2022-23

Table 2: Residential rate 2022-23

BASIS	AMOUNT	YIELD	% OF YIELD
Minimum rate	\$761.71	\$16,125,683	43%
Cents in dollar	0.0936155	\$21,043,021	57%
<b>Total</b>		<b>\$37,168,704</b>	<b>100%</b>

##### Business 2022-23

Table 3: Business rate 2022-23

BASIS	AMOUNT	YIELD	% OF YIELD
Minimum rate	\$61.71	\$607,845	10%
Cents in dollar	0.2231247	\$5,364,721	90%
<b>Total</b>		<b>\$5,972,566</b>	<b>100%</b>

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#### 4.7 Domestic Waste Management Charges

In addition, Council charges a Domestic Waste Management Charge to owners of rateable properties. This covers the cost of general garbage, recycling and household clean-up and includes the full cost of administration, service provision, state government charges and tipping fees.

#### 4.8 Investment principles

Council has an Investment Policy that reinforces its ongoing commitment to maintaining a conservative risk/return portfolio, an important component of its ongoing prudent financial management practices. The overall objectives of the policy are to ensure that Council invests its funds:

- in accordance with the requirements of the Local Government Act (1993) and Council's investment policy
- in a conservative manner where preservation of capital is the principal objective
- in a manner that seeks to ensure the security of Council's cash and investment portfolio, achieve appropriate earnings and manage cash resources to ensure there is sufficient liquidity to meet Council's business objectives.

The policy outlines:

- the manner in which Council may invest funds
- the institutions and products which Council can invest in
- delegations
- the reporting requirements, including benchmarking, of Council's investment portfolio.

Interest on investments is received on three types of funding:

- General Fund revenues raised through the year from all sources of revenue, excluding reserves and developer contributions
- reserves held until expended
- developer contributions held until expended.

Council has control over the interest it earns on General Fund revenues and reserves, but developer contribution interest on investments must be used for the purpose for which the contribution relates. The interest Council earns on General Fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

#### 4.9 Loan borrowings

Council has a low level of loan borrowings at present, with \$15 million new borrowings proposed in the LTFP.

The Council's policy is that the use of debt (borrowings) is appropriate to fund the cost of major new community assets or to smooth the cost of major asset renewals. However, any minor asset acquisitions and the required level of asset renewals (guided by the level of the annual depreciation charge) should be funded out of operating revenues.

#### 4.10 Cash reserves and restrictions

Council has a number of cash reserves that are either a legislative requirement (externally restricted) or were made through a Council decision (internally restricted).

Establishing cash reserves is a financial management strategy to provide funds for future expenditure that could not otherwise be financed during a single year without having a material impact on the budget. For example, local government elections occur every four years, so Council sets aside one quarter of the estimated cost of this activity each financial year.

The balance of cash reserves as at 30 June 2021 is \$176,125,000 comprising:

- |                                  |                |
|----------------------------------|----------------|
| • externally restricted reserves | \$120,175,000  |
| • internally restricted reserves | \$ 35,097,000  |
| • unrestricted cash              | \$ 20,853,000. |

The table on the following page outlines the various reserves Council has established, the funds available in each, and the purpose of the reserve. Externally restricted reserves can only be used for the purpose for which they were collected.

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Table 4: External Restrictions as at 30 June 2021

RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF RESERVE
<b>Externally restricted reserves</b>		
Developer contributions – general and VPA	\$67,583	In accordance with s7.11, 7.12 and 7.4 of the <i>Environmental Planning and Assessment Act</i> all unexpended developer contributions are to be restricted and only used for the purpose for which they were collected under the various contribution plans Council has adopted.
Unexpended grant funding	\$286	This holds the balance of grants received for specific purposes that are yet to be spent. These funds can only be used for the purpose for which they were granted to Council.
Domestic Waste Management	\$22,624	This reserve holds the balance of the Domestic Waste Management charges that have not yet been spent.
Stormwater Management	\$168	This reserve holds the balance of the Stormwater Management Charges that have not yet been spent.
Unexpended Loans/contracts	\$29,514	This reserve holds the balance of the unexpended loan and contract liabilities relating to civil infrastructure.
<b>Total external reserves</b>	<b>\$120,175</b>	

Table 5: Internal Restrictions as at 30 June 2021

RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF THE RESERVE
<b>Internally restricted reserves</b>		
Plant replacement	\$1,799	Cash set aside to replace plant and equipment as required.
Employees leave entitlement	\$1,706	Leave entitlements accrued by staff but not yet taken.
Affordable housing	\$3,317	Net rents and Federal and State grants restricted to fund future acquisitions and property maintenance.
Energy efficiency fund	\$58	Provision for future energy efficiency initiatives.
Bonds and Deposits	\$11,052	Bonds are held as condition of development consent. Refunded on completion of works unless Council infrastructure is damaged which would necessitate forfeiture of bond.
Carry-over works	\$5,912	Funds held to cover cost of works budgeted in a prior year that have been rephased to a future year.
Financial Assistance Grant advance	\$1,408	Restriction of funds received in advance of the applicable financial year to which they are intended.
Concord Oval	\$86	Funds utilised for improvements to Concord Oval buildings.
Concord Library and Wellbank Childcare Centre	\$737	Funds utilised for equipment, furniture and fixture replacement at childcare facility and library.

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RESERVE	BALANCE 30/06/2021 \$'000	PURPOSE OF THE RESERVE
Infrastructure replacement- parking	\$935	Net income from on-street parking meters to be used to upgrade footpath/roads. Priority for expenditure initiatives will be in those zones where meters are placed.
Drummoyne oval	\$55	Funds utilised for building and infrastructure renewal.
Election of Councillors	\$450	Funds allocated from general revenue each year towards the cost of conducting Council's general elections every four (4) years.
Investment fund	\$3,974	Comprised of net proceeds from disposal of land and property. The investment fund may be utilised to fund projects that result in additional recurrent revenue or reduced recurrent costs thus contributing to improvement to Council's financial position.
Victoria Ave Children's Centre	\$102	Funds utilised for equipment, furniture and fixture replacement at childcare facilities and library.
Massey Park Golf Course	\$25	Provides for the future repairs, improvements and upgrades to Council's building occupied by Massey Park Golf Club.
Parramatta River Catchment	\$295	Contributions from member councils of the Parramatta River Catchment Group that cover employee leave entitlement accruals. Will also hold member contributions paid in advance of the applicable financial year.
Building reserve	\$311	Fund property improvements and upgrades to leased properties with the aim to increase the existing return on the asset.
Five Dock Leisure Centre	\$97	Funds utilised for building maintenance and improvement projects.
Workers compensation	\$147	Budget savings from workers compensation premiums are restricted to this reserve to allow for gradualising of budget allocations across years. The reserve will be utilised to offset any unexpectedly large premium increases.
Financial sustainability	\$2230	Council's long term financial plan is based around annual budgets being prepared that make provision for asset maintenance and renewal expenditure at levels identified in the Asset Management Strategy. This reserve receives approximately \$2 million per annum from infringement revenue.
Water for community	\$392	Provides for the future replacement of plant and equipment for the Water Facility. Funds equivalent to the annual depreciation expense are transferred to reserve.
<b>Total internal reserves</b>	<b>\$35,097</b>	

Council's reserves are considered as funding sources in the budget process.

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#### 4.11 Developer contributions

The Environmental Planning and Assessment Act (1979) enables Council to levy contributions for public amenities and services required as a consequence of development.

Council's adopted Developer Contributions Plan (section 7.11 and 7.12 Developer Contribution Plan) provides funds for council-wide application:

- roads
- parking
- open space
- community facilities

With two locality base \$7.11 developer contribution plans for

- Rhodes Peninsula
- Strathfield Triangle.

The Contributions Plan contains detailed schedules of works for which development contributions are required. The plan estimates projected future contributions of approximately \$175 million over the 20-year life of the plans to fund new and upgraded facilities projects. A balance of \$67.5 million is held, as at 30 June 2021.

#### 4.12 Discretionary and regulatory fees and charges

Council has the ability to raise revenues by adopting a fee or charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

3. Regulatory fees - these fees are generally determined by state government legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation, or any annual increases of these fees and charges.
4. Discretionary fees - Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

#### 4.13 Asset disposal and investment strategy

The majority of Council's property assets deliver on services such as:

- transport infrastructure
- environmental services, such as stormwater management
- community facilities
- operational assets, including administration buildings.

The only asset sales forecast in this LTFP are the sale of plant and equipment that is traded in on replacement.

Council has prepared a Draft Property Strategy that envisages some property disposals and the redevelopment of Council land. The financial implications of the Draft Property Strategy have not been incorporated into this plan.

#### 4.14 Asset management

##### 4.14.1 City of Canada Bay Asset Management Strategy

City of Canada Bay Council is the custodian of assets with a replacement value of \$2,151 million and a depreciated value of approximately \$319 million, as at 30 June 2021.

The five infrastructure asset classes included in the Asset Management Strategy and their values are detailed in the following table.



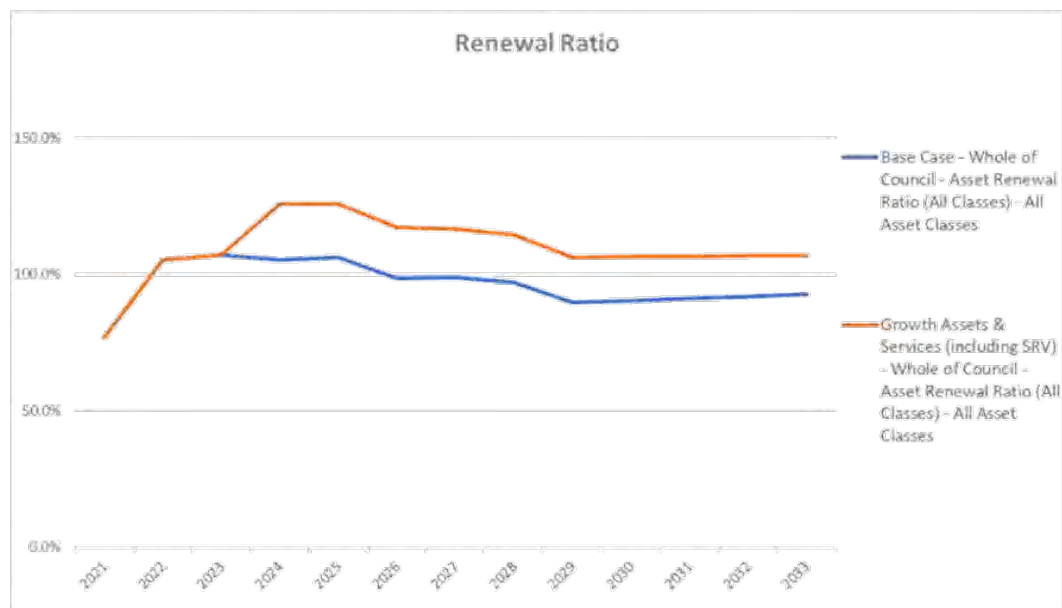
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Table 6: Asset values and annual depreciation as at 30 June 2021

ASSET CLASS	REPLACEMENT VALUE	DEPRECIATED REPLACEMENT COST	ANNUAL DEPRECIATION
Transport	\$487,633,000	\$352,176,000	\$5,575,000
Drainage	\$144,231,000	\$88,460,000	\$1,784,000
Parks, Recreation and Other	\$71,292,000	\$53,050,000	\$1,063,000
Buildings	\$194,133,000	\$134,723,000	\$2,210,000
Marine	\$92,136,000	\$55,055,000	\$1,950,000
<b>Non- Infrastructure Assets</b>	<b>\$1,161,925,000</b>	<b>\$1,149,025,000</b>	<b>\$1,938,000</b>
<b>Total</b>	<b>\$2,151,383,000</b>	<b>\$1,832,489,000</b>	<b>\$14,520,000</b>

The following two graphs shows Council's asset renewal ratio and backlog ratios, two critical asset performance ratios, for each of the two scenarios modelled.

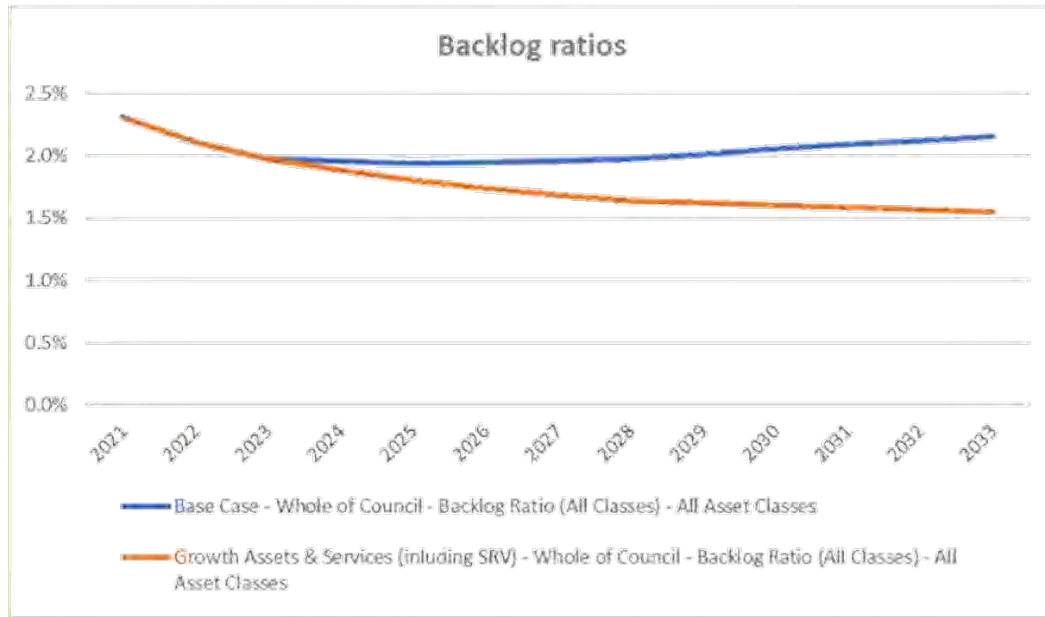
Figure 1: Asset renewal ratio



In the growth scenario, the asset renewal is stronger as an additional \$3.3 million per annum is allocated to renewal over the base case. This enables council to maintain asset renewal over the benchmark 100% for the 10 years. As council will spend more than the benchmark, this will enable Council to start to address its backlog.

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Figure 2: Asset backlog ratio



The base case takes a specific approach to deliver fit for purpose assets by developing the asset renewal program totalling \$167.2 million over the ten years. As a result, the backlog ratio remains steady between 1.9% and 2.2%. The growth scenario allocates \$33 million more to renewal expenditure and spends evenly across the 10 years, which results in an improvement in the backlog ratio, reducing to 1.5% by 2032/33.

4.15 Workforce Plan

Scenarios one and two both maintain Council's workforce costs at current levels. However, the growth scenario includes increasing operating costs for additional services and asset renewal, it does not presume the form these additional costs would take. That is, the model does not assume that these service and asset renewal increases are delivered by increasing employed staff or through increased materials and contract costs.

4.16 Long-Term Financial Plan assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure and determine the external and internal influences that could significantly impact on Council's finances.

In preparing the Long-Term Financial Plan, the following underpinning principles have been adopted.

4.16.1 Population forecasts

The estimated current and forecast resident population of the Canada Bay local government area, as provided by the Department of Planning Industry and Environment's 2019 population forecasts, are as follows:

4.16.2 Population projections

Council will have a growing population and a resulting increase in the number of dwellings, the amount of revenue available to fund services will not increase at the same rate as the population growth but is rather driven by the increase in the number of dwellings.

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Table 7: Population projections

YEAR	TOTAL POPULATION	ANNUAL AVERAGE GROWTH RATE
2021	95,976	
2036	125,310	1.8%

#### 4.16.3 Inflation

National inflation predictions have continued to grow since early 2022. For the 12 months to 30 June 2022, the Consumer Price Index rose by 6.1%. While it is expected that the Reserve Bank will implement its monetary policy to return inflation back to within its target of between 2% and 3%, it is expected that inflation will remain higher in 2022-23.

Therefore, the LTFP has modelled an inflation assumption of 4.0% in 2023-24, with ongoing inflation in subsequent years to return to 2.5%.

Table 8: Inflation

YEAR	2022-23	2023-24	2024-25	2025-26 ONWARDS
CPI	2.5%	4.0%	2.5%	2.5%

#### 4.16.4 Interest rate movements

Council has used an average of 2.6% as the investment interest rate over the life of this LTFP. Interest rates have been historically low, with an 0.8% interest rate assumption in 2022-23. However, as the Reserve Bank moves to keep inflation under control, interest rates are expected to rise. Now new debt has been modelled above the current loans.

#### 4.16.5 Revenue and expenditure assumptions

The following tables outline Council's planning assumptions by revenue and expenditure types. Included is a brief description as to how Council has determined this assumption and the external influences which impact the assumption.

**Note:** The assumptions included in the following tables are those which could have a material impact on Council finances.

Table 9: Rate income growth

FINANCIAL YEAR	RATE PEG	GROWTH IN NUMBER OF ASSESSMENTS	TOTAL INCOME GROWTH SCENARIO 1	SRV (OVER AND ABOVE RATE PEG)	TOTAL INCOME GROWTH SCENARIO 2
2022-23	2.00%	0.50%	2.50%	0.00%	1.20%
2023-24	3.25%	1.00%	4.25%	12.24%	16.49%
2024-25	2.50%	0.90%	3.40%	2.31%	5.71%
2025-26	2.50%	1.00%	3.50%	2.19%	5.69%
2026-27	2.50%	1.10%	3.60%	2.08%	5.68%
2027-28	2.50%	1.40%	3.90%	0.00%	3.90%
2028-29	2.50%	1.30%	3.80%	0.00%	3.80%
2029-30	2.50%	1.20%	3.70%	0.00%	3.70%
2030-31	2.50%	0.60%	3.10%	0.00%	3.10%
2031-32	2.50%	0.60%	3.10%	0.00%	3.10%

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Table 10: Key revenue and expenditure assumptions

REVENUE BUDGET ASSUMPTIONS ALL SCENARIOS	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28 ONWARDS
Annual charges	2.00%	2.00%	2.20%	2.20%	2.20%	2.20%
Fees and charges	2.25%	2.25%	2.50%	2.50%	2.50%	2.75%
Other revenues	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%

Table 11: Expenditure budget assumptions all scenarios

EXPENDITURE BUDGET ASSUMPTIONS ALL SCENARIOS	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28 ONWARDS
Employee benefits and on costs	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and contracts	4.00%	4.00%	2.50%	2.50%	2.50%	2.50%
Other expenditure	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Table 12: Capital expenditure assumptions

CAPITAL EXPENDITURE AND REVENUE	2022-23	2023-24 TO 2031-32
<b>Scenario one: sustainable assets and services – base case scenario</b>	Asset renewals reflect the Asset Management Strategy requirements.	Asset renewals reflect the Asset Management Strategy requirements.
<b>New works</b>	As per Capital Works Program that includes developer contribution projects.	As per Capital Works Program that includes developer contribution projects.
<b>Other</b>	Minor asset purchases.	Minor asset purchases.
<b>Scenario two: growth assets and sustainable services</b>	Renewals reflect the Asset Management Strategy requirements.	Renewals include \$33 million greater than the Asset Management Strategy requirements.
<b>New works</b>	As per Capital Works Program including developer contribution projects.	As per Capital Works Program that includes developer contribution projects.
<b>Other</b>	Minor asset purchases.	Minor asset purchases.

For scenario two, Council has identified some proposed increases in services and resource requirements to meet the growing service demand:

- Expanded parks & recreation facilities inspections, maintenance, tree maintenance and management, and operations
- Additional maintenance and cleaning of streetscapes in population hubs
- Resources to deliver key community strategies and services, such as community safety, cultural planning, biodiversity, sustainability and climate change strategies
- Resources to deliver Council's commitments under the State-led strategies for Rhodes and the Parramatta Road corridor

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- Additional resources in the Development Assessment teams to meet demand for DA assessment and customer planning inquiries.
- Increase investment in building maintenance and management
- Increase investment in Council's information technology and digital assets
- Enhanced systems and processes for internal audit, risk management and the Audit Risk and Improvement Committee (ARIC).

## 5. SCENARIO ONE - BASE CASE

Being mindful of financial environment challenges identified in section 5.4, Council's aim is to balance the budget with a consolidated operating surplus over the longer term. Despite Council having made some significant annual improvement savings of \$1.7 million, these have been offset by a decrease in investment income, short term COVID-19 costs, lower than expected rates growth and increasing cost burden through growth and service demand.

### 5.1 Introduction

The sustainable asset and service scenario, the base case, is premised on Council having its assets fit for purpose to have Council in a position to deliver services to the expected standard. Assets are critical in the delivery of council services and if not to standard often lead to deterioration of asset condition and the intensification of complaints from users.

Under this scenario, a ten-year infrastructure asset renewal program has been developed to mitigate any significant deterioration of Council's asset base. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total infrastructure renewal program is \$176.1 million. A combination of the renewal program and asset maintenance program maintains the assets in a fit for purpose condition. With the addition of new assets such as Concord Oval and Rhodes Rec Centre, once completed, may require some additional spend, over the medium to long term, for maintenance and operational costs.

The consolidated financial outcome of a sustainable asset scenario is an operating deficit the first three years with operating surplus for the remaining years. Overall Council's assets remain in a satisfactory condition with the average asset renewal ratio at 92% and the backlog ratio meeting the 2% target.

### 5.2 Components included in scenario

- IPART NSW has set a rate increase of 2.5% for 2022-23, made of a rate peg of 2.0% and a population growth factor of 0.5%.
- Rates growth forecast adjusted to better align to IPART population factor.
- Annual improvement savings of \$1.7 million already achieved, with a further \$415 thousand per annum of identified cost savings and revenue increases to be implemented.
- The known resource requirements of the Workforce Management Plan are included in LTFP.
- The capital maintenance, rehabilitation and new capital expenditure program is based on the requirements in the Asset Management Strategy.
- Allowance for maintenance and depreciation on new assets constructed (many constructed using development levies and government grants).
- The base inflation and growth assumptions have been applied as outlined in section five above.

### 5.3 Sustainability assessment

The forecast financial position of the scenario has been assessed in relation to the four financial sustainability principles.

#### 5.3.1 The first principle is

Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure, and depreciation.

Council's consolidated operating position is generally in surplus, except for the first year in the base case scenario.

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In addition, the base case scenario uses additional revenue from growth in the rating base (new properties) to help fund services to the existing community. While it is reasonable to assume that a certain amount of growth in demand for services can be accommodated by becoming more efficient, there will be a point when the cumulative increase in the population and number of properties will require Council to fund additional services or increase the level of resources required to deliver existing services.

The following graph shows the operating performance ratio over the term of the LTFP. As the ratio moves into the positive, this indicates a sustainable position.

Figure 3: Operating performance ratio – base case



The net operating result before capital grants is a measure of Council’s ability to contain operating expenditure within operating revenue.

While scenario one of the LTFP forecasts operating surpluses at the consolidated level, the General Fund show persistent core deficits. As the General Fund finances all of Council’s service delivery and infrastructure except for domestic waste, continuing operating deficits are not sustainable in the long term. See section 5.5 for further discussion on the impact of the General Fund deficits.

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5.3.2 The second principle of financial sustainability is

Council must **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements.

Figure 4: Closing cash balances – base case



The above graph shows that Council’s cash position reduces marginally over the term of the LTFP.

The improvement in the cash position is achieved as a result of growth in restricted reserves including domestic waste management and developer contributions. These funds can only be utilised for specific purposes which exclude expenditure on the renewal of community infrastructure.

5.3.3 The third principle of financial sustainability is

Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.

With the base case scenario, Council has a fully funded capital program. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total infrastructure renewal program for the ten years is \$167.2 million.

Under this scenario, Council’s assets remain in a satisfactory condition with the average asset renewal ratio at 97%, however, as there is significant investment in renewals for the first three years of the LTFP (average renewal ratio of 106%), the average backlog ratio is 2.0%, but starts to increase in the last three years to 2.2%, marginally above the target of under 2%.

5.3.4 The fourth principle of financial sustainability is

Council must **maintain its asset base**, by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be identified.

The base case provides for a sufficient level of asset renewal expenditure to maintain the community’s assets in line with the Asset Management Strategy.

New asset investment, such as Concord Oval and Rhodes community building, once operational, may require additional spend for annual asset renewal and maintenance over the medium to long term.

Cash reserves will be utilised as required to fund renewal. Some externally restricted cash cannot be utilised for expenditure on the renewal of community infrastructure. This scenario forecasts sufficient available cash to fund the level of asset renewals required in future years.

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#### 5.4 Base case summary

In summary, the consolidated operating position remains in deficits for all but the first year of the forecast, returning to small surplus.

Council's cash position remains strong, and this is due to the increase in income generated from capital contributions and domestic waste management. These funds are externally restricted and cannot be used for General Fund operations.

Additional revenue from growth in the rating base is being used to help fund existing services and the additional demand that the growing population will place on Council resources. Over time a growing population will require additional services and facilities.

#### 5.5 Sensitivity analysis

The data in the base case scenario has been presented on a consolidated level in the above overview. However, when looking at the Waste and General Funds as separate entities, it demonstrates some additional weaknesses in the General Fund that are masked when looked at in a consolidated view.

Figure 5: Operating result by fund – base case



This demonstrates that while the Council is projecting a long-term position overall, the Waste Fund is producing surpluses and the General Fund deficits. Surpluses from the Waste Fund cannot be used for General Fund purpose and the General Fund delivers most of Council's services.

While deficits in the General Fund can be funded with unrestricted cash or by limiting in capital cash outflows, neither of these options are financially sustainable over an extended timeframe. Eventually, the Council would run out of unrestricted cash or asset conditions would deteriorate.

## 6. SCENARIO TWO – GROWTH ASSETS AND SUSTAINABLE SERVICES

### 6.1 Introduction

The 'growth assets and services' scenario is based on meeting the growth and user demand for new assets and expanded services. This scenario retains the underlying strategy relating to asset sustainability, as indicated in the base case scenario, of ensuring that the appropriate amount of spending on infrastructure maintenance and renewal is funded. This can be achieved by a combination of increasing income, namely rates, and using cash currently held in 'reserve' as and when required.

This scenario models a Special Rate Variation (SRV) which would be required to fund additional services and increased asset renewal to meet the expectations of the growing community.



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To fund the identified increase in services and improvement to asset conditions, council requires a cumulative rate increase of 32.52% over four years, this includes the expected rate peg increases that Council would have otherwise increased rates by. This represents a cumulative increase of 19.78% over and above the rate peg, a breakdown of the proposed rate increase is provided below.

Table 13: Growth scenario - Proposed rate increases

	2023/24	2024/25	2025/26	2026/27	Cumulative
<b>Permanent increase above the rate peg</b>	12.24%	2.31%	2.19%	2.08%	19.78%
<b>Rate peg</b>	3.25%	2.5%	2.5%	2.5%	11.19%
<b>Total increase</b>	<b>15.49%</b>	<b>4.81%</b>	<b>4.69%</b>	<b>4.58%</b>	<b>32.52%</b>

An asset program of renewal and new assets has been developed with the objective of meeting growth demands of the Council area. The total program is \$231.3 million of which \$209.1 million is the infrastructure renewal program. This includes an additional \$33 million of asset renewal in addition to scenario one.

For scenario two, Council has identified some proposed increases in services and resource requirements to meet the growing service demand:

- Expanded parks & recreation facilities inspections, maintenance, tree maintenance and management, and operations
- Additional maintenance and cleaning of streetscapes in population hubs
- Resources to deliver key community strategies and services, such as community safety, cultural planning, biodiversity, sustainability and climate change strategies
- Resources to deliver Council's commitments under the State-led strategies for Rhodes and the Parramatta Road corridor
- Additional resources in the Development Assessment teams to meet demand for DA assessment and customer planning inquiries.
- Increase investment in building maintenance and management
- Increase investment in Council's information technology and digital assets
- Enhanced systems and processes for internal audit, risk management and the Audit Risk and Improvement Committee (ARIC).

Under this scenario the financial outcome is that there remains an operating deficit in the first year, with operating surpluses for all subsequent forecast years.

Council continues to have a fully funded capital program under this scenario with an increase in asset renewals from the base case of \$33 million. Council's cash reserves will remain sufficient throughout the 10-year forecast.

In summary, scenario two models the additional expenditure requirements to deliver additional services and asset investments over the next ten years, as well as the level of Special Rate Variation (SRV) that would be required to fund this and maintain financial sustainability.

## 6.2 Components included in scenario

All of the elements from the base case scenario are retained, with the additional components being that it:

- models a Special Rate Variation as set out in Table 13 to fund increased services, improved asset renewal and address core deficits in the General Fund.
- models the higher level of asset expenditure than the current Asset Management Strategy
- models the expanded services in parks, streetscapes, community safety and development services
- considers the estimated impacts of the S7.11 program over the ten years.

## 6.3 Sustainability assessment

The forecast financial position of the scenario has been assessed in relation to the four financial sustainability principles.

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6.3.1 The first principle is:

Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure and depreciation.

Under the growth scenario, Council's operating position is mostly in surplus. The following graph shows the consolidated annual operating results over the term of the LTFP.

Figure 6: Operating performance ratio – growth scenario



The second principle of financial sustainability is:

Council must **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.

Figure 7: Cash balances – growth scenario



Council's initial strong cash position deteriorates slightly then is regained over the LTFP period mainly due the increase in asset spend and the funds generated from the SRV.

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6.3.2 The third principle of financial sustainability is:

Council must have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.

As with the base case scenario, the growth scenario has a fully funded capital program. The program has been structured to ensure all classes of assets have funds allocated to deal with the timely renewal of assets. The total renewal program for the LTFP \$209.1 million, with an average asset renewal of 113%.

6.3.3 The fourth principle of financial sustainability is:

Council must **maintain its asset base**, by renewing identified ageing infrastructure and ensuring cash reserves are set aside for those works yet to be identified.

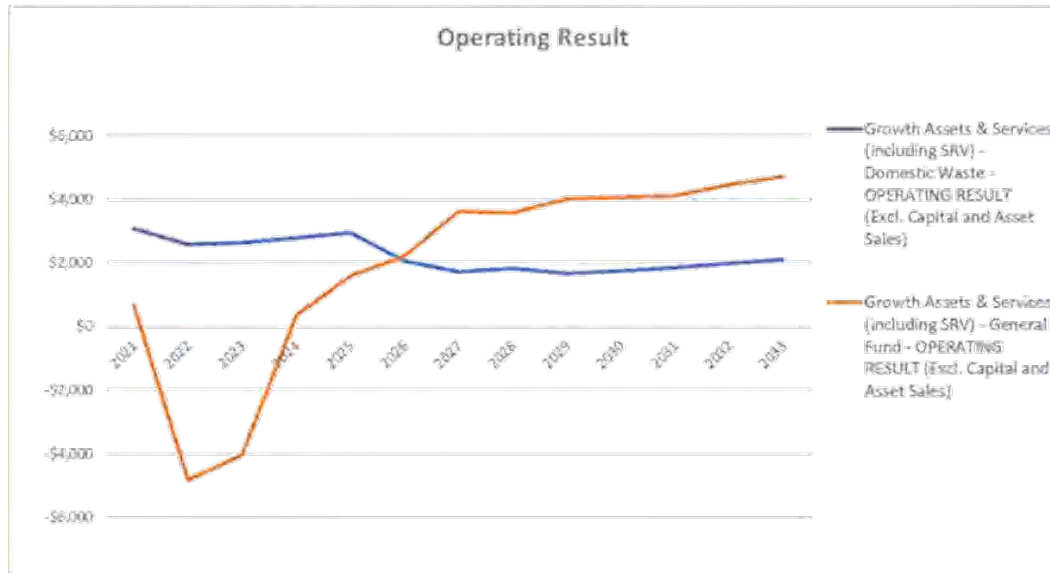
As the growth scenario provides for greater asset renewal expenditure to maintain the community’s assets, it is able to start to address Council’s asset backlog.

Under this scenario, the infrastructure backlog of asset renewal expenditure will decrease from the currently estimated 2.3% to 1.5%.

6.4 Sensitivity analysis

The introduction of the SRV will enable council to address the core deficits in the General Fund. In this growth scenario, both the Domestic Waste and General Fund will demonstrate surpluses over the 10 years.

Figure 8: Operating result by fund – growth scenario



7. LONG-TERM FINANCIAL SUSTAINABILITY

7.1 Conclusion

Council is able to demonstrate marginal financial sustainability at consolidated level over the forecast period under the base case with service levels and asset condition maintained along with a sound cash position. The General Fund in the base case scenario is not sustainable over the longer term.

Under scenario two, Council is able to deliver increased services, improved asset renewal and address the core deficits in the General Fund through the implementation of a Special Rate Variation (SRV). Given expected population growth and increased demand for services, scenario two will enable council greater financial sustainability into the future.

Therefore, Scenario two is the preferred sustainable option.

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### 8. SCENARIO COMPARISON

The following charts show some of the key ratios and measures to demonstrate the differences in financial sustainability in the two scenarios presented. Refer to each scenario for an explanation of the material differences incorporated in each.

Figure 9: Operating performance ratio



Figure 10: Closing cash balance



Please note that units are in thousands.

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## 9. FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS

### 9.1 Scenario one

Figure 11: Base case – Consolidated operating statement

	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$60,465	\$62,510	\$64,483	\$66,515	\$68,608	\$71,206	\$73,890	\$76,665	\$79,531	\$82,494	\$85,555
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$60,465</b>	<b>\$62,510</b>	<b>\$64,483</b>	<b>\$66,515</b>	<b>\$68,608</b>	<b>\$71,206</b>	<b>\$73,890</b>	<b>\$76,665</b>	<b>\$79,531</b>	<b>\$82,494</b>	<b>\$85,555</b>
User Charges and fees		\$18,822	\$19,245	\$19,727	\$20,220	\$20,725	\$21,295	\$21,881	\$22,483	\$23,101	\$23,736	\$24,306
Other revenues		\$13,290	\$13,822	\$14,167	\$14,521	\$14,884	\$15,256	\$15,638	\$16,029	\$16,430	\$16,840	\$17,261
Interest and Investment Income		\$1,051	\$3,131	\$3,969	\$3,965	\$4,753	\$4,749	\$4,747	\$4,789	\$4,830	\$4,867	\$4,909
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$93,628</b>	<b>\$98,709</b>	<b>\$102,345</b>	<b>\$105,221</b>	<b>\$108,971</b>	<b>\$112,506</b>	<b>\$116,156</b>	<b>\$119,965</b>	<b>\$123,891</b>	<b>\$127,937</b>	<b>\$132,031</b>
Grants & Contributions - Operating Purposes		\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Grants & Contributions for Capital Purposes		\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$121,515</b>	<b>\$114,109</b>	<b>\$114,843</b>	<b>\$117,829</b>	<b>\$121,690</b>	<b>\$125,340</b>	<b>\$129,106</b>	<b>\$133,035</b>	<b>\$137,083</b>	<b>\$141,252</b>	<b>\$145,472</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$98,933</b>	<b>\$104,109</b>	<b>\$107,843</b>	<b>\$110,829</b>	<b>\$114,690</b>	<b>\$118,340</b>	<b>\$122,106</b>	<b>\$126,035</b>	<b>\$130,083</b>	<b>\$134,252</b>	<b>\$138,472</b>
Employee Benefits		\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts		\$36,452	\$37,959	\$39,159	\$40,396	\$41,670	\$43,253	\$44,889	\$46,580	\$48,327	\$50,133	\$51,999
Borrowing Costs		\$652	\$608	\$573	\$537	\$499	\$459	\$417	\$374	\$329	\$282	\$259
Depreciation & Amortisation		\$16,552	\$17,084	\$17,622	\$18,152	\$18,688	\$19,233	\$19,761	\$20,301	\$20,852	\$21,415	\$21,990
Other Expenses		\$5,647	\$5,873	\$6,020	\$6,170	\$6,324	\$6,483	\$6,645	\$6,811	\$6,981	\$7,156	\$7,334
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		-\$812	-\$830	-\$848	-\$868	-\$888	-\$908	-\$928	-\$949	-\$971	-\$995	-\$1,020
Initiatives Expenses		\$0	\$0	\$0	\$1,000	\$1,500	\$1,500	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$100,323</b>	<b>\$102,268</b>	<b>\$105,566</b>	<b>\$109,944</b>	<b>\$113,921</b>	<b>\$117,772</b>	<b>\$121,506</b>	<b>\$125,565</b>	<b>\$129,750</b>	<b>\$133,785</b>	<b>\$137,964</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$1,390</b>	<b>\$1,841</b>	<b>\$2,277</b>	<b>\$885</b>	<b>\$770</b>	<b>\$568</b>	<b>\$601</b>	<b>\$472</b>	<b>\$332</b>	<b>\$468</b>	<b>\$508</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$1,390</b>	<b>\$1,841</b>	<b>\$2,277</b>	<b>\$885</b>	<b>\$770</b>	<b>\$568</b>	<b>\$601</b>	<b>\$472</b>	<b>\$332</b>	<b>\$468</b>	<b>\$508</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$21,192</b>	<b>\$11,841</b>	<b>\$9,277</b>	<b>\$7,885</b>	<b>\$7,770</b>	<b>\$7,568</b>	<b>\$7,601</b>	<b>\$7,472</b>	<b>\$7,332</b>	<b>\$7,468</b>	<b>\$7,508</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$21,192</b>	<b>\$11,841</b>	<b>\$9,277</b>	<b>\$7,885</b>	<b>\$7,770</b>	<b>\$7,568</b>	<b>\$7,601</b>	<b>\$7,472</b>	<b>\$7,332</b>	<b>\$7,468</b>	<b>\$7,508</b>
<b>Net Operating Result from Income Statement</b>		<b>\$21,192</b>	<b>\$11,841</b>	<b>\$9,277</b>	<b>\$7,885</b>	<b>\$7,770</b>	<b>\$7,568</b>	<b>\$7,601</b>	<b>\$7,472</b>	<b>\$7,332</b>	<b>\$7,468</b>	<b>\$7,508</b>
Gain / (Loss) on Reval of PP&E		-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>-\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$21,192</b>	<b>\$11,841</b>	<b>\$9,277</b>	<b>\$7,885</b>	<b>\$7,770</b>	<b>\$7,568</b>	<b>\$7,601</b>	<b>\$7,472</b>	<b>\$7,332</b>	<b>\$7,468</b>	<b>\$7,508</b>

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Figure 12: Base case – General fund operating statement

Entity	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Entity	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund
Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Rates & Charges	\$43,931	\$45,439	\$46,984	\$48,579	\$50,224	\$52,362	\$54,576	\$56,867	\$59,239	\$61,694	\$64,235	
Special Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>	<b>\$43,931</b>	<b>\$45,439</b>	<b>\$46,984</b>	<b>\$48,579</b>	<b>\$50,224</b>	<b>\$52,362</b>	<b>\$54,576</b>	<b>\$56,867</b>	<b>\$59,239</b>	<b>\$61,694</b>	<b>\$64,235</b>	
User Charges and fees	\$18,822	\$19,245	\$19,727	\$20,220	\$20,725	\$21,295	\$21,881	\$22,483	\$23,101	\$23,736	\$24,306	
Other revenues	\$13,074	\$13,597	\$13,937	\$14,285	\$14,642	\$15,008	\$15,384	\$15,768	\$16,163	\$16,567	\$16,981	
Interest and Investment Income	\$1,051	\$3,027	\$3,769	\$3,691	\$4,362	\$4,306	\$4,248	\$4,241	\$4,229	\$4,210	\$4,193	
Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OWN SOURCE REVENUE</b>	<b>\$76,878</b>	<b>\$81,308</b>	<b>\$84,416</b>	<b>\$86,775</b>	<b>\$89,953</b>	<b>\$92,971</b>	<b>\$96,089</b>	<b>\$99,359</b>	<b>\$102,731</b>	<b>\$106,207</b>	<b>\$109,714</b>	
Grants & Contributions - Operating Purposes	\$4,924	\$5,013	\$5,103	\$5,205	\$5,309	\$5,415	\$5,523	\$5,634	\$5,747	\$5,862	\$5,979	
Grants & Contributions for Capital Purposes	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	
Income from Joint Ventures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>	<b>\$104,384</b>	<b>\$96,321</b>	<b>\$96,519</b>	<b>\$98,980</b>	<b>\$102,262</b>	<b>\$105,387</b>	<b>\$108,612</b>	<b>\$111,993</b>	<b>\$115,478</b>	<b>\$119,068</b>	<b>\$122,693</b>	
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>	<b>\$81,802</b>	<b>\$86,321</b>	<b>\$89,519</b>	<b>\$91,980</b>	<b>\$95,262</b>	<b>\$98,387</b>	<b>\$101,612</b>	<b>\$104,993</b>	<b>\$108,478</b>	<b>\$112,068</b>	<b>\$115,693</b>	
Employee Benefits	\$40,096	\$39,849	\$41,254	\$42,708	\$44,213	\$45,772	\$46,892	\$48,545	\$50,256	\$51,754	\$53,294	
Materials and Contracts	\$26,751	\$27,870	\$28,818	\$29,796	\$30,805	\$32,116	\$33,474	\$34,880	\$36,335	\$37,840	\$39,399	
Borrowing Costs	\$652	\$608	\$573	\$537	\$499	\$459	\$417	\$374	\$329	\$282	\$259	
Depreciation & Amortisation	\$16,552	\$17,084	\$17,622	\$18,152	\$18,688	\$19,233	\$19,761	\$20,301	\$20,852	\$21,415	\$21,990	
Other Expenses	\$2,597	\$2,701	\$2,768	\$2,838	\$2,909	\$2,981	\$3,056	\$3,132	\$3,210	\$3,291	\$3,373	
Losses on disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges	-\$812	-\$830	-\$848	-\$868	-\$888	-\$908	-\$928	-\$949	-\$971	-\$995	-\$1,020	
Initiatives Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$85,836</b>	<b>\$87,282</b>	<b>\$90,188</b>	<b>\$93,163</b>	<b>\$96,226</b>	<b>\$99,653</b>	<b>\$102,672</b>	<b>\$106,282</b>	<b>\$110,011</b>	<b>\$113,587</b>	<b>\$117,295</b>	
<b>OPERATING RESULT (Excl. Capital)</b>	<b>-\$4,034</b>	<b>-\$961</b>	<b>-\$669</b>	<b>-\$1,183</b>	<b>-\$963</b>	<b>-\$1,267</b>	<b>-\$1,060</b>	<b>-\$1,289</b>	<b>-\$1,534</b>	<b>-\$1,518</b>	<b>-\$1,603</b>	
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>-\$4,034</b>	<b>-\$961</b>	<b>-\$668</b>	<b>-\$1,183</b>	<b>-\$963</b>	<b>-\$1,267</b>	<b>-\$1,060</b>	<b>-\$1,289</b>	<b>-\$1,534</b>	<b>-\$1,518</b>	<b>-\$1,603</b>	
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$18,548</b>	<b>\$9,039</b>	<b>\$6,332</b>	<b>\$5,817</b>	<b>\$6,037</b>	<b>\$5,733</b>	<b>\$5,940</b>	<b>\$5,711</b>	<b>\$5,466</b>	<b>\$5,482</b>	<b>\$5,397</b>	
Income from Non-Controlling Interests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>	<b>\$18,548</b>	<b>\$9,039</b>	<b>\$6,332</b>	<b>\$5,817</b>	<b>\$6,037</b>	<b>\$5,733</b>	<b>\$5,940</b>	<b>\$5,711</b>	<b>\$5,466</b>	<b>\$5,482</b>	<b>\$5,397</b>	
<b>Net Operating Result from Income Statement</b>	<b>\$18,548</b>	<b>\$9,039</b>	<b>\$6,332</b>	<b>\$5,817</b>	<b>\$6,037</b>	<b>\$5,733</b>	<b>\$5,940</b>	<b>\$5,711</b>	<b>\$5,466</b>	<b>\$5,482</b>	<b>\$5,397</b>	
Gain / (Loss) on Reval of PP&E	-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0	
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>-\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>\$18,548</b>	<b>\$9,039</b>	<b>\$6,332</b>	<b>\$5,817</b>	<b>\$6,037</b>	<b>\$5,733</b>	<b>\$5,940</b>	<b>\$5,711</b>	<b>\$5,466</b>	<b>\$5,482</b>	<b>\$5,397</b>	

Owner: Corporate Services - Finance  
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Long Term Financial Plan Our Finances 2023-33

Figure 13: Base case – Consolidated balance sheet

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Year Type:	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash & Cash Equivalents	-\$12,497	-\$13,106	-\$16,189	-\$18,452	-\$20,325	-\$22,231	-\$22,468	-\$22,890	-\$23,516	-\$24,088	-\$24,076
Investments - Current	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500
Receivables - Current	\$11,866	\$12,273	\$12,691	\$13,122	\$13,566	\$14,144	\$14,741	\$15,360	\$16,001	\$16,664	\$17,351
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37
Other Current Assets	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>125,162</b>	<b>124,961</b>	<b>122,785</b>	<b>120,463</b>	<b>119,034</b>	<b>117,705</b>	<b>118,067</b>	<b>118,263</b>	<b>118,278</b>	<b>118,369</b>	<b>119,008</b>
Receivable Collection Days	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99	\$99
Investments - Non-Current	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346
Infrastructure Property & Equip	\$1,936,889	\$1,945,168	\$1,953,369	\$1,960,167	\$1,966,754	\$1,972,900	\$1,977,523	\$1,982,040	\$1,986,451	\$1,990,756	\$1,994,954
Intangible Assets	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	37,965.0	37,965.0	37,965.0	37,965.0	37,965.0	37,965.0	37,965.0	37,965.0	37,965.0	37,965.0	37,965.0
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$2,014,005</b>	<b>\$2,022,284</b>	<b>\$2,030,485</b>	<b>\$2,037,283</b>	<b>\$2,043,870</b>	<b>\$2,050,616</b>	<b>\$2,054,639</b>	<b>\$2,059,156</b>	<b>\$2,063,567</b>	<b>\$2,067,872</b>	<b>\$2,072,070</b>
Inventory Days	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ASSETS</b>	<b>\$2,139,166</b>	<b>\$2,147,245</b>	<b>\$2,153,270</b>	<b>\$2,157,746</b>	<b>\$2,162,904</b>	<b>\$2,167,722</b>	<b>\$2,172,706</b>	<b>\$2,177,420</b>	<b>\$2,181,845</b>	<b>\$2,186,241</b>	<b>\$2,191,137</b>
Payables - Current	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748
Contract Liabilities - Current	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811
Lease Liabilities - Current	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$961	\$807	\$842	\$878	\$916	\$956	\$997	\$1,041	\$1,086	\$501	\$0
Provisions - Current	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$61,126</b>	<b>\$60,972</b>	<b>\$61,007</b>	<b>\$61,043</b>	<b>\$61,081</b>	<b>\$61,121</b>	<b>\$61,162</b>	<b>\$61,206</b>	<b>\$61,251</b>	<b>\$60,666</b>	<b>\$60,165</b>
Payables Days	\$324	\$341	\$337	\$334	\$337	\$336	\$337	\$336	\$337	\$336	\$336
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153
Lease Liabilities - Non-Current	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79
Borrowings - Non-current	\$13,699	\$12,892	\$12,050	\$11,172	\$10,256	\$9,300	\$8,303	\$7,262	\$6,176	\$5,675	\$5,675
Provisions - Non-Current	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$25,687</b>	<b>\$24,880</b>	<b>\$24,038</b>	<b>\$23,180</b>	<b>\$22,244</b>	<b>\$21,288</b>	<b>\$20,291</b>	<b>\$19,250</b>	<b>\$18,164</b>	<b>\$17,663</b>	<b>\$17,663</b>
<b>TOTAL LIABILITIES</b>	<b>\$86,813</b>	<b>\$85,852</b>	<b>\$85,045</b>	<b>\$84,228</b>	<b>\$83,332</b>	<b>\$82,409</b>	<b>\$81,459</b>	<b>\$80,456</b>	<b>\$79,415</b>	<b>\$78,329</b>	<b>\$77,828</b>
<b>NET ASSETS</b>	<b>\$2,052,353</b>	<b>\$2,061,393</b>	<b>\$2,068,225</b>	<b>\$2,073,518</b>	<b>\$2,079,572</b>	<b>\$2,085,313</b>	<b>\$2,091,251</b>	<b>\$2,096,964</b>	<b>\$2,102,430</b>	<b>\$2,107,912</b>	<b>\$2,113,309</b>
Accumulated Surplus	\$1,290,743	\$1,309,291	\$1,318,330	\$1,324,662	\$1,330,479	\$1,336,516	\$1,342,249	\$1,348,190	\$1,353,901	\$1,359,367	\$1,364,849
Revaluation Reserves	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$2,033,806</b>	<b>\$2,052,354</b>	<b>\$2,061,393</b>	<b>\$2,067,725</b>	<b>\$2,073,542</b>	<b>\$2,079,579</b>	<b>\$2,085,312</b>	<b>\$2,091,253</b>	<b>\$2,096,964</b>	<b>\$2,102,430</b>	<b>\$2,107,912</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$2,033,806</b>	<b>\$2,052,354</b>	<b>\$2,061,393</b>	<b>\$2,067,725</b>	<b>\$2,073,542</b>	<b>\$2,079,579</b>	<b>\$2,085,312</b>	<b>\$2,091,253</b>	<b>\$2,096,964</b>	<b>\$2,102,430</b>	<b>\$2,107,912</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$2,033,806</b>	<b>\$2,052,354</b>	<b>\$2,061,393</b>	<b>\$2,067,725</b>	<b>\$2,073,542</b>	<b>\$2,079,579</b>	<b>\$2,085,312</b>	<b>\$2,091,253</b>	<b>\$2,096,964</b>	<b>\$2,102,430</b>	<b>\$2,107,912</b>
Net Operating Result for the Year	\$18,548	\$9,039	\$6,332	\$5,817	\$6,037	\$5,733	\$5,940	\$5,711	\$5,466	\$5,482	\$5,397
Gain / (Loss) on Reval of PP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Total Comprehensive Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Comprehensive Income</b>	<b>\$18,548</b>	<b>\$9,039</b>	<b>\$6,332</b>	<b>\$5,817</b>	<b>\$6,037</b>	<b>\$5,733</b>	<b>\$5,940</b>	<b>\$5,711</b>	<b>\$5,466</b>	<b>\$5,482</b>	<b>\$5,397</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$2,052,354</b>	<b>\$2,061,393</b>	<b>\$2,067,725</b>	<b>\$2,073,542</b>	<b>\$2,079,579</b>	<b>\$2,085,312</b>	<b>\$2,091,251</b>	<b>\$2,096,964</b>	<b>\$2,102,430</b>	<b>\$2,107,912</b>	<b>\$2,113,309</b>

Owner: Corporate Services - Finance  
Last revised: 10/11/2022

Long Term Financial Plan Our Finances 2023-33

Figure 14: Base Case – Consolidated cashflow

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Own Source Revenue	\$93,378	\$98,301	\$101,928	\$104,790	\$108,526	\$111,929	\$115,558	\$119,346	\$123,251	\$127,274	\$131,345
Grants and Contributions	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Other Income from Continuing Operations	\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0
Employee Benefits	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts	\$36,452	\$37,959	\$39,159	\$40,396	\$41,670	\$43,253	\$44,889	\$46,580	\$48,327	\$50,133	\$51,999
Other Expenses from Continuing Operations	\$4,835	\$5,043	\$5,172	\$6,303	\$6,937	\$7,075	\$7,516	\$7,661	\$7,810	\$7,961	\$8,115
<b>CASHFLOW FROM OPERATIONS</b>	<b>\$15,564</b>	<b>\$19,125</b>	<b>\$20,055</b>	<b>\$19,143</b>	<b>\$19,512</b>	<b>\$19,682</b>	<b>\$20,181</b>	<b>\$20,529</b>	<b>\$20,873</b>	<b>\$21,501</b>	<b>\$22,071</b>
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$61,363	\$25,363	\$25,823	\$24,950	\$25,275	\$25,379	\$24,384	\$24,818	\$25,263	\$25,720	\$26,188
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>	<b>-\$61,363</b>	<b>-\$25,363</b>	<b>-\$25,823</b>	<b>-\$24,950</b>	<b>-\$25,275</b>	<b>-\$25,379</b>	<b>-\$24,384</b>	<b>-\$24,818</b>	<b>-\$25,263</b>	<b>-\$25,720</b>	<b>-\$26,188</b>
Proceeds from Grants and Contributions - Capital purposes	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Proceeds from Borrowings	\$14,472	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,395	\$1,569	\$1,380	\$1,378	\$1,377	\$1,375	\$1,373	\$1,371	\$1,370	\$1,368	\$760
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>	<b>-\$35,659</b>	<b>\$8,431</b>	<b>\$5,620</b>	<b>\$5,622</b>	<b>\$5,623</b>	<b>\$5,625</b>	<b>\$5,627</b>	<b>\$5,629</b>	<b>\$5,630</b>	<b>\$5,632</b>	<b>\$6,240</b>
Opening Cash	\$166,714	\$156,574	\$158,767	\$158,619	\$158,434	\$158,293	\$158,221	\$159,646	\$160,985	\$162,224	\$163,638
Change in Cash	-\$10,140	\$2,193	-\$148	-\$186	-\$140	-\$72	\$1,424	\$1,339	\$1,240	\$1,414	\$2,123
<b>CLOSING CASH</b>	<b>\$156,574</b>	<b>\$158,767</b>	<b>\$158,619</b>	<b>\$158,434</b>	<b>\$158,293</b>	<b>\$158,221</b>	<b>\$159,646</b>	<b>\$160,985</b>	<b>\$162,224</b>	<b>\$163,638</b>	<b>\$165,761</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$156,574</b>	<b>\$158,767</b>	<b>\$158,619</b>	<b>\$158,434</b>	<b>\$158,293</b>	<b>\$158,221</b>	<b>\$159,646</b>	<b>\$160,985</b>	<b>\$162,224</b>	<b>\$163,638</b>	<b>\$165,761</b>



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Figure 15: Base case – Consolidated performance measures

	Nominal Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Entity	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council	Whole of Council
Unique Ref		ALL-2020	ALL-2021	ALL-2022	ALL-2023	ALL-2024	ALL-2025	ALL-2026	ALL-2027	ALL-2028	ALL-2029	ALL-2030	ALL-2031	ALL-2032	ALL-2033
Own Source Revenue Ratio		83.6%	57.4%	59.4%	77.1%	86.5%	89.1%	89.3%	89.5%	89.8%	90.0%	90.2%	90.4%	90.6%	90.8%
Operating Performance Ratio		1.1%	4.0%	-2.4%	-1.4%	1.8%	2.1%	0.8%	0.7%	0.5%	0.5%	0.4%	0.3%	0.3%	0.4%
Asset Renewal Ratio (All Classes)		81%	77%	105%	107%	105%	106%	99%	99%	97%	90%	90%	91%	92%	93%
Backlog Ratio (All Classes)		0.0%	2.3%	2.1%	2.0%	2.0%	1.9%	2.0%	2.0%	2.0%	2.0%	2.1%	2.1%	2.1%	2.2%

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## 9.2 Scenario two

Figure 16: Growth scenario – Consolidated operating statement

	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Rates & Charges		\$60,465	\$62,520	\$70,079	\$73,433	\$77,016	\$81,279	\$84,495	\$87,821	\$91,260	\$94,817	\$98,494
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$5,377	\$1,052	\$1,154	\$1,153	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$60,465</b>	<b>\$67,897</b>	<b>\$71,131</b>	<b>\$74,587</b>	<b>\$78,169</b>	<b>\$81,279</b>	<b>\$84,495</b>	<b>\$87,821</b>	<b>\$91,260</b>	<b>\$94,817</b>	<b>\$98,494</b>
User Charges and fees		\$18,822	\$19,245	\$19,727	\$20,220	\$20,725	\$21,295	\$21,881	\$22,483	\$23,101	\$23,736	\$24,306
Other revenues		\$13,290	\$13,822	\$14,167	\$14,521	\$14,884	\$15,256	\$15,638	\$16,029	\$16,430	\$16,840	\$17,261
Interest and Investment Income		\$1,051	\$3,131	\$3,886	\$3,852	\$4,615	\$4,648	\$4,699	\$4,806	\$4,920	\$5,042	\$5,182
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$356	\$365	\$374	\$383	\$393	\$403	\$413	\$423	\$434	\$445
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$93,628</b>	<b>\$104,451</b>	<b>\$109,275</b>	<b>\$113,554</b>	<b>\$118,778</b>	<b>\$122,871</b>	<b>\$127,116</b>	<b>\$131,551</b>	<b>\$136,134</b>	<b>\$140,870</b>	<b>\$145,688</b>
Grants & Contributions - Operating Purposes		\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Grants & Contributions for Capital Purposes		\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$121,515</b>	<b>\$119,852</b>	<b>\$121,773</b>	<b>\$126,162</b>	<b>\$131,498</b>	<b>\$135,705</b>	<b>\$140,067</b>	<b>\$144,621</b>	<b>\$149,325</b>	<b>\$154,185</b>	<b>\$159,130</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$98,933</b>	<b>\$109,852</b>	<b>\$114,773</b>	<b>\$119,162</b>	<b>\$124,498</b>	<b>\$128,705</b>	<b>\$133,067</b>	<b>\$137,621</b>	<b>\$142,325</b>	<b>\$147,195</b>	<b>\$152,130</b>
Employee Benefits		\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts		\$36,452	\$37,965	\$39,180	\$40,441	\$41,750	\$43,390	\$45,086	\$46,841	\$48,654	\$50,529	\$52,468
Borrowing Costs		\$652	\$608	\$573	\$537	\$499	\$459	\$417	\$374	\$329	\$282	\$259
Depreciation & Amortisation		\$16,552	\$17,164	\$17,783	\$18,393	\$19,010	\$19,635	\$20,244	\$20,864	\$21,496	\$22,139	\$22,795
Other Expenses		\$5,647	\$5,873	\$6,020	\$6,170	\$6,324	\$6,483	\$6,645	\$6,811	\$6,981	\$7,156	\$7,334
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		-\$812	-\$830	-\$848	-\$868	-\$888	-\$908	-\$928	-\$949	-\$971	-\$995	-\$1,020
Initiatives Expenses		\$0	\$4,326	\$4,480	\$5,639	\$6,305	\$6,498	\$6,997	\$7,204	\$7,417	\$7,639	\$7,868
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$100,323</b>	<b>\$106,680</b>	<b>\$110,228</b>	<b>\$114,870</b>	<b>\$119,127</b>	<b>\$123,309</b>	<b>\$127,383</b>	<b>\$131,790</b>	<b>\$136,338</b>	<b>\$140,744</b>	<b>\$145,306</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$1,390</b>	<b>\$3,172</b>	<b>\$4,545</b>	<b>\$4,291</b>	<b>\$5,370</b>	<b>\$5,396</b>	<b>\$5,684</b>	<b>\$5,830</b>	<b>\$5,987</b>	<b>\$6,441</b>	<b>\$6,824</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$1,390</b>	<b>\$3,172</b>	<b>\$4,545</b>	<b>\$4,291</b>	<b>\$5,370</b>	<b>\$5,396</b>	<b>\$5,684</b>	<b>\$5,830</b>	<b>\$5,987</b>	<b>\$6,441</b>	<b>\$6,824</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$21,192</b>	<b>\$13,172</b>	<b>\$11,545</b>	<b>\$11,291</b>	<b>\$12,370</b>	<b>\$12,396</b>	<b>\$12,684</b>	<b>\$12,830</b>	<b>\$12,987</b>	<b>\$13,441</b>	<b>\$13,824</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$21,192</b>	<b>\$13,172</b>	<b>\$11,545</b>	<b>\$11,291</b>	<b>\$12,370</b>	<b>\$12,396</b>	<b>\$12,684</b>	<b>\$12,830</b>	<b>\$12,987</b>	<b>\$13,441</b>	<b>\$13,824</b>
<b>Net Operating Result from Income Statement</b>		<b>\$21,192</b>	<b>\$13,172</b>	<b>\$11,545</b>	<b>\$11,291</b>	<b>\$12,370</b>	<b>\$12,396</b>	<b>\$12,684</b>	<b>\$12,830</b>	<b>\$12,987</b>	<b>\$13,441</b>	<b>\$13,824</b>
Gain / (Loss) on Reval of PP&E		-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>-\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$21,192</b>	<b>\$13,172</b>	<b>\$11,545</b>	<b>\$11,291</b>	<b>\$12,370</b>	<b>\$12,396</b>	<b>\$12,684</b>	<b>\$12,830</b>	<b>\$12,987</b>	<b>\$13,441</b>	<b>\$13,824</b>

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Figure 17: Growth scenario – General fund operating statement

Entity	Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Year Type	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund	General Fund
	Entity Abv	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF	GF
Rates & Charges		\$43,931	\$45,448	\$52,581	\$55,498	\$58,632	\$62,435	\$65,180	\$68,023	\$70,968	\$74,017	\$77,175
Special Rates		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ordinary Rate SRV		\$0	\$5,377	\$1,052	\$1,154	\$1,153	\$0	\$0	\$0	\$0	\$0	\$0
Annual Charges		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>\$43,931</b>	<b>\$50,825</b>	<b>\$53,633</b>	<b>\$56,652</b>	<b>\$59,785</b>	<b>\$62,435</b>	<b>\$65,180</b>	<b>\$68,023</b>	<b>\$70,968</b>	<b>\$74,017</b>	<b>\$77,175</b>
User Charges and fees		\$18,822	\$19,245	\$19,727	\$20,220	\$20,725	\$21,295	\$21,881	\$22,483	\$23,101	\$23,736	\$24,306
Other revenues		\$13,074	\$13,597	\$13,937	\$14,285	\$14,642	\$15,008	\$15,384	\$15,768	\$16,163	\$16,567	\$16,981
Interest and Investment Income		\$1,051	\$3,027	\$3,685	\$3,577	\$4,224	\$4,204	\$4,201	\$4,258	\$4,319	\$4,386	\$4,466
Other Income		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiatives Revenue		\$0	\$356	\$365	\$374	\$383	\$393	\$403	\$413	\$423	\$434	\$445
<b>TOTAL OWN SOURCE REVENUE</b>		<b>\$76,878</b>	<b>\$87,051</b>	<b>\$91,346</b>	<b>\$95,108</b>	<b>\$99,761</b>	<b>\$103,336</b>	<b>\$107,049</b>	<b>\$110,945</b>	<b>\$114,974</b>	<b>\$119,139</b>	<b>\$123,371</b>
Grants & Contributions - Operating Purposes		\$4,924	\$5,013	\$5,103	\$5,205	\$5,309	\$5,415	\$5,523	\$5,634	\$5,747	\$5,862	\$5,979
Grants & Contributions for Capital Purposes		\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Income from Joint Ventures		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gains from disposal assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Income excl Gains on Asset Disposal</b>		<b>\$104,384</b>	<b>\$102,064</b>	<b>\$103,449</b>	<b>\$107,313</b>	<b>\$112,070</b>	<b>\$115,752</b>	<b>\$119,572</b>	<b>\$123,579</b>	<b>\$127,720</b>	<b>\$132,001</b>	<b>\$136,350</b>
<b>TOTAL OPERATING INCOME (Excl. Capital)</b>		<b>\$81,802</b>	<b>\$92,064</b>	<b>\$96,449</b>	<b>\$100,313</b>	<b>\$105,070</b>	<b>\$108,752</b>	<b>\$112,572</b>	<b>\$116,579</b>	<b>\$120,720</b>	<b>\$125,001</b>	<b>\$129,350</b>
Employee Benefits		\$40,096	\$39,849	\$41,254	\$42,708	\$44,213	\$45,772	\$46,892	\$48,545	\$50,256	\$51,754	\$53,294
Materials and Contracts		\$26,751	\$27,876	\$28,839	\$29,842	\$30,885	\$32,254	\$33,672	\$35,140	\$36,662	\$38,237	\$39,868
Borrowing Costs		\$652	\$608	\$573	\$537	\$499	\$459	\$417	\$374	\$329	\$282	\$259
Depreciation & Amortisation		\$16,552	\$17,164	\$17,783	\$18,393	\$19,010	\$19,635	\$20,244	\$20,864	\$21,496	\$22,139	\$22,795
Other Expenses		\$2,597	\$2,701	\$2,768	\$2,838	\$2,909	\$2,981	\$3,056	\$3,132	\$3,210	\$3,291	\$3,373
Losses on disposal of assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal Charges		-\$812	-\$830	-\$848	-\$868	-\$888	-\$908	-\$928	-\$949	-\$971	-\$995	-\$1,020
Initiatives Expenses		\$0	\$4,326	\$4,480	\$4,639	\$4,805	\$4,998	\$5,197	\$5,404	\$5,617	\$5,839	\$6,068
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>\$85,836</b>	<b>\$91,684</b>	<b>\$94,849</b>	<b>\$98,089</b>	<b>\$101,432</b>	<b>\$105,190</b>	<b>\$108,549</b>	<b>\$112,510</b>	<b>\$116,599</b>	<b>\$120,546</b>	<b>\$124,637</b>
<b>OPERATING RESULT (Excl. Capital)</b>		<b>-\$4,034</b>	<b>\$370</b>	<b>\$1,600</b>	<b>\$2,224</b>	<b>\$3,638</b>	<b>\$3,562</b>	<b>\$4,023</b>	<b>\$4,069</b>	<b>\$4,121</b>	<b>\$4,455</b>	<b>\$4,713</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>		<b>-\$4,034</b>	<b>\$370</b>	<b>\$1,600</b>	<b>\$2,224</b>	<b>\$3,638</b>	<b>\$3,562</b>	<b>\$4,023</b>	<b>\$4,069</b>	<b>\$4,121</b>	<b>\$4,455</b>	<b>\$4,713</b>
<b>OPERATING RESULT (Incl. Capital)</b>		<b>\$18,548</b>	<b>\$10,370</b>	<b>\$8,600</b>	<b>\$9,224</b>	<b>\$10,638</b>	<b>\$10,562</b>	<b>\$11,023</b>	<b>\$11,069</b>	<b>\$11,121</b>	<b>\$11,455</b>	<b>\$11,713</b>
Income from Non-Controlling Interests		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET OPERATING RESULT ATTRIBUTABLE TO COUNCIL</b>		<b>\$18,548</b>	<b>\$10,370</b>	<b>\$8,600</b>	<b>\$9,224</b>	<b>\$10,638</b>	<b>\$10,562</b>	<b>\$11,023</b>	<b>\$11,069</b>	<b>\$11,121</b>	<b>\$11,455</b>	<b>\$11,713</b>
<b>Net Operating Result from Income Statement</b>		<b>\$18,548</b>	<b>\$10,370</b>	<b>\$8,600</b>	<b>\$9,224</b>	<b>\$10,638</b>	<b>\$10,562</b>	<b>\$11,023</b>	<b>\$11,069</b>	<b>\$11,121</b>	<b>\$11,455</b>	<b>\$11,713</b>
Gain / (Loss) on Reval of PP&E		-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0
Fair Value Movement on Investments		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Comprehensive Income</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>-\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>	<b>\$0</b>	<b>-\$0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>\$18,548</b>	<b>\$10,370</b>	<b>\$8,600</b>	<b>\$9,224</b>	<b>\$10,638</b>	<b>\$10,562</b>	<b>\$11,023</b>	<b>\$11,069</b>	<b>\$11,121</b>	<b>\$11,455</b>	<b>\$11,713</b>

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Figure 18: Growth scenario – Consolidated balance sheet

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Cash & Cash Equivalents	-\$7,272	-\$8,423	-\$9,782	-\$10,004	-\$8,924	-\$7,204	-\$3,657	\$154	\$4,237	\$8,888	\$14,664
Investments - Current	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500	\$125,500
Receivables - Current	\$11,866	\$13,728	\$14,487	\$15,302	\$16,149	\$16,864	\$17,606	\$18,374	\$19,169	\$19,993	\$20,846
Right of Use and Contract Assets - Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventories - Current	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37
Other Current Assets	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256	\$256
Current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CURRENT ASSETS</b>	<b>\$130,387</b>	<b>\$131,099</b>	<b>\$130,498</b>	<b>\$131,091</b>	<b>\$133,018</b>	<b>\$135,454</b>	<b>\$139,742</b>	<b>\$144,321</b>	<b>\$149,199</b>	<b>\$154,674</b>	<b>\$161,303</b>
Receivable Collection Days	99	99	99	99	99	99	99	99	99	99	99
Investments - Non-Current	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346	\$38,346
Infrastructure Property & Equip	\$1,936,889	\$1,948,388	\$1,959,727	\$1,969,984	\$1,979,190	\$1,988,193	\$1,995,633	\$2,002,887	\$2,009,955	\$2,016,835	\$2,023,529
Intangible Assets	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565	\$565
Investments (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Receivables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Right of Use and Contract Assets - Non-Current	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240	\$240
Inventories - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Works in Progress	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Property	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965	\$37,965
Other Non-Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-current Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$2,014,005</b>	<b>\$2,025,504</b>	<b>\$2,036,843</b>	<b>\$2,046,700</b>	<b>\$2,056,266</b>	<b>\$2,065,309</b>	<b>\$2,072,749</b>	<b>\$2,080,003</b>	<b>\$2,087,071</b>	<b>\$2,093,951</b>	<b>\$2,100,645</b>
Inventories Days	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL ASSETS</b>	<b>\$2,144,391</b>	<b>\$2,156,603</b>	<b>\$2,167,341</b>	<b>\$2,177,791</b>	<b>\$2,189,284</b>	<b>\$2,200,763</b>	<b>\$2,212,491</b>	<b>\$2,224,324</b>	<b>\$2,236,270</b>	<b>\$2,248,625</b>	<b>\$2,261,948</b>
Payables - Current	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748	\$23,748
Contract Liabilities - Current	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811	\$26,811
Lease Liabilities - Current	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161	\$161
Income Received in Advance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowings - current	\$961	\$807	\$842	\$878	\$916	\$956	\$997	\$1,041	\$1,086	\$501	\$0
Provisions - Current	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445	\$9,445
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$61,126</b>	<b>\$60,972</b>	<b>\$61,007</b>	<b>\$61,043</b>	<b>\$61,081</b>	<b>\$61,121</b>	<b>\$61,162</b>	<b>\$61,206</b>	<b>\$61,251</b>	<b>\$60,666</b>	<b>\$60,165</b>
Payables Days	324	341	337	334	337	336	336	337	336	336	336
Payables - Non-Current	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract Liabilities - Non-Current	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153	\$11,153
Lease Liabilities - Non-Current	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79	\$79
Borrowings - Non-current	\$13,699	\$12,892	\$12,050	\$11,172	\$10,256	\$9,300	\$8,303	\$7,262	\$6,176	\$5,675	\$5,675
Provisions - Non-Current	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756	\$756
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$25,687</b>	<b>\$24,880</b>	<b>\$24,038</b>	<b>\$23,160</b>	<b>\$22,244</b>	<b>\$21,288</b>	<b>\$20,291</b>	<b>\$19,250</b>	<b>\$18,164</b>	<b>\$17,663</b>	<b>\$17,663</b>
<b>TOTAL LIABILITIES</b>	<b>\$86,813</b>	<b>\$85,852</b>	<b>\$85,045</b>	<b>\$84,203</b>	<b>\$83,325</b>	<b>\$82,409</b>	<b>\$81,453</b>	<b>\$80,456</b>	<b>\$79,415</b>	<b>\$78,329</b>	<b>\$77,828</b>
<b>NET ASSETS</b>	<b>\$2,057,579</b>	<b>\$2,070,751</b>	<b>\$2,082,296</b>	<b>\$2,093,588</b>	<b>\$2,106,958</b>	<b>\$2,119,354</b>	<b>\$2,131,038</b>	<b>\$2,143,868</b>	<b>\$2,156,855</b>	<b>\$2,170,296</b>	<b>\$2,184,119</b>
Accumulated Surplus	\$1,293,324	\$1,314,516	\$1,327,688	\$1,339,233	\$1,350,525	\$1,362,895	\$1,375,291	\$1,387,975	\$1,400,805	\$1,413,792	\$1,427,233
Revaluation Reserves	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063	\$743,063
Other Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Council Interest Opening Balance</b>	<b>\$2,036,387</b>	<b>\$2,057,579</b>	<b>\$2,070,751</b>	<b>\$2,082,296</b>	<b>\$2,093,588</b>	<b>\$2,105,958</b>	<b>\$2,118,354</b>	<b>\$2,131,038</b>	<b>\$2,143,868</b>	<b>\$2,156,855</b>	<b>\$2,170,296</b>
Non-Controlling Equity Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY OPENING BALANCE</b>	<b>\$2,036,387</b>	<b>\$2,057,579</b>	<b>\$2,070,751</b>	<b>\$2,082,296</b>	<b>\$2,093,588</b>	<b>\$2,105,958</b>	<b>\$2,118,354</b>	<b>\$2,131,038</b>	<b>\$2,143,868</b>	<b>\$2,156,855</b>	<b>\$2,170,296</b>
Changes in Accounting Standards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Correction of Prior Period Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Restated Opening Balance</b>	<b>\$2,036,387</b>	<b>\$2,057,579</b>	<b>\$2,070,751</b>	<b>\$2,082,296</b>	<b>\$2,093,588</b>	<b>\$2,105,958</b>	<b>\$2,118,354</b>	<b>\$2,131,038</b>	<b>\$2,143,868</b>	<b>\$2,156,855</b>	<b>\$2,170,296</b>
Net Operating Result for the Year	\$21,192	\$13,172	\$11,545	\$11,291	\$12,370	\$12,396	\$12,684	\$12,830	\$12,987	\$13,411	\$13,824
Gain / (Loss) on Reval of PP&E	-\$0	\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0	-\$0
Fair Value Movement on Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Total Comprehensive Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Comprehensive Income</b>	<b>\$21,192</b>	<b>\$13,172</b>	<b>\$11,545</b>	<b>\$11,291</b>	<b>\$12,370</b>	<b>\$12,396</b>	<b>\$12,684</b>	<b>\$12,830</b>	<b>\$12,987</b>	<b>\$13,411</b>	<b>\$13,824</b>
Transfers between Equity Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EQUITY CLOSING BALANCE</b>	<b>\$2,057,579</b>	<b>\$2,070,751</b>	<b>\$2,082,296</b>	<b>\$2,093,588</b>	<b>\$2,105,958</b>	<b>\$2,118,354</b>	<b>\$2,131,038</b>	<b>\$2,143,868</b>	<b>\$2,156,855</b>	<b>\$2,170,296</b>	<b>\$2,184,119</b>

Owner: Corporate Services - Finance  
Last revised: 10/11/2022

Long Term Financial Plan Our Finances 2023-33

Figure 19: Consolidated cashflow

Nominal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Own Source Revenue	\$93,378	\$102,589	\$108,517	\$112,739	\$117,931	\$122,155	\$126,374	\$130,783	\$135,339	\$140,046	\$144,835
Grants and Contributions	\$5,305	\$5,400	\$5,498	\$5,608	\$5,720	\$5,834	\$5,951	\$6,070	\$6,191	\$6,315	\$6,441
Other Income from Continuing Operations	\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0	\$0	-\$0	-\$0	-\$0
Employee Benefits	\$41,832	\$41,574	\$43,040	\$44,557	\$46,128	\$47,754	\$48,922	\$50,646	\$52,432	\$53,994	\$55,602
Materials and Contracts	\$36,452	\$37,965	\$39,180	\$40,441	\$41,750	\$43,390	\$45,086	\$46,841	\$48,654	\$50,529	\$52,468
Other Expenses from Continuing Operations	\$4,835	\$9,369	\$9,651	\$10,942	\$11,742	\$12,072	\$12,713	\$13,065	\$13,428	\$13,800	\$14,183
<b>CASHFLOW FROM OPERATIONS</b>	<b>\$15,564</b>	<b>\$19,082</b>	<b>\$22,144</b>	<b>\$22,406</b>	<b>\$24,032</b>	<b>\$24,774</b>	<b>\$25,603</b>	<b>\$26,301</b>	<b>\$27,016</b>	<b>\$28,038</b>	<b>\$29,024</b>
Sale of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Securities (Equity Method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of IPP&E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Real Estate Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Assets Held for Resale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Current Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Long-Term Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Securities (equity method)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of IPP&E	\$61,363	\$28,663	\$29,123	\$28,250	\$28,575	\$28,679	\$27,684	\$28,118	\$28,563	\$29,020	\$29,488
Purchase of Real Estate / Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Intangible Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Purchase) / Sale of CWIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM INVESTING</b>	<b>-\$61,363</b>	<b>-\$28,663</b>	<b>-\$29,123</b>	<b>-\$28,250</b>	<b>-\$28,575</b>	<b>-\$28,679</b>	<b>-\$27,684</b>	<b>-\$28,118</b>	<b>-\$28,563</b>	<b>-\$29,020</b>	<b>-\$29,488</b>
Proceeds from Grants and Contributions - Capital purposes	\$22,582	\$10,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Proceeds from Borrowings	\$14,472	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan repayments	\$1,395	\$1,569	\$1,380	\$1,378	\$1,377	\$1,375	\$1,373	\$1,371	\$1,370	\$1,368	\$760
Internal dividends paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CASHFLOW FROM FINANCING</b>	<b>\$35,659</b>	<b>-\$8,431</b>	<b>\$5,620</b>	<b>\$5,622</b>	<b>\$5,623</b>	<b>\$5,625</b>	<b>\$5,627</b>	<b>\$5,629</b>	<b>\$5,630</b>	<b>\$5,632</b>	<b>\$6,240</b>
Opening Cash	\$166,714	\$156,574	\$155,423	\$154,064	\$153,842	\$154,922	\$156,642	\$160,189	\$164,000	\$168,083	\$172,734
Change in Cash	-\$10,140	-\$1,150	-\$1,359	-\$222	\$1,080	\$1,720	\$3,546	\$3,811	\$4,083	\$4,651	\$5,776
<b>CLOSING CASH</b>	<b>\$156,574</b>	<b>\$155,423</b>	<b>\$154,064</b>	<b>\$153,842</b>	<b>\$154,922</b>	<b>\$156,642</b>	<b>\$160,189</b>	<b>\$164,000</b>	<b>\$168,083</b>	<b>\$172,734</b>	<b>\$178,510</b>
<b>TOTAL CASH AND LIQUID INVESTMENTS</b>	<b>\$156,574</b>	<b>\$155,423</b>	<b>\$154,064</b>	<b>\$153,842</b>	<b>\$154,922</b>	<b>\$156,642</b>	<b>\$160,189</b>	<b>\$164,000</b>	<b>\$168,083</b>	<b>\$172,734</b>	<b>\$178,510</b>

Long Term Financial Plan Our Finances 2023-33

Figure 20: Growth scenario – Consolidated performance ratios

	Nominal Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	Nominal Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Entity	Actual Whole of Council	Actual Whole of Council	Budget Whole of Council	Budget Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council	Forecast Whole of Council
Unique Ref		ALL-2020	ALL-2021	ALL-2022	ALL-2023	ALL-2024	ALL-2025	ALL-2026	ALL-2027	ALL-2028	ALL-2029	ALL-2030	ALL-2031	ALL-2032	ALL-2033
Own Source Revenue Ratio		83.6%	57.4%	59.4%	77.1%	87.2%	89.7%	90.0%	90.3%	90.5%	90.8%	91.0%	91.2%	91.4%	91.6%
Operating Performance Ratio		1.1%	4.0%	-2.4%	-1.4%	2.9%	4.0%	3.6%	4.3%	4.2%	4.3%	4.2%	4.2%	4.4%	4.5%
Asset Renewal Ratio (All Classes)		81%	77%	105%	107%	126%	126%	117%	117%	114%	106%	106%	107%	107%	107%
Backlog Ratio (All Classes)		0.0%	2.3%	2.1%	2.0%	1.9%	1.8%	1.7%	1.7%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%

Long Term Financial Plan Our Finances 2023-33

## Attachment 1 – Investment Report October 2022



## INVESTMENT REPORT OCTOBER 2022



Investment Report OCTOBER 2022

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Investment Report OCTOBER 2022

## October 2022 Investment Report

Statement of Cash Investments as of 31 October 2022

STATEMENT OF CASH INVESTMENTS							
Maturity Date	Bank/Issuer	Long Term Rating	Fair Value	Term	Interest	Issue Date	Investment Type
03/11/22	Commonwealth Bank of Australia	AA-	\$2,000,000.00	64	2.54%	31/08/22	Term Deposits
08/11/22	National Australia Bank	AA-	\$2,000,000.00	270	0.70%	11/02/22	Term Deposits
10/11/22	Bank of Queensland	BBB+	\$3,000,000.00	210	1.50%	14/04/22	Term Deposits
25/11/22	Commonwealth Bank of Australia	AA-	\$2,000,000.00	78	2.87%	06/09/22	Term Deposits
30/11/22	National Australia Bank	AA-	\$2,000,000.00	89	3.00%	02/09/22	Term Deposits
08/12/22	Commonwealth Bank of Australia	AA-	\$3,000,000.00	216	2.43%	06/05/22	Term Deposits
23/12/22	Commonwealth Bank of Australia	AA-	\$3,000,000.00	85	3.50%	26/09/22	Term Deposits
05/01/23	Commonwealth Bank of Australia	AA-	\$3,000,000.00	244	2.62%	06/05/22	Term Deposits
12/01/23	Commonwealth Bank of Australia	AA-	\$2,000,000.00	216	3.06%	10/06/22	Term Deposits
20/01/23	Commonwealth Bank of Australia	AA-	\$3,000,000.00	133	3.31%	06/09/22	Term Deposits
27/01/23	National Australia Bank	AA-	\$3,000,000.00	108	3.55%	11/10/22	Term Deposits
17/02/23	National Australia Bank	AA-	\$1,500,000.00	128	3.56%	14/10/22	Term Deposits
02/03/23	Bank of Queensland	BBB+	\$2,000,000.00	218	3.50%	29/07/22	Term Deposits
09/03/23	Commonwealth Bank of Australia	AA-	\$3,000,000.00	223	3.45%	29/07/22	Term Deposits
16/03/23	Macquarie Bank	A+	\$2,000,000.00	385	1.20%	16/03/22	Term Deposits
21/03/23	AMP Bank	BBB	\$1,000,000.00	210	3.70%	23/08/22	Term Deposits
30/03/23	MyState Ltd	BBB+	\$2,000,000.00	181	4.10%	30/09/22	Term Deposits
06/04/23	Commonwealth Bank of Australia	AA-	\$3,000,000.00	169	3.83%	19/10/22	Term Deposits
20/04/23	Commonwealth Bank of Australia	AA-	\$2,000,000.00	182	3.94%	20/10/22	Term Deposits
26/04/23	Westpac Bank	AA-	\$2,000,000.00	180	4.00%	28/10/22	Term Deposits
27/04/23	National Australia Bank	AA-	\$1,000,000.00	181	4.00%	28/10/22	Term Deposits
02/05/23	AMP Bank	BBB	\$2,000,000.00	545	1.60%	03/11/21	Term Deposits
04/05/23	MyState Ltd	BBB+	\$2,000,000.00	365	2.93%	04/05/22	Term Deposits
04/05/23	Commonwealth Bank of Australia	AA-	\$2,000,000.00	363	3.18%	06/05/22	Term Deposits
08/06/23	Commonwealth Bank of Australia	AA-	\$2,500,000.00	307	3.69%	05/09/22	Term Deposits
23/06/23	National Australia Bank	AA-	\$3,000,000.00	365	0.60%	23/06/22	Term Deposits
06/07/23	Commonwealth Bank of Australia	AA-	\$2,500,000.00	335	3.74%	05/09/22	Term Deposits
17/07/23	Commonwealth Bank of Australia	AA-	\$3,000,000.00	381	0.60%	01/07/22	Term Deposits
28/07/23	National Australia Bank	AA-	\$3,000,000.00	364	0.65%	29/07/22	Term Deposits
03/08/23	National Australia Bank	AA-	\$2,000,000.00	367	0.65%	01/08/22	Term Deposits
16/02/26	National Australia Bank	AA-	\$2,000,000.00	1461	1.04%	16/02/22	Term Deposits
13/04/23	Westpac Bank	AA-	\$3,000,000.00	364	1.89%	14/04/22	Term Deposits
20/10/23	Westpac Bank	AA-	\$1,500,000.00	365	4.53%	20/10/22	Term Deposits
18/11/22	Westpac Bank	AA-	\$2,000,000.00	364	0.94%	19/11/21	ESG TD
02/12/22	Westpac Bank	AA-	\$2,000,000.00	364	0.58%	03/12/21	ESG TD
30/10/23	Westpac Bank	AA-	\$1,000,000.00	367	1.11%	28/10/22	ESG TD
19/02/24	Westpac Bank	AA-	\$1,000,000.00	550	2.32%	18/08/22	ESG TD
04/03/24	Westpac Bank	AA-	\$2,000,000.00	548	1.68%	05/09/22	ESG TD
14/11/24	Westpac Bank	AA-	\$1,500,000.00	825	1.62%	12/08/22	ESG TD
02/12/24	Westpac Bank	AA-	\$1,500,000.00	819	1.62%	05/09/22	ESG TD
17/02/25	Westpac Bank	AA-	\$2,000,000.00	914	2.02%	18/08/22	ESG TD
24/02/25	Westpac Bank	AA-	\$2,500,000.00	914	2.10%	25/08/22	ESG TD
20/11/25	Westpac Bank	AA-	\$1,500,000.00	1189	1.87%	19/08/22	ESG TD
17/02/26	Westpac Bank	AA-	\$2,500,000.00	1279	2.24%	18/08/22	ESG TD
24/02/26	Westpac Bank	AA-	\$2,000,000.00	1279	2.31%	25/08/22	ESG TD
03/03/26	Westpac Bank	AA-	\$2,000,000.00	1275	2.22%	05/09/22	ESG TD
03/02/23	Bank of Queensland	BBB+	\$2,000,000.00	1635	3.23%	13/08/18	Floating Rate Notes
06/02/23	Newcastle Permanent Building Society	BBB	\$2,000,000.00	1707	3.66%	05/06/18	Floating Rate Notes
24/02/23	RACQ Bank	BBB+	\$1,500,000.00	1096	3.32%	24/02/20	Floating Rate Notes
16/08/23	Commonwealth Bank of Australia	AA-	\$1,500,000.00	1826	3.23%	16/08/18	Floating Rate Notes
08/02/24	ANZ Bank	AA-	\$1,500,000.00	1826	3.36%	08/02/19	Floating Rate Notes
29/09/24	ANZ Bank	AA-	\$1,500,000.00	1827	3.20%	29/08/19	Floating Rate Notes
14/11/24	Citibank	A+	\$1,000,000.00	1827	3.20%	14/11/19	Floating Rate Notes
12/02/25	Macquarie Bank	A+	\$2,000,000.00	1827	3.14%	12/02/20	Floating Rate Notes
06/05/25	Royal Bank of Canada	AA-	\$1,000,000.00	1096	2.96%	06/05/22	Floating Rate Notes
09/12/25	Macquarie Bank	A+	\$2,000,000.00	1651	3.09%	02/06/21	Floating Rate Notes
15/06/26	Teachers Mutual Bank	BBB	\$850,000.00	1825	3.48%	15/06/21	Floating Rate Notes
19/08/26	ING Bank	A	\$500,000.00	1826	2.73%	19/08/21	Floating Rate Notes
18/09/27	Commonwealth Bank of Australia	AA-	\$1,100,000.00	1826	3.30%	18/08/22	Floating Rate Notes
17/10/25	Suncorp Metway	A+	\$1,000,000.00	1096	3.82%	17/10/22	Floating Rate Notes
23/12/26	Commonwealth Bank of Australia	AA-	\$2,000,000.00	1917	3.32%	23/09/21	ESG FRN
15/12/22	NITC	AA-	\$2,000,000.00	808	0.90%	28/09/20	Fixed Rate Bond
15/12/23	NITC	AA-	\$2,000,000.00	1186	1.00%	15/09/20	Fixed Rate Bond
15/12/24	NITC	AA-	\$2,000,000.00	1206	1.06%	27/08/21	Fixed Rate Bond
15/06/25	NITC	AA-	\$2,000,000.00	1498	1.10%	11/05/21	Fixed Rate Bond
18/08/25	Commonwealth Bank of Australia	AA-	\$1,500,000.00	1096	4.20%	18/08/22	Fixed Rate Bond
24/08/26	Suncorp Metway	A+	\$2,000,000.00	1587	3.25%	20/04/22	Fixed Rate Bond
	AMP Bank	BBB	\$1,008,631.33		3.05%		AMP 31Day Notice
	AMP Bank	BBB	\$953,470.00		0.50%		AMP Business Saver
	Macquarie Bank	A+	\$2,004,353.41		2.60%		Macquarie CMA
	Macquarie Bank	A+	\$3,444,128.26		2.60%		Macquarie CMA
31/10/22			\$134,758,891.00		2.48%		
TOTAL INVESTMENTS at 30/09/2022			\$142,671,867.70				
Net Increase/(Decrease) in Investments			(\$3,113,504.70)				

### Certificate of the Responsible Accounting Officer

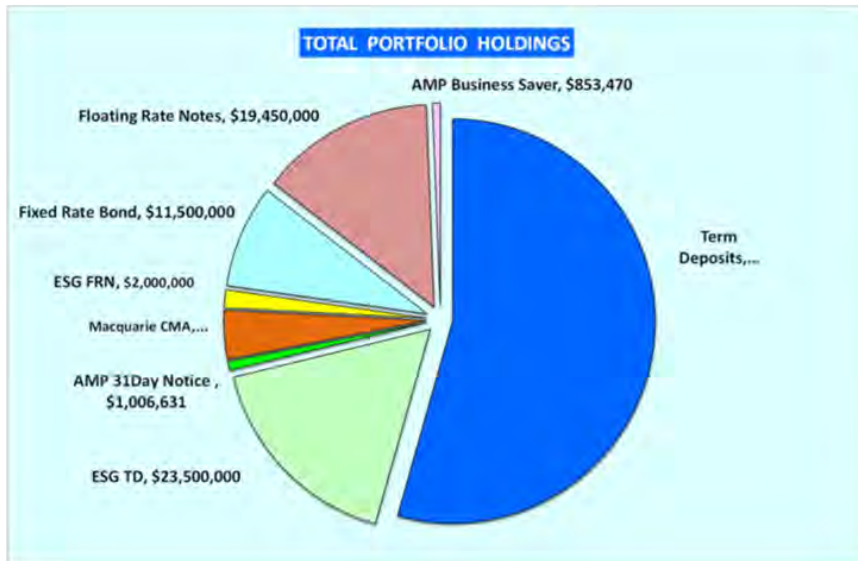
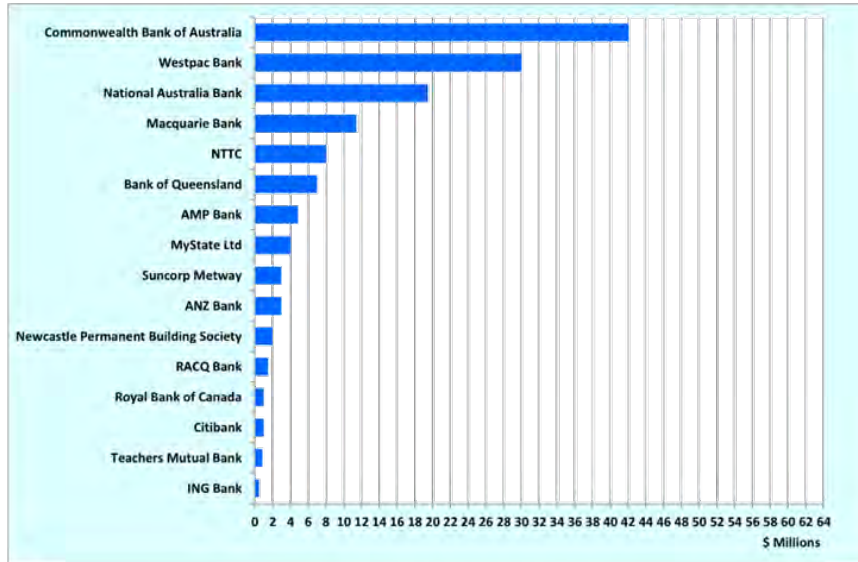
I certify that as at the date of this report, the investments listed have been made and are held in compliance with Council's Investment Policy and applicable legislation.

Evan Hutchings

Date: 02 November 2022

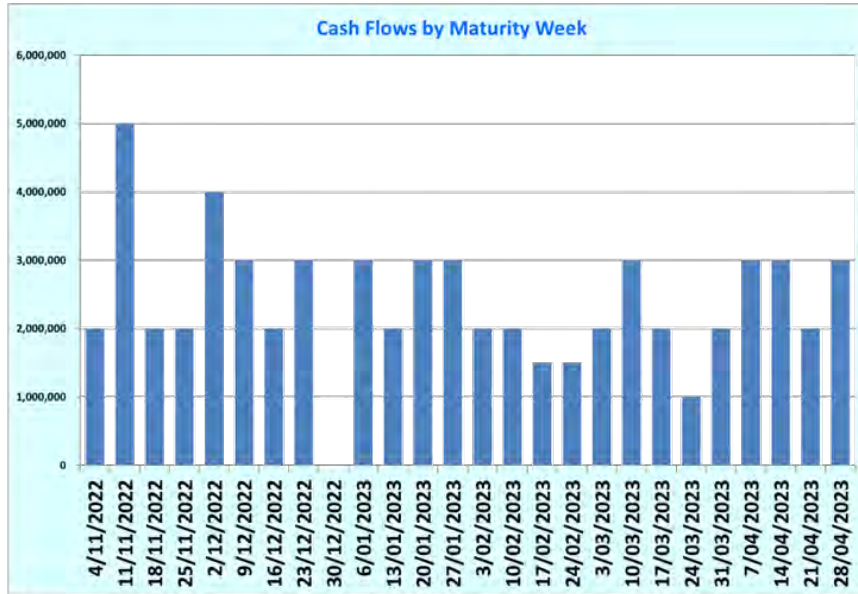
Investment Report OCTOBER 2022

Total Investment Deposits by Institution as of 31 October 2022



Investment Report OCTOBER 2022

Weekly cash flow forecast for 6 months as of 31 October 2022



Investment Report OCTOBER 2022

## Individual Counterparty Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council Investment Policy

ST Ratings	ADI	Policy Limit	% of Portfolio
A-1+	ANZ Bank	45%	2.15%
	Commonwealth Bank of Australia	45%	30.12%
	NTTC	45%	5.72%
	National Australia Bank	45%	13.95%
	Royal Bank of Canada	45%	0.72%
	Westpac Bank	45%	21.47%
A-1	Macquarie Bank	30%	8.19%
	ING Bank	30%	0.36%
	Citibank	30%	0.72%
	Suncorp Metway	30%	2.15%
A-2	AMP Bank	10%	3.48%
	Bank of Queensland	10%	5.01%
	MyState Ltd	10%	2.86%
	Teachers Mutual Bank	10%	0.61%
	RACQ Bank	10%	1.07%
	Newcastle Permanent Building Society	10%	1.43%
	<b>Total Portfolio</b>		<b>100.00%</b>

## Counter Party Class Limits for Term Deposits, Fixed Rate Notes, Floating Rate TDs, and FRNs as per Council's Investment Policy (excluding At Call Deposits)

Type Long Term	Holdings	Policy Limit	% Portfolio
AA-	\$103,600,000.00	Unlimited	78.22%
A+	\$10,000,000.00	80%	7.55%
A	\$500,000.00	80%	0.38%
A-	\$0.00	80%	0.00%
BAA2	\$0.00	80%	0.00%
BBB+	\$12,500,000.00	30%	9.44%
BBB	\$5,850,000.00	30%	4.42%
BBB-	\$0.00	30%	0.00%
NR	\$0.00	15%	0.00%
<b>Total</b>	<b>\$132,450,000.00</b>		<b>100.00%</b>

Investment Report OCTOBER 2022

Investment Transactions during October 2022

Date	Transaction	Bank/Issuer	Type	Term	Int Rate	Amount	Interest Paid
30/09/2022	Balance	Investment Balance Fair Value				\$142,871,887.70	
3/10/2022	Maturity	Westpac Bank	Term Deposit	367	0.80%	(\$3,000,000.00)	\$24,135.62
10/10/2022	Maturity	AMP Bank	Term Deposit	367	0.80%	(\$2,000,000.00)	\$16,087.67
11/10/2022	Reset	National Australia Bank	Term Deposit	180	1.20%	(\$3,000,000.00)	\$17,753.43
11/10/2022	Reset	National Australia Bank	Term Deposit	108	3.55%	\$3,000,000.00	
14/10/2022	Maturity	National Australia Bank	Term Deposit	371	0.39%	(\$2,000,000.00)	\$7,928.22
14/10/2022	Purchase	National Australia Bank	Term Deposit	126	3.56%	\$1,500,000.00	
17/10/2022	Purchase	Suncorp Metway	Floating Rate Notes	1096	3.82%	\$1,000,000.00	
19/10/2022	Purchase	Commonwealth Bank of Australia	Term Deposit	169	3.83%	\$3,000,000.00	
20/10/2022	Reset	Commonwealth Bank of Australia	Term Deposit	49	2.37%	(\$2,000,000.00)	\$6,363.29
20/10/2022	Reset	Commonwealth Bank of Australia	Term Deposit	182	3.94%	\$2,000,000.00	
20/10/2022	Reset	Westpac Bank	ESG TD	367	0.47%	(\$1,500,000.00)	\$7,088.63
20/10/2022	Reset	Westpac Bank	ESG TD	365	4.53%	\$1,500,000.00	
27/10/2022	Maturity	Commonwealth Bank of Australia	Term Deposit	62	2.43%	(\$2,000,000.00)	\$8,255.34
28/10/2022	Maturity	Teachers Mutual Bank	Floating Rate Notes	1096	3.05%	(\$1,000,000.00)	\$7,682.80
28/10/2022	Purchase	National Australia Bank	Term Deposit	181	4.00%	\$1,000,000.00	
28/10/2022	Purchase	Westpac Bank	Term Deposit	180	4.00%	\$2,000,000.00	
28/10/2022	Reset	Westpac Bank	ESG TD	367	1.11%	\$1,000,000.00	
28/10/2022	Reset	Westpac Bank	ESG TD	367	1.11%	(\$1,000,000.00)	\$11,100.00
	Activity	AMP Bank 31 Day Notice	At Call (AMP)		3.05%	\$2,160.30	\$2,160.30
	Activity	AMP Business Saver	At Call (AMP)		0.50%	\$853,277.65	\$0.08
	Activity	Macquarie Bank	At Call (CMA)		2.80%	\$2,007,819.16	\$7,819.17
	Activity	Macquarie Bank	At Call (CMA)		2.60%	(\$4,476,561.61)	\$23,438.18
31/10/2022		DOM Balance			Total	\$139,158,583.00	\$139,612.71

Total Interest Received during October 2022

Ledger Account	Type	October
102623-1465-40068	Investments	\$106,395.00
102623-1465-40067	At Call Accounts	\$33,417.73
	<b>Sub-Total</b>	<b>\$139,812.73</b>
102623-1465-40066	General Bank Account	\$3,225.96
	<b>Total</b>	<b>\$143,038.69</b>

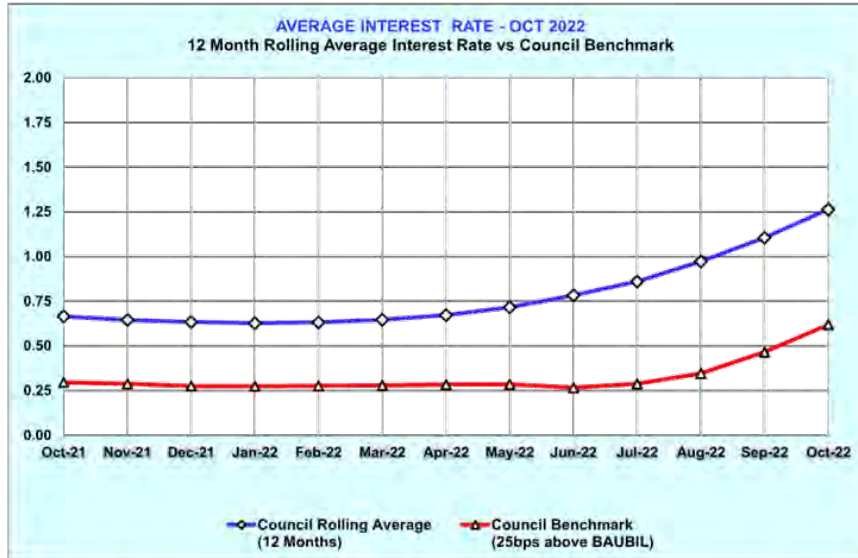
Investment Report OCTOBER 2022

## Statement of Consolidated Cash and Investments as of 31 October 2022

Consolidated Cash & Investments			
<b>Cash &amp; Investments</b>			
Cash At Bank as at 31 Oct 2022		\$2,490,526.99	
Investments at Fair Value		\$139,758,583.00	
<b>Total Cash &amp; Investments</b>			<b>\$142,249,109.99</b>
The above cash and investments are comprised of:			
<b>Externally Restricted Reserves</b>			
Externally restricted reserves refer to funds received that are restricted by externally imposed requirements for expenditure on specific purposes. Externally restricted reserves include unexpended developer contributions under Sections 7.11 and 7.12.			
<b>Total External Restrictions</b>			<b>\$91,563,182.35</b>
<b>Internally Restricted Reserves</b>			
Internally restricted reserves are funds restricted in the use by resolution or policy of Council			
<b>Total Internal Restrictions</b>			<b>\$44,505,827.54</b>
<b>Unrestricted Cash &amp; Investments</b>			
<b>Total Unrestricted Cash &amp; Investments</b>			<b>\$6,180,100.10</b>
<b>Total Cash &amp; Investments</b>			<b>\$142,249,109.99</b>
Note: At the time of this report, developer contributions have yet to be finalised for Oct 2022			

Investment Report OCTOBER 2022

Comparative Graphs



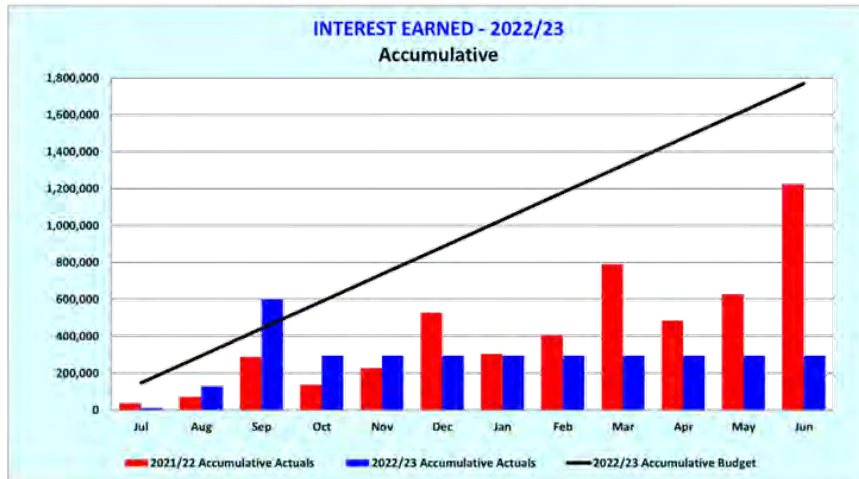
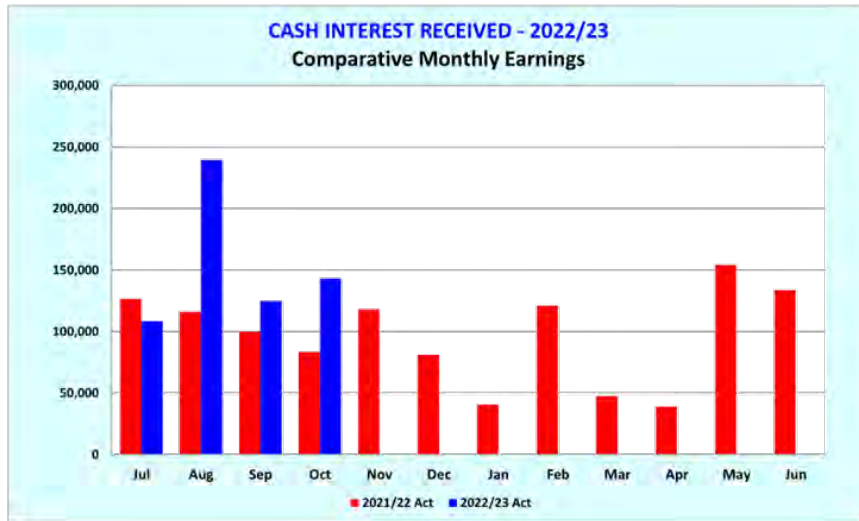
The BAUBIL (Bloomberg Ausbond Bank Bill) Index is engineered to measure the Australian money market by representing a passively-managed short term money market portfolio. This index is comprised of 13 synthetic instruments defined by rates interpolated from the RBA 24-hour cash rate, 1M BBSW, and 3M BBSW.

The Annual Average BAUBIL plus 25bps (a quarter of 1 percent) forms Council's benchmark rate against which Council's actual investment returns are compared.





Investment Report OCTOBER 2022



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City of Canada Bay

**Quarterly Budget Review Statement**  
for the period 01/07/22 to 30/09/22

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City of Canada Bay

**Quarterly Budget Review Statement**  
for the period 01/07/22 to 30/09/22**Report by responsible accounting officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

**30 September 2022**

It is my opinion that the Quarterly Budget Review Statement for City of Canada Bay for the quarter ended 30/09/22 indicates that Council's projected financial position at 30/6/23 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

**Signed:** \_\_\_\_\_**date:**

Evan Hutchings  
Responsible accounting officer

City of Canada Bay

**Quarterly Budget Review Statement**

for the period 01/07/22 to 30/09/22

**Income & expenses budget review statement**

Budget review for the quarter ended 30 September 2022

**Income & expenses - Council Consolidated**

(\$000's)	Original budget 2022/23	Changes		Revised budget 2022/23	Variations for this Sep Qtr	Notes	Projected year end result	Actual YTD figures
		Carry forwards	Sep QBRS					
<b>Income</b>								
Rates and annual charges	60,462		(221)	60,241	(221)	1	60,241	59,723
User charges and fees	20,223		(111)	20,112	(111)	2	20,112	4,727
Other revenues	6,647		22	6,669	22	3	6,669	1,437
Other income	3,546		156	3,702	156	4	3,702	1,235
Grants and contributions - operating	7,707		(774)	6,933	(774)	5	6,933	1,063
Grants and contributions - capital	38,206	2,122	(4,632)	35,696	(2,510)	6	35,696	4,021
Interest and investment revenue	1,883		555	2,438	555	7	2,438	622
Net gain from disposal of assets				-			-	11
<b>Total income from continuing operations</b>	<b>138,674</b>	<b>2,122</b>	<b>(5,005)</b>	<b>135,791</b>	<b>(2,883)</b>		<b>135,791</b>	<b>72,839</b>
<b>Expenses</b>								
Employee benefits and on-costs	41,999		131	42,130	131	8	42,130	11,340
Borrowing costs	698		-	698	-		698	184
Materials and services	37,540		901	38,441	901	9	38,441	9,693
Depreciation and amortisation	15,379		-	15,379	-		15,379	3,926
Other expenses	5,656		467	6,123	467	10	6,123	1,461
Net Loss from disposal of assets				-			-	
<b>Total expenses from continuing operations</b>	<b>101,272</b>	<b>-</b>	<b>1,499</b>	<b>102,771</b>	<b>1,499</b>		<b>102,771</b>	<b>26,604</b>
<b>Net operating result from continuing operations</b>	<b>37,402</b>	<b>2,122</b>	<b>(6,504)</b>	<b>33,020</b>	<b>(4,382)</b>		<b>33,020</b>	<b>46,235</b>
Discontinued operations - surplus/(deficit)				-			-	
<b>Net operating result from all operations</b>	<b>37,402</b>	<b>2,122</b>	<b>(6,504)</b>	<b>33,020</b>	<b>(4,382)</b>		<b>33,020</b>	<b>46,235</b>
<b>Net Operating Result before Capital Items</b>	<b>(804)</b>	<b>-</b>	<b>(1,872)</b>	<b>(2,676)</b>	<b>(1,872)</b>		<b>(2,676)</b>	<b>42,214</b>

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2022 and should be read in conjunction with the total QBRS report

City of Canada Bay

**Quarterly Budget Review Statement**  
for the period 01/07/22 to 30/09/22

**Income & expenses budget review statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

Notes	Details
<b>1</b>	<p><b>Rates and annual charges \$221K DOWN</b> Domestics Waste Management Charge UP\$75K</p> <p>Forecast growth in number of rateable properties of 390 has not been realised, income revised down by \$296K</p>
<b>2</b>	<p><b>User charges and fees \$111K DOWN</b> Fees collected for permits and administrations, particularly, Rock Anchor, Stand Plant have increased. UP \$91K.</p> <p>Commercial Waste fees collected have increased from \$907K to \$938K, UP \$31K</p> <p>Building Certificates and Inspections fees, forecast income increased from \$219K to \$249K , UP \$30K</p> <p>Shop and Health inspection income has increased, as have the number of inspections up from \$203K to \$223K, UP \$20K</p> <p>Forecast Hall hire income revised down from \$1.045M to \$1.03M, DOWN \$15K</p> <p>Golf course fees income revised down due to the inclement weather, comparing previous years Jul to Sept, takings are down by 40%. The adjustment made only relates to Q1, and we anticipate attendances to resume to prior year level. Forecast income reduced from \$2.13M to \$1.867M, DOWN \$265K.</p>
<b>3</b>	<p><b>Other revenues \$22K UP</b> Anticipated revenue from Fines Received - Penalty Notices, increased from \$4.707M to \$4.772M, UP \$65K</p> <p>Better Waste and Recycling Fund - remaining grant reduced by \$12K</p> <p>Carbon Credits income reduced by 50K, from \$75K to \$25K</p> <p>Anticipated revenue from Event Security Income increased from \$51K to \$63K, UP \$12K</p> <p>Anticipated Fuel &amp; Diesel Rebate from the fuel excise Council claimed, reduced in Q1, by \$4K,</p> <p>Property - Insurance Claims, settlement to Council of \$19K, recognised.</p> <p>Sales-Abandoned Vehicles, number of vehicles sold will not hit the COVID levels, income reduced from \$60K to \$50K, DOWN \$10K</p>
<b>4</b>	<p><b>Other income \$156K UP</b> Vacant Five Dock Leisure centre Café, DOWN \$49K</p> <p>Affordable Housing income increased by \$202K, contra material and services, as Council will separate the income and expenditure, rather than just recognising the net rent as income</p>
<b>5</b>	<p><b>Grants and contributions - operating \$774K DOWN</b> LIRS Subsidy for Concord Oval Loan - UP \$86K</p> <p>Five Dock Neon Nights - UP \$18K</p> <p>Final instalment of the Building Biodiversity grant - UP \$16K</p> <p>Start Strong Program UP \$24K</p> <p>Final instalment of the Sydney Coastal Group Litter Prevention grant - UP \$10K</p> <p>NSW Small Business Grant - UP \$5K</p> <p>Metro Green Space PRCG - funds received in 2021/22 DOWN \$73K</p>

Greening our City Cooler Suburbs - Round 3, funds received in 2021/22 DOWN \$860K

**6 Grants and contributions - capital \$2,510K DOWN**

**Carry Overs**

Howley Park East Upgrade DOWN \$16K

Goddard Park Amenities Building Upgrade UP \$386K

Timbrell Park Fields and Amenities Upgrade UP \$135K

Charles Heath Reserve Upgrade DOWN \$125K

Redevelopment of Concord Oval UP \$696K

Create a Swim site at Bayview Park UP \$84K

Majors Bay Reserve Recreation Precinct UP \$134K

McIlwaine Park - River Activation UP \$327K

St Lukes Oval Rebuild UP \$113K

Timbrell Park Fields and Amenities Upgrade UP \$50K

Federal Stimulus Road Safety Program School Zones UP \$65K

Drummoyne Shared Spaces UP \$63K

Kerb Ramp Design at Burwood Rd and Crane St Concord UP \$89K

Regional Cycleway Upgrade - RMS Grant UP \$65K

Floodplains - Powells Creek East Catchment FS, FRMS, FRM UP \$59K

**September Quarter Changes**

Kokoda Track Memorial Education Centre Upgrade contribution UP \$100K

Annual Road Pavement Renewal Program UP \$274K

Deakin St Foreshore Access DOWN \$175K

Intersection Upgrade George and Pomeroy Street DOWN \$150K

Regional Cycleway Upgrade - RMS Grant DOWN \$4,065K

Timbrell Park Sportsfield Upgrade DOWN \$167K

Pedestrian facilities around Russell Lea public School DOWN \$450K

**7 Interest and investment revenue \$555K UP**

Interest rates are continuing to increase, giving Council opportunity for better rates of return.

**8 Employee benefits and on-costs \$131K UP**

Increase in workers compensation premium, from \$991K to \$1.178M, UP \$187K

Additional Maternity Leave in Childcare centres and in Customer Services, UP \$77K

Salary savings across organisation, DOWN \$180K

Social Cohesion funded position for 6 months UP \$47K

**9 Materials and services \$901K UP**

Recognition of the costs associated with the affordable housing units UP \$202K

Move Greening our City Project to Capital projects, DOWN \$957K

Agency staff allocation across organisation increased from UP \$35K

Golf course commission fees paid, reduced reflecting down turn in ticket sales in Q1, DOWN \$26K

Risk Management - Insurance policy premiums, from \$1.742M to \$1.752M, UP \$10K

Childcare centres Start Strong grant expenditure, UP \$23K

Neon Nights grant expenditure UP \$18K

NSW Small Business Grant expenditure, UP \$5K

Commercial Waste bin replacements, UP \$71K

Building biodiversity grant to protect migratory birds, expenditure UP \$34K

Condition asset of seawalls, UP \$28K

NSW Social Cohesion grant expenditure UP \$41K

Five Dock Leisure centre contractor, fitness and licence fees increased from \$433K to \$487K, UP \$54K

Parramatta River Catchment group - grant expenditure for Sydney Coast Groups Litter prevention UP \$28K

Parramatta River Catchment group - grant expenditure for Designing with Country UP \$33K

Security contract to lock toilets during the week, UP \$65K

Groundwater monitoring - Rhodes UP \$150K

Faster Local Assessment processing grant UP \$350K

Domestic Waste Management disposal, collection and processing costs UP \$737K

10	<b>Other expenses \$467K UP</b>
	Waste Levies for Domestic Waste and commercial waste - UP \$81K
	Fire Services and SES Levies UP \$387K



City of Canada Bay

**Quarterly Budget Review Statement**

for the period 01/07/22 to 30/09/22

**Capital budget review statement**

Budget review for the quarter ended 30 September 2022

**Capital budget - Council Consolidated**

(\$000's)	Original budget 2022/23	Changes		Revised budget 2022/23	Variations for this Sep Qtr	Notes	Projected year end result	Actual YTD figures
		Carry forwards	Sep QBRs					
<b>Capital expenditure</b>								
Buildings	27,446	7,367	1,028	35,841	8,395	1	35,841	7,054
Drainage Works	2,835	243	(1,200)	1,878	(957)	2	1,878	277
Furniture&Fittings	1,524		(138)	1,386	(138)	3	1,386	116
Land(Improvements)	2,134	(16)	-	2,118	(16)	4	2,118	2
Office Equipment	-		11	11	11	5	11	-
Other Assets Heritage	-			-	-		-	-
Other Assets(Library)	487			487	-		487	23
Other Assets(Other)	161	8	5	174	13	6	174	48
Other Structures	25,718	1,819	(6,034)	21,503	(4,215)	7	21,503	1,085
Plant & Equipment	3,160	-		3,160	-		3,160	192
Public Bridges	153	63		216	63	8	216	-
Public Footpaths	2,781	82	(850)	2,013	(768)	9	2,013	12
Public Roads	18,103	619	(5,235)	13,487	(4,616)	10	13,487	1,042
Swimming Pool	586		(125)	461	(125)	11	461	117
Land (Operational)	50		445	495	445	12	495	63
Trees	640	424	597	1,661	1,021	13	1,661	361
City Projects	1,731			1,731	-		1,731	313
Investment Properties	2,590		(2,450)	140	(2,450)	14	140	20
Intangible Assets	584	96		680	96	15	680	165
Loan repayments (principal)	1,341			1,341	-		1,341	333
<b>Total capital expenditure</b>	<b>92,024</b>	<b>10,705</b>	<b>(13,946)</b>	<b>88,783</b>	<b>(3,241)</b>		<b>88,783</b>	<b>11,223</b>
<b>Capital funding</b>								
Rates & other untied funding	11,916		302	12,218	302		12,218	1,760
Capital grants & contributions	31,216	2,122	(4,632)	28,706	(2,510)		28,706	3,331
Reserves:								
- External restrictions/reserves	36,759	6,703	(11,194)	32,268	(4,491)		32,268	4,649
- Internal restrictions/reserves	6,694	1,880	1,418	9,992	3,298		9,992	1,440
New loans				-	-		-	
Receipts from sale of assets								
- Plant & equipment	838			838	-		838	43
- Land & buildings	4,600			4,600	-		4,600	
- Book Sales	1			1	-		1	
<b>Total capital funding</b>	<b>92,024</b>	<b>10,705</b>	<b>(14,106)</b>	<b>88,623</b>	<b>(3,401)</b>		<b>88,623</b>	<b>11,223</b>
<b>Net capital funding - surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>(160)</b>	<b>(160)</b>	<b>(160)</b>		<b>(160)</b>	<b>-</b>

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2022 and should be read in conjunction with the total QBRS report

City of Canada Bay

**Quarterly Budget Review Statement**  
for the period 01/07/22 to 30/09/22

**Capital budget review statement**  
**Recommended changes to revised budget**

Budget variations being recommended include the following material items:

Notes	Details
<b>1</b>	<p><b>Buildings UP \$8,395K</b></p> <p><b>Carry Overs</b></p> <ul style="list-style-type: none"> <li>Annual Building and Facility Accessibility Works Program UP \$68K</li> <li>Goddard Park Amenities Building Upgrade UP \$658K</li> <li>Halliday Park - Automatic Toilet Installation UP \$100K</li> <li>Redevelopment of Concord Oval UP \$851K</li> <li>Rhodes Recreation Centre UP \$5,690K</li> </ul> <p><b>September Quarter Changes</b></p> <ul style="list-style-type: none"> <li>Buildings Renewal UP \$271K</li> <li>Sustainability Program - Buildings DOWN \$161K</li> <li>Five Dock Leisure Centre Renovation UP \$121K</li> <li>Goddard Park Amenities Building Upgrade UP \$784K</li> <li>Kokoda Deck Project UP \$100K</li> <li>Public toilet - McIlwaine Park DOWN \$87K</li> </ul>
<b>2</b>	<p><b>Drainage Works DOWN \$957K</b></p> <p><b>Carry Overs</b></p> <ul style="list-style-type: none"> <li>Drainage SPEL SVO360 GPTNullawarra Ave and Mepunga ST UP \$33K</li> <li>Floodplains - Powells Creek East Catchment FS, FRMS, FRM UP \$59K</li> <li>Minor pit and lintel - Drainage Renewal UP \$132K</li> <li>Stormwater Pipe inlet safety program UP \$20K</li> </ul> <p><b>September Quarter Changes</b></p> <ul style="list-style-type: none"> <li>176 George Street raising and overland flow path DOWN \$1,200K</li> </ul>
<b>3</b>	<p><b>Furniture&amp;Fittings DOWN \$138K</b></p> <p><b>September Quarter Changes</b></p> <ul style="list-style-type: none"> <li>Five Dock Leisure Centre Refurbishment DOWN \$121K</li> <li>Five Dock Library Furniture DOWN \$7K</li> <li>The Learning Space - Furniture and Fittings DOWN \$11K</li> </ul>
<b>4</b>	<p><b>Land(Improvements) DOWN \$16K</b></p> <p><b>Carry Overs</b></p> <ul style="list-style-type: none"> <li>Howley Park East Upgrade DOWN \$16K</li> </ul>
<b>5</b>	<p><b>Office Equipment UP \$11K</b></p> <p><b>September Quarter Changes</b></p> <ul style="list-style-type: none"> <li>AV Solution for Concord Library public Space UP \$11K</li> </ul>
<b>6</b>	<p><b>Other Assets(Other) UP \$13K</b></p> <p><b>Carry Overs</b></p> <ul style="list-style-type: none"> <li>Urban Canopy Tree Planting UP \$8K</li> </ul> <p><b>September Quarter Changes</b></p> <ul style="list-style-type: none"> <li>Ferragosto (Vespa) UP \$21K</li> <li>Punt Park Tree Replacement DOWN \$16K</li> </ul>

**7 Other Structures DOWN \$4,215K**

**Carry Overs**

Charles Heath Reserve Upgrade DOWN \$125K  
 Create a Swimsite at Bayview Park UP \$84K  
 Goddard Park Crib Wall remediation works UP \$20K  
 Light Poles Priority Renewals UP \$148K  
 Majors Bay Reserve Recreation Precinct UP \$134K  
 Mcllwaine Park - River Activation UP \$455K  
 Park Signage Audit & Renewal UP \$43K  
 Renew Iron Cove Seawall- Sisters Bay to Birkenhead Point UP \$47K  
 Rhodes Foreshore Lighting Replacement UP \$454K  
 St Lukes Oval Rebuild UP \$91K  
 Timbrell Park Fields and Amenities Upgrade UP \$470K

**September Quarter Changes**

Annual Shade Renewal Program DOWN \$75K  
 Armitage Reserve seawall renewal UP \$150K  
 Birkenhead Point Seawall Upgrade DOWN \$607K  
 Design The Living Room - Livvi's Place UP \$15K  
 Goddard Park Crib Wall remediation works UP \$355K  
 Livvi's Place - Playground Accessibility Improvements UP \$23K  
 Playground Accessibility Improvements DOWN \$93K  
 Playground upgrade - Queen Elizabeth Park UP \$145K  
 Renew Iron Cove Seawall- Sisters Bay to Birkenhead Point DOWN \$847K  
 Saltwater Creek and Exile Bay Seawall naturalisation DOWN \$5,650K  
 Timbrell Park Fields and Amenities Upgrade UP \$1,250K  
 Timbrell Park Sportsfield Upgrade DOWN \$700K

**8 Public Bridges UP \$63K**

**Carry Overs**

Annual Bridge Renewal Program UP \$63K

**9 Public Footpaths DOWN \$768K**

**Carry Overs**

Annual Accessibility Works Program ( Bus Stop Upgrades etc) UP \$82K

**September Quarter Changes**

Deakin St Foreshore Access DOWN \$350K  
 Hen & Chicken Bay Foreshore Upgrade DOWN \$500K

**10 Public Roads DOWN \$4,616K**

**Carry Overs**

Cooper Street, Strathfield - Upgrade Works UP \$50K  
 Drummoyne Shared Spaces UP \$189K  
 Federal Stimulus Road Safety Program School Zones UP \$65K  
 Kerb Ramp Design at Burwood Rd and Crane St Concord UP \$89K  
 Local Roads Heavy Patching Program UP \$93K  
 Regional Cycleway Upgrade - RMS Grant UP \$65K  
 Rhodes Station Public Domain Construction works UP \$43K  
 The Terrace - Embankment Stabilisation UP \$25K

**September Quarter Changes**

Annual Kerb/Gutter Renewal Program UP \$200K  
 Annual Road Pavement Renewal Program UP \$56K  
 Drummoyne Shared Spaces UP \$300K  
 Five Dock Park - Car parking Upgrade - POM action item DOWN \$450K  
 Intersection Upgrade George and Pomeroy Street DOWN \$150K  
 Kings Road Carpark Upgrade - Design DOWN \$550K  
 Pedestrian Crossing Safety Improvement Program DOWN \$444K  
 Regional Cycleway Upgrade - RMS Grant DOWN \$4,065K  
 Rhodes East Public Domain - Design Only DOWN \$150K  
 Road Resurfacing Program UP \$18K

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**11 Swimming Pool DOWN \$125K**  
**September Quarter Changes**  
Cabarita Pool Renewals DOWN \$63K  
Drummoyne Pool Renewals DOWN \$63K

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**12 Land (Operational) UP \$445K**  
**September Quarter Changes**  
Five Dock Town Centre UP \$300K  
Strathfield Triangle - 8 Hiltz Avenue UP \$145K

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**13 Trees UP \$1,021K**  
**Carry Overs**  
Street Tree Replacement Program UP \$424K  
**September Quarter Changes**  
Greening our City Cooler Suburbs - Round 3 UP \$794K  
In Road Canopy Planting UP \$150K  
Street Tree Replacement Program DOWN \$346K

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**14 Investment Properties DOWN \$2,450K**  
**September Quarter Changes**  
Beaconsfield Ave Site DOWN \$2,450K

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**15 Intangible Assets UP \$96K**  
**Carry Overs**  
Canada Bay NICE inContact CXone Contact Centre UP \$45K  
Business Paper and Minute Software Implementation UP \$51K

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City of Canada Bay

**Quarterly Budget Review Statement**

for the period 01/07/22 to 30/09/22

**Cash & investments budget review statement**

Budget review for the quarter ended 30 September 2022

**Cash & investments - Council Consolidated**

(\$000's)	Original budget 2022/23	Changes		Variations for this Sep Qtr	Notes	Projected year end result	Actual YTD figures
		Carry forwards	Sep QBRS				
<b>Externally restricted <sup>(1)</sup></b>				<b>Total</b>			
Unexpended Loans	2,912	(205)		(205)	1	2,707	2,912
Contract Liabilities	3,822			-		3,822	18,844
Section 7.4	10,659	(6,144)		(6,144)	2	4,515	21,856
Section 7.11 & 7.12	20,792	(301)	1,789	1,488	3	22,280	25,988
Community Enhancement Plan	0			-		0	16
Unexpended Grants	1,702		(1,702)	(1,702)	4	0	1,441
Domestic Waste Management	14,339		4,909	4,909	5	19,248	19,784
Stormwater Management Levy	165	(53)	-	(53)	6	112	722
<b>Total externally restricted</b>	<b>54,392</b>	<b>(6,703)</b>	<b>4,996</b>	<b>(1,707)</b>		<b>52,685</b>	<b>91,563</b>
<small>(1) Funds that must be spent for a specific purpose</small>							
<b>Internally restricted <sup>(2)</sup></b>							
Plant & Vehicle Replacement	812			-		812	2,490
Infrastructure Replacement	0			-		0	155
CEEP	(0)			-		(0)	32
Bonds and Deposits	11,429			-		11,429	11,533
Internal Loans	-			-		-	0
Financial Sustainability	911	(47)	(96)	(143)	7	768	1,613
Employee Leave Entitlements	2,206			-		2,206	2,206
Carry Over Works	2,649	(1,833)	363	(1,470)	8	1,179	5,844
Concord Oval	(0)			-		(0)	86
Drummoyne Oval	51			-		51	55
Investment Fund	8,482		2,554	2,554	9	11,036	7,254
Risk Management	-			-		-	(0)
Massey Park	62			-		62	62
Wellbank	894		(51)	(51)	10	843	822
Victoria Ave Childrens	204		(11)	(11)	11	193	192
Parking Meters	704			-		704	1,184
Workers Comp	-			-		-	-
Five Dock Leisure Centre	10			-		10	97
Water For Community	392			-		392	392
Election of Councillors	200			-		200	50
Affordable Housing	4,018			-		4,018	3,662
Parramatta River Catchment Group	342		(123)	(123)	12	219	250
Financial Assistance Grant Advance	2,136			-		2,136	1,602
Commercial Waste	4,926			-		4,926	4,926
				-		-	-
				-		-	-
<b>Total internally restricted</b>	<b>40,429</b>	<b>(1,880)</b>	<b>2,636</b>	<b>756</b>		<b>41,185</b>	<b>44,506</b>
<small>(2) Funds that Council has earmarked for a specific purpose</small>							
<b>Unrestricted (ie. available after the above Restricti</b>	<b>8,171</b>	<b>-</b>	<b>(184)</b>	<b>(184)</b>		<b>7,987</b>	<b>7,422</b>
<b>Total Cash &amp; investments</b>	<b>102,992</b>	<b>(8,583)</b>	<b>7,448</b>	<b>(1,135)</b>		<b>101,857</b>	<b>143,491</b>

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2022 and should be read in conjunction with the total QBRS report

City of Canada Bay

**Quarterly Budget Review Statement**  
for the period 01/07/22 to 30/09/22

**Cash & investments budget review statement**

**Investments**

Investments have been invested in accordance with Council's Investment Policy.

**Cash**

The Cash at Bank figure included in the Cash & Investment Statement totals \$143,490,991

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.  
The date of completion of this bank reconciliation is 30/09/22

**Reconciliation status**

The YTD cash & investment figure reconciles to the actual balances held as follows:

	<b>\$ 000's</b>
Cash at bank (as per bank statements)	619
Investments on hand	142,872
<b>Reconciled cash at bank &amp; investments</b>	<b>143,491</b>
<b>Balance as per QBRS review statement:</b>	<b>143,491</b>
Difference:	-

**Recommended changes to revised budget**

Budget variations being recommended include the following material items:

<b>Notes</b>	<b>Details</b>
1	<p><b>Unexpended Loans DOWN \$205K</b></p> <p><b>Carry Overs</b></p> <p>Cooper Street, Strathfield - Upgrade Works DOWN \$50K</p> <p>Redevelopment of Concord Oval DOWN \$155K</p>
2	<p><b>Section 7.4 DOWN \$6,144K</b></p> <p><b>Carry Overs</b></p> <p><b>Transfers from - Developer Contributions - VPA Rhodes West DOWN \$6,144K</b></p> <p>Rhodes Foreshore Lighting Replacement DOWN \$454K</p> <p>Rhodes Recreation Centre DOWN \$5,690K</p>
3	<p><b>Section 7.11 &amp; 7.12 UP \$1,488K</b></p> <p><b>Carry Overs</b></p> <p><b>Transfers from - Developer Contr. - S7.12 DOWN \$68K</b></p> <p>Annual Building and Facility Accessibility Works Program DOWN \$68K</p> <p><b>Transfers from - Developer Contr. - S7.11 CCB DOWN \$190K</b></p> <p>Drummoyne Shared Spaces DOWN \$126K</p> <p>McIlwaine Park - River Activation DOWN \$64K</p> <p><b>Transfers from - Developer Contr. - S7.11 Rhodes - DOWN \$43K</b></p> <p>Rhodes Station Public Domain Construction works DOWN \$43K</p> <p><b>September Quarter Changes</b></p>

**Transfers from - Developer Contri. - \$7.12 UP \$337K**

Annual Shade Renewal Program reserve balance increased UP \$50K  
Annual Building and Facility Accessibility Works Program reserve balance reduced by \$68K  
Playground upgrade - Queen Elizabeth Park reserve balance reduced by \$50K  
Public toilet - Mcllwaine Park reserve balance increased UP \$87K  
Armitage Reserve seawall renewal reserve balance reduced by \$150K

**Transfers from - Developer Contri. - \$7.11 CCB DOWN \$1,302K**

176 George Street raising and overland flow path reserve balance increased UP \$1,200K  
Hen & Chicken Bay Foreshore Upgrade reserve balance increased UP \$500K  
Timbrell Park Fields and Amenities Upgrade reserve balance reduced by \$1,250K  
Deakin St Foreshore Access reserve balance increased UP \$175K  
Pedestrian Crossing Safety Improvement Program reserve balance increased UP \$444K  
Timbrell Park Sportsfield Upgrade reserve balance increased UP \$533K  
Playground upgrade - Queen Elizabeth Park reserve balance reduced by \$46K  
Playground Accessibility Improvements reserve balance increased UP \$61K  
Drummoyne Shared Spaces reserve balance reduced by \$300K  
Livvi's Place - Playground Accessibility Improvements reserve balance reduced by \$15K  
Russell Lea Pedestrian Safety Project reserve balance reduced by \$450K  
Five Dock Park - Car parking Upgrade - POM action item reserve balance increased UP \$450K

**Transfers from - Developer Contri. - \$7.11 Rhodes - UP \$150K**

Rhodes East Public Domain - Design Only reserve balance increased UP \$150K

**4 Unexpended Grants DOWN \$1,702K**

**September Quarter Changes**

Emergency Services reserve balance reduced by \$118K  
NSW Fire Bridage Levy reserve balance reduced by \$369K  
Building Biodiversity Grant to protect migratory shorebirds reserve balance reduced by \$18K  
Library - Local Priority Grants 2021-22 reserve balance reduced by \$17K  
Greening our City Cooler Suburbs - Round 3 reserve balance reduced by \$696K  
Faster Local Assessment Grant Program reserve balance reduced by \$250K  
NSW Govt Social Cohesion Project reserve balance reduced by \$88K  
In Road Canopy Planting reserve balance reduced by \$150K

**5 Domestic Waste Management UP \$4,909K**

**September Quarter Changes**

Domestic Waste Management reserve balance reduced by \$741K  
Saltwater Creek and Exile Bay Seawall naturalisation reserve balance increased UP \$5,650K

**6 Stormwater Management Levy DOWN \$53K**

**Carry Overs**

Drainage SPEL SVO360 GPTN Nullawarra Ave and Mepunga ST DOWN \$33K  
Stormwater Pipe inlet safety program DOWN \$20K

**7 Financial Sustainability DOWN \$143K**

**Carry Overs**

Renew Iron Cove Seawall- Sisters Bay to Birkenhead Point DOWN \$47K

**September Quarter Changes**

Goddard Park Amenities Building Upgrade reserve balance reduced by \$750K  
Birkenhead Point Seawall Upgrade reserve balance increased UP \$607K  
Renew Iron Cove Seawall- Sisters Bay to Birkenhead Point UP \$47K

**8 Carry Over Works DOWN \$1,470K**

**Carry Overs**

Annual Accessibility Works Program ( Bus Stop Upgrades etc) DOWN \$82K  
Annual Bridge Renewal Program DOWN \$63K  
Business Paper and Minute Software Implementation DOWN \$50K  
Canada Bay NICE inContact CXone Contact Centre DOWN \$45K  
Goddard Park Amenities Building Upgrade DOWN \$272K  
Goddard Park Crib Wall remediation works DOWN \$20K  
Halliday Park - Automatic Toilet Installation DOWN \$100K  
Light Poles Priority Renewals DOWN \$148K

Local Roads Heavy Patching Program DOWN \$93K  
 Mcllwaine Park - River Activation DOWN \$63K  
 Minor pit and lintel - Drainage Renewal DOWN \$132K  
 Park Signage Audit & Renewal DOWN \$43K  
 St Lukes Oval Rebuild UP \$21K  
 Street Tree Replacement Program DOWN \$424K  
 The Terrace - Embankment Stabilisation DOWN \$25K  
 Timbrell Park Fields and Amenities Upgrade DOWN \$286K  
 Urban Canopy Tree Planting DOWN \$8K

**September Quarter Changes**

Annual Shade Renewal Program reserve balance increased UP \$25K  
 Livvi's Place - Playground Accessibility Improvements reserve balance reduced by \$8K  
 Playground Accessibility Improvements reserve balance increased UP \$32K  
 Playground upgrade - Queen Elizabeth Park reserve balance reduced by \$49K  
 Punt Park Tree Replacement reserve balance increased UP \$16K  
 Street Tree Replacement Program reserve balance increased UP \$347K

**9 Investment Fund UP \$2,554K**

**September Quarter Changes**

Beaconsfield Ave Site reserve balance increased UP \$2,450K  
 Kings Road Carpark Upgrade - Design reserve balance increased UP \$550K  
 Five Dock Town Centre reserve balance reduced by \$300K  
 Strathfield Triangle - 8 Hilt Avenue reserve balance reduced by \$145K

**10 Wellbank DOWN \$51K**

**September Quarter Changes**

Wellbank Childrens Centre Service Delivery reserve balance reduced by \$40K  
 AV Solution for Concord Library public Space reserve balance reduced by \$11K

**11 Victoria Ave Childrens DOWN \$11K**

**September Quarter Changes**

Victoria Avenue Child Care Centre reserve balance reduced by \$11K

**12 Parramatta River Catchment Group DOWN \$123K**

Sydney Coast grant in reserve will be utilised, DOWN \$18K  
 Metro Greenspace - Designing with Country, grant in reserve to will be utilised, DOWN \$105K



City of Canada Bay

**Quarterly Budget Review Statement**

for the period 01/07/22 to 30/09/22

**Contracts budget review statement**

Budget review for the quarter ended 30 September 2022

**Part A - Contracts listing** - contracts entered into during the quarter

Contractor	Contract detail & purpose	Purchase Order	Contract Number	Contract value	Notes
Veolia Environmental Services	Veolia Waste, BHC and G/O processing PO - FY23Contract 2014-PE01 - Waste and Organics Disposal and Processing 2015-20 (with extension covering period 1 July 2020 to 30 June 2025)	PU067373	000129	6,864,395	
Sita Australia Pty Ltd (Waste Collection Services ONLY)	SUEZ (Veolia) - Waste Collection purchase order for FY23	PU067372	000130	5,501,248	
Revenue NSW	Annual Contribution towards Fire & Rescue and NSW State Emergency Service2022/23	PU068585	000324	2,228,378	
Quality Management & Constructions Pty Ltd	Drummoyn Shared Spaces	PU067981	000313	1,917,841	
Statecover Mutual Ltd	Workers Compensation Insurance Premium 2022-2023	PU067401	000061	1,133,143	
Revenue NSW (Infringements)	Standing Purchase Order 2022/2023 - Infringements	PU068311	000061	750,000	
Statewide Mutual Liability	City of Canada Bay CouncilProperty Insurance renewal 2022-2023Tax Invoice - 099-152675	PU067377	000061	739,560	
Statewide Mutual Liability	City of Canada Bay CouncilPublic Liability/Professional Indemnity insurance renewal 2022-2023Tax Invoice 099-152676	PU067376	000061	462,765	
The Trustee For Simpson Family Trust T/A Simpson Landscapes Simpson Landscapes & Consultants	Queen Elizabeth Park Playground Upgrade - Civil WorksContract No. 2022 CSA3	PU068096	000318	446,622	
The Trustee For Ccmg Unit Trust T/A Central Coast Motor Grou Central Coast Motor Group	Purchase order to secure 6 x Forester Hybrids and 6 x XV Hybrid vehicles under NSW State Government Fleet Contract (300).An EOI had gone out on Vendor Panel with only 2 responses that were not suitable. CCMG had contacted Council saying they could supply vehicles within the next six months under the NSW State government contract. As all vehicles come from the manufacturer at he same rates under this contract, obtaining multiple quotes would not provide any better value to Council.	PU068288	000094	424,134	
Belgravia Health and Leisure G roup Pty Ltd	PO for payment of monthly service fee to Belgravia Leisure for the management and operation of Cabarita and Drummoyn Swimming Centres.	PU068433	000157	383,951	
Interflow Pty Ltd	Concord West Hospital Stormwater Pipe Relining 2021/22	PU068486	000098	346,138	
Statewide Mutual Liability	City of Canada Bay CouncilMotor Vehicle Insurance renewal 2022-2023Tax Invoice - 099-152672	PU067375	000061	313,681	
Visy Recycling	VISY recycling processing - FY23Recycling Processing Contract 2013 - 23Gate Rate Payment 1 July 2022 - 30 June 2023	PU067374	000175	291,200	
Data#3 Limited	Annual Microsoft Licensing fee for Year 3	PU067983	000197	185,781	
Corporation Sole EPA Act	Sydney Region Development Fund Contribution 2022/23	PU068246	000320	184,425	
Ethos Urban Pty Ltd	Community Facilities Strategy	PU067973	000061	183,644	
Veolia Environmental Services	Disposal of depot waste to Veolia Greenacre tipping facility.	PU068185	000129	181,818	
Massey Park Golf Club Ltd	Massey Park Green Fees and retainer 2022/23	PU068100	000177	180,000	

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2022 and should be read in conjunction with the total QBRS report

City of Canada Bay

**Quarterly Budget Review Statement**

for the period 01/07/22 to 30/09/22

**Contracts budget review statement**

Budget review for the quarter ended 30 September 2022

**Part A - Contracts listing** - contracts entered into during the quarter

Contractor	Contract detail & purpose	Purchase Order	Contract Number	Contract value	Notes
Bayside Golf Shop Pty Ltd	Bayside Golf @ Barnwell Park Golf Course - this amount is drawn down on throughout the year to make monthly payments to the service provider based on reconciled green fee income.	PU068099	000061	170,000	
Venues New South Wales	Drummoyne oval maintenance invoice carried out by Green Options	PU067288	000218	160,396	
KK Civil Engineering	Tranmere Street Pedestrian Crossing	PU067443	000299	156,945	
Veolia Environmental Services	Tipping Fees at Veolia Clyde tipping facility.	PU067556	000307	145,455	
Geosyntec Consultants Pty Ltd	Groundwater Monitoring - Rhodes	PU068791	000332	145,455	
Ally Civil	Construction of Refuge Islandsand On-Road Bicycle Path on Heath Street, Five Dock	PU067982	000311	136,396	
Australia Post (Rates)	Australia Post Rates 2022/23	PU067276	000160	136,364	
MJ And RJ Armour Pty Ltd TA Procure Spot	Procure Spot - consultant - Faster Local Approvals Grant program	PU067423	000306	136,364	
Morgan Printing Pty Ltd	CCB newsletters	PU067335	000297	126,515	
Valuation Services - Dept of Planning Industry&Environment	Land valuation service 2022-23	PU067995	000314	117,982	
Hydra Wash	High Pressure Footpath Washing in CCB 2022 - 2023	PU067557	000192	114,858	
GYC Pty Ltd	Toro Multipro 5800 Spray Unit	PU067746	000111	103,311	
Alveare Projects Pty Ltd	Project Management Services - ROCO and Charles Heath Reserve	PU068104	000295	100,000	
The Trustee For Epm Partners Unit Trust					
T/A Epm Partners Pty	For licencing, support and enhancements in FY22-23	PU067579	000276	99,380	
Mike Ritchie & Associates Pty Ltd	Waste Audits for the Rhodes to FOGO Trial project	PU068790	000061	91,804	
EIR Building & Maintenance Pty Ltd	Kokoda Education Centre Deck, metalworks for raised garden bed, brick paving modification	PU068703	000336	91,112	
Fulton Hogan Industries Pty Lt	SPO 2023 Financial Year for Asphalt Supply	PU067553	000294	90,909	
Stateline Asphalt Pty Ltd	CCBC Heavy Patching Maintenance Pkg 1	PU067945	000112	90,624	
Vestone Capital	Equipment Lease- CCBC contract number 249	PU068287	000249	88,378	
Precise Air Group Pty Ltd	Air conditioning maintenance 2022/23	PU068107	000163	84,097	
Sam Crawford Architects	The Living Room, Five Dock	PU067316	000304	82,150	
SSROC	SSROC Membership Fees period 1 July 2022 to 30 June 2023	PU068152	000281	77,115	
Statewide Mutual Liability	City of Canada Bay Council Property insurance renewal 2022-2023	PU067278	000061	76,509	
Duncan Solutions	Parking Sensor Technology - Contract 296 - Duncan Solutions	PU067227	000296	74,641	
Statewide Mutual Liability	City of Canada Bay CouncilCouncillors and Officers Liability insurance renewal 2022-2023Tax Invoice 099-152668	PU067277	000061	73,724	
Planet Civil Pty Ltd	Street tree removal and ancillary works37 Westbourne St Drummoyne, 50 Janet St Drummoyne, 51 Tranmere St Drummoyne, 169a Burwood Rd Concord, 98 Burwood Rd Concord	PU067554	000112	71,030	
QBE Insurance (CTP Insurances)	May 2022 to May 2023 CTP for Vehicles	PU067475	000061	69,085	
Integrated Technology Services	Monthly Parking Meter Service 2022/23	PU068631	000061	63,636	
The Trustee for Polaris Marine Constructions Trust No. 1	Battersea Park Boat Ramp urgent repairs to replace bolts to stop micro mesh panels from lifting.	PU067790	000098	62,977	

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2022 and should be read in conjunction with the total QBRS report

City of Canada Bay

**Quarterly Budget Review Statement**

for the period 01/07/22 to 30/09/22

**Contracts budget review statement**

Budget review for the quarter ended 30 September 2022

**Part A - Contracts listing** - contracts entered into during the quarter

Contractor	Contract detail & purpose	Purchase Order	Contract Number	Contract value	Notes
Drummoyne Community Centre	Drummoyne Community Centre six monthly allocation of funding (1 July to 31 December 2022)	PU067357	000061	62,772	
Forestree Australia Pty Ltd	Forestree - Tree Management Software Platform - Collating Our Canopy Project	PU068648	000323	58,000	
Australia Post (Council)	Australia Post - Council - 2021-2022	PU068642	000061	54,545	
Winc Australia Pty Ltd (Online Only)	SPO for Stationery, Paper & Office Consumables (WINC) to 30-06-2023 (Estimate only) SSROC T2020-06	PU067680	000062	53,636	
Inchurch Automotive Pty Ltd Thomson Mitsubishi, Parramatta Honda, Thomson Automo (T/A)	Honda Accord	PU067592	000094	53,616	
NSW Kerbing Pty Ltd	2022 - Utilities Resto Works Pkg 06 - Night Works	PU067240	000112	52,273	
Urakawa Jenkins Pty Ltd T/A Urakawa Jenkins Architecture	Five Dock Leisure Centre Renovation	PU068165	000315	51,795	
Interflow Pty Ltd	Stormwater Relining at Intersection of Rodd Rd and Great North Rd , Five Dock	PU067597	000112	50,323	

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2022 and should be read in conjunction with the total QBRS report

City of Canada Bay

**Quarterly Budget Review Statement**  
for the period 01/07/22 to 30/09/22**Consultancy & legal expenses budget review statement**

Consultancy &amp; legal expenses overview

<b>Expense</b>	<b>YTD expenditure (actual dollars)</b>	<b>Budgeted (Y/N)</b>
Consultancies	698,223	Y
Legal Fees	93,478	Y

**Definition of a consultant:**

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

**City of Canada Bay Council - September 2022 Capital Expenditure Budget ( Excludes Loan Repayment)**

		2022/23		2021/22		2020/21	
		Proposed	2022/23	Actual	Actual	Actual	Actual
		2022/23	2022/23	2021/22	2021/22	2020/21	2020/21
		2022/23	2022/23	2021/22	2021/22	2020/21	2020/21
Buildings Renewal	Buildings and Property	1,540,000	0	271,000	271,000	1,811,000	146,436
Seacroft Ave Site	Buildings and Property	2,500,000	0	-2,450,000	-2,450,000	50,000	4,350
Annual Building and Facility Accessibility Works Program	Buildings and Property	107,800	67,973	0	67,973	175,773	1,325
Drummoyne Pool Renewals	Buildings and Property	125,000	0	-62,500	-62,500	62,500	59,661
Cabarita Pool Renewals	Buildings and Property	125,000	0	-62,500	-62,500	62,500	52,975
Design The Living Room - khvi's Place	Buildings and Property	100,000	0	15,000	15,000	115,000	54,030
Queen Elizabeth Park Toilet Block (Lueloo)	Buildings and Property	57,750	0	0	0	57,750	0
Public toilet - Melbaine Park	Buildings and Property	86,625	0	-86,625	-86,625	0	0
Kings Road Carpark Upgrade - Design	Buildings and Property	600,000	0	-550,000	-550,000	50,000	5,794
30 Thornleigh Avenue Concord Divestment	Buildings and Property	90,000	0	0	0	90,000	4,760
283 Concord Road Divestment	Buildings and Property	0	0	0	0	0	19,466
Five Dock Town Centre	Buildings and Property	50,000	0	300,000	300,000	350,000	52,900
Sustainability Program (Net Zero by 2030) - Buildings	Buildings and Property	308,922	0	-161,000	-161,000	147,922	0
Bayview Park Toilet - Design Phase - Knockdown & Rebuild	Buildings and Property	86,625	0	0	0	86,625	0
Depot Renewal	Buildings and Property	157,500	0	0	0	157,500	0
Five Dock Leisure Centre Renovation	Buildings and Property	1,200,000	0	121,000	121,000	1,321,000	83,436
Cabarita Pool - Electric Heat Pump	Buildings and Property	336,000	0	0	0	336,000	4,848
Strathfield Triangle - 8 Hills Avenue	Buildings and Property	0	0	145,324	145,324	145,324	10,000
	<b>Buildings and Property Total</b>	<b>7,471,222</b>	<b>67,973</b>	<b>-2,520,301</b>	<b>-2,452,328</b>	<b>5,018,895</b>	<b>500,040</b>
Fleet - Vehicles (Trucks, Utes, Trailers, Mowers)	Fleet Services	1,500,000	0	0	0	1,500,000	183,622
Fleet - Loose Back Vehicles (Sedans and Wagons)	Fleet Services	1,600,000	0	0	0	1,600,000	0
Small Plant - Engineering	Fleet Services	30,000	0	0	0	30,000	8,650
Small Plant - Parks & Gardens	Fleet Services	30,000	0	0	0	30,000	0
	<b>Fleet Services Total</b>	<b>3,160,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,160,000</b>	<b>192,272</b>
Business Paper and Minute Software Implementation	Information Systems	0	50,215	0	50,215	50,215	30,653
TechOne Cloud Migration	Information Systems	104,520	0	0	0	104,520	29,336
Canada Bay NICE inContact CXone Contact Centre	Information Systems	0	45,425	0	45,425	45,425	13,163
Concord Oval Website and IT Support	Information Systems	229,445	0	0	0	229,445	712
Property Management Software	Information Systems	150,000	0	0	0	150,000	0
Project Management Software	Information Systems	100,000	0	0	0	100,000	91,320
	<b>Information Systems Total</b>	<b>583,966</b>	<b>95,640</b>	<b>0</b>	<b>95,640</b>	<b>679,606</b>	<b>165,184</b>
Concord Library Furniture and Fittings	Library and Community Services	28,212	0	0	0	28,212	19,281
Five Dock Library Furniture	Library and Community Services	13,620	0	-6,646	-6,646	6,974	0
Library Audio/Visual	Library and Community Services	62,298	0	0	0	62,298	642
Library Books	Library and Community Services	274,825	0	0	0	274,825	18,720
Library Periodicals	Library and Community Services	38,363	0	0	0	38,363	888
Library Cataloguing and Processing	Library and Community Services	111,226	0	0	0	111,226	2,924
The Learning Space - Furniture and Fittings	Library and Community Services	21,124	0	-10,512	-10,512	10,612	0
Making the Most of Five Dock Library for the Community	Library and Community Services	209,803	0	0	0	209,803	5,060
AV Solution for Concord Library public Space	Library and Community Services	0	0	11,000	11,000	11,000	0
	<b>Library and Community Services Total</b>	<b>759,471</b>	<b>0</b>	<b>-6,158</b>	<b>-6,158</b>	<b>753,313</b>	<b>47,516</b>
Five Dock Public Domain Streetscape (Stage 2 - Southern End)	Major Projects	0	0	0	0	0	3,436
Goddard Park Amenities Building Upgrade	Major Projects	0	658,192	784,000	1,442,192	1,442,192	729,977
Holiday Park - Automatic Toilet Installation	Major Projects	0	100,000	0	100,000	100,000	80,716
Redevelopment of Concord Oval	Major Projects	9,202,261	850,625	0	850,625	10,052,886	2,688,438
Charles Heath Reserve Upgrade	Major Projects	3,817,022	-125,189	0	-125,189	3,691,833	32,671
Timbrell Park Fields and Amenities Upgrade	Major Projects	0	470,228	1,250,000	1,720,228	1,720,228	240,202
Melbaine Park - River Activation	Major Projects	5,137,019	454,504	0	454,504	5,591,523	150,677
Rhodes Recreation Centre	Major Projects	14,319,000	5,690,000	0	5,690,000	20,009,000	3,302,475
Major Projects - City Services and Assets	Major Projects	1,730,783	0	0	0	1,730,783	312,785
Goddard Park Emb Wall remediation works	Major Projects	270,000	20,000	355,000	375,000	645,000	2,459
Timbrell Park Sportsfield Upgrade	Major Projects	1,000,000	0	-700,000	-700,000	300,000	0
Concord Oval Recreation Centre Fit-out	Major Projects	630,431	0	0	0	630,431	28,965
ROCD Oval Furniture, Fixtures & Equipment	Major Projects	500,000	0	0	0	500,000	62,446
Five Dock Leisure Centre Refurbishment	Major Projects	121,000	0	-121,000	-121,000	0	0
Drummoyne Shared Spaces	Major Projects	2,500,000	188,692	300,000	488,692	2,988,692	859,891
Majors Bay Reserve Recreation Precinct	Major Projects	4,550,000	133,785	0	133,785	4,683,785	48,789
Howroy Park East Upgrade	Major Projects	1,903,826	-16,236	0	-16,236	1,887,590	0
Barnwell Park Park Works Building Renewal	Major Projects	380,000	0	0	0	380,000	0

**City of Canada Bay Council - September 2022 Capital Expenditure Budget ( Excludes Loan Repayment)**

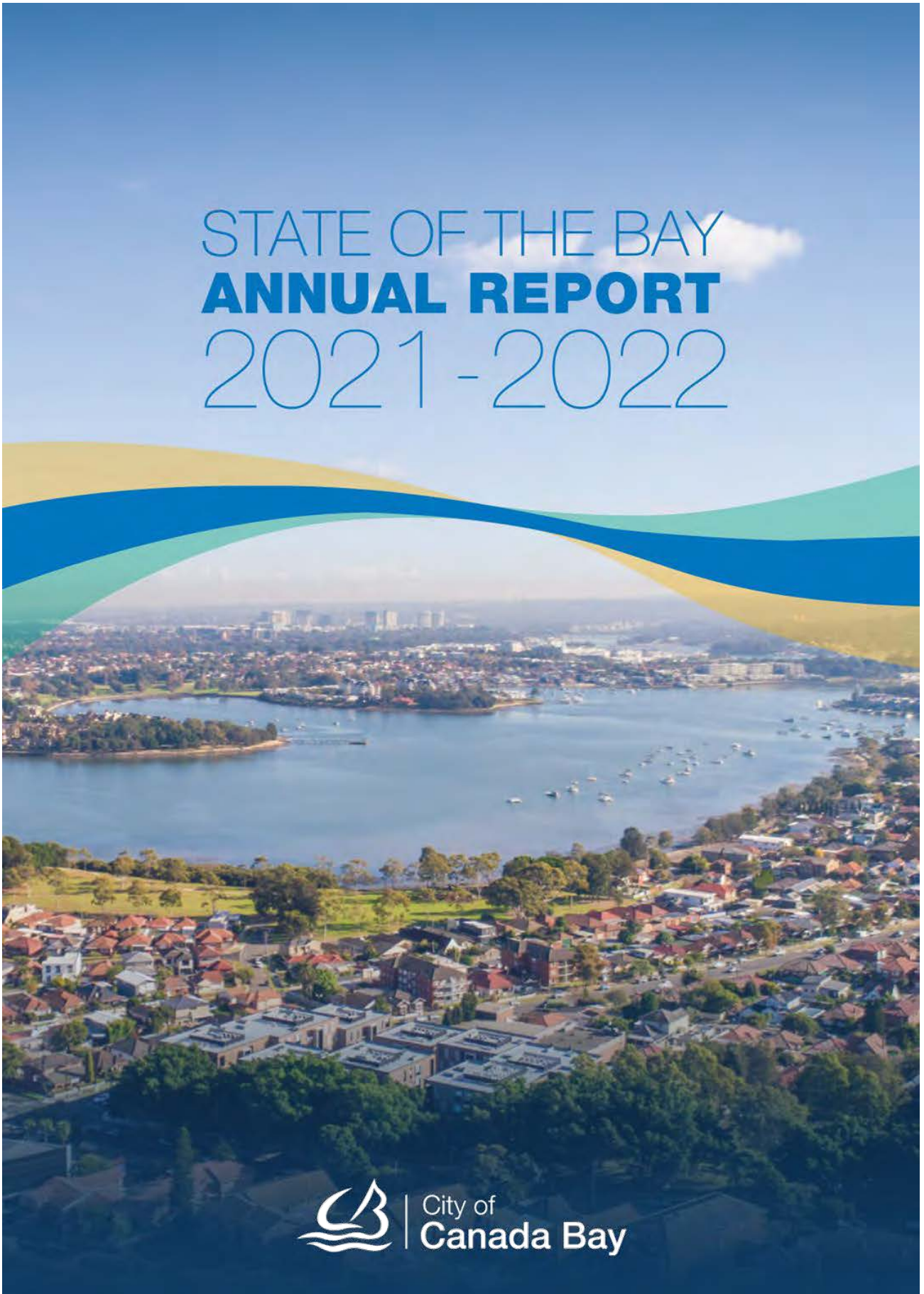
		Financial Year 2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
In Road Canopy Planting	Major Projects	0	0	150,000	150,000	150,000	0
	<b>Major Projects Total</b>	<b>46,061,322</b>	<b>8,424,600</b>	<b>2,018,000</b>	<b>10,442,600</b>	<b>56,503,922</b>	<b>8,543,975</b>
Ferragosto - Vespa	Place	0	0	21,000	21,000	21,000	21,000
	<b>Place Total</b>	<b>0</b>	<b>0</b>	<b>21,000</b>	<b>21,000</b>	<b>21,000</b>	<b>21,000</b>
Annual Skateboard Park Renewal Program	Parks and Recreation	150,000	0	0	0	150,000	0
Street Tree Replacement Program	Parks and Recreation	250,000	423,577	-492,470	68,893	181,107	0
Wangal Reserve and Punt Park POM Actions	Parks and Recreation	134,503	0	0	0	134,503	0
Men & Chillon Bay Foreshore Upgrade	Parks and Recreation	500,000	0	-500,000	-500,000	0	0
Drummoyne Oval/ Taplin Stormwater re-use	Parks and Recreation	20,000	0	0	0	20,000	0
Annual Shade Renewal Program	Parks and Recreation	75,257	0	-75,257	-75,257	0	0
Annual Outdoor Exercise Equipment Program	Parks and Recreation	100,000	0	0	0	100,000	0
Off-Leash Dog Area Upgrades	Parks and Recreation	40,000	0	0	0	40,000	0
Doakin St Foreshore Access	Parks and Recreation	700,000	0	-350,000	-350,000	350,000	0
Create a Swimsite at Bayview Park	Parks and Recreation	588,000	83,781	0	83,781	671,781	184,802
Urban Canopy Street Tree Masterplan	Parks and Recreation	80,000	0	0	0	80,000	0
Urban Canopy Tree Planting	Parks and Recreation	100,000	8,379	0	8,379	108,379	6,900
Park Signage Audit & Renewal	Parks and Recreation	0	42,514	0	42,514	42,514	0
Park Renewal Program - Non - Playground Equipment	Parks and Recreation	100,000	0	0	0	100,000	2,200
St Lukes Oval Rebuild	Parks and Recreation	270,000	91,156	0	91,156	361,156	6,060
Timberl Park POM & Masterplan	Parks and Recreation	25,000	0	0	0	25,000	0
Punt Park Tree Replacement	Parks and Recreation	60,709	0	-16,000	-16,000	44,709	8,040
Playground upgrade - Queen Elizabeth Park	Parks and Recreation	575,000	0	145,257	145,257	720,257	79,754
Playground Accessibility Improvements	Parks and Recreation	227,707	0	-93,000	-93,000	134,707	0
Playground upgrade - WA McInnes Reserve	Parks and Recreation	20,000	0	0	0	20,000	0
Playground upgrade - Brett Park	Parks and Recreation	50,000	0	0	0	50,000	1,653
Pedestrian Access Mobility Plan improvements	Parks and Recreation	100,000	0	0	0	100,000	0
Urban Canopy - Asset Management	Parks and Recreation	150,000	0	0	0	150,000	2,010
Greening our City 2020 Round 2	Parks and Recreation	390,000	0	0	0	390,000	205,608
Lion's Place - Playground Accessibility Improvements	Parks and Recreation	56,448	0	23,000	23,000	79,448	0
Mill Park Hill Basketball Court	Parks and Recreation	10,000	0	0	0	10,000	0
Trees - 51 Transmere St Drummoyne	Parks and Recreation	0	0	10,995	10,995	10,995	10,995
Trees - 50 Janet Street, Drummoyne	Parks and Recreation	0	0	12,950	12,950	12,950	12,950
Greening our City Cooler Suburbs - Round 3	Parks and Recreation	0	0	793,502	793,502	793,502	83,898
Green North Road - Median strip Tree removal and re-planting	Parks and Recreation	0	0	0	0	0	447
Trees - 98 Burwood Road, Concord	Parks and Recreation	0	0	15,125	15,125	15,125	15,125
Trees - 67 Alexandra Street, Drummoyne	Parks and Recreation	0	0	2,271	2,271	2,271	0
Trees - 169A Burwood Rd, Concord	Parks and Recreation	0	0	13,260	13,260	13,260	13,260
Trees - 2 Myall St	Parks and Recreation	0	0	193	193	193	193
Kokoda Deck Project	Parks and Recreation	0	0	99,722	99,722	99,722	0
	<b>Parks and Recreation Total</b>	<b>4,772,624</b>	<b>649,406</b>	<b>-410,453</b>	<b>238,953</b>	<b>5,011,577</b>	<b>633,895</b>
Annual Accessibility Works Program ( Bus Stop Upgrades etc)	Roads and Traffic	300,000	81,725	0	81,725	381,725	4,974
Annual Capital Works Traffic Facilities Program	Roads and Traffic	200,000	0	0	0	200,000	4,209
Cooper Street, Stratfield - Upgrade Works	Roads and Traffic	0	50,000	0	50,000	50,000	2,770
Annual Footpath Renewal Program	Roads and Traffic	560,000	0	0	0	560,000	0
Annual Kerb/Gutter Renewal Program	Roads and Traffic	207,500	0	200,000	200,000	407,500	0
Annual Regional Roads Program	Roads and Traffic	122,000	0	0	0	122,000	0
Annual Road Pavement Renewal Program	Roads and Traffic	933,800	0	55,715	55,715	989,515	2,697
Road Resurfacing Program	Roads and Traffic	2,000,000	0	18,024	18,024	2,018,024	58,554
Roads To Recovery Program	Roads and Traffic	400,000	0	0	0	400,000	2,745
The Terrace - Embankment Stabilisation	Roads and Traffic	750,000	25,304	0	25,304	775,304	4,000
Traffic Committee Initiatives	Roads and Traffic	40,000	0	0	0	40,000	0
Victoria Road, Drummoyne - Public Domain Design	Roads and Traffic	202,000	0	0	0	202,000	0
New Cycle Connection QEP and Burwood Park - UIAP	Roads and Traffic	218,961	0	0	0	218,961	212
Annual Bridge Renewal Program	Roads and Traffic	153,000	63,146	0	63,146	216,146	0
Kerb Ramp Design at Burwood Rd and Crane St Concord	Roads and Traffic	0	89,327	0	89,327	89,327	212
Intersection Upgrade George and Pomeroy Street	Roads and Traffic	250,000	0	-150,000	-150,000	100,000	38,003
Rhodes Station Public Domain Construction works	Roads and Traffic	0	43,071	0	43,071	43,071	0
Rhodes East Public Domain - Design Only	Roads and Traffic	250,000	0	-150,000	-150,000	100,000	0
Regional Cycleway Upgrade - RMC Grant	Roads and Traffic	5,954,995	64,664	-4,064,664	-4,000,000	1,954,995	16,135
Canada Bay Bike Plan Implementation Program	Roads and Traffic	200,000	0	0	0	200,000	3,650
Tennyson Road, Mortlake Pedestrian Crossing	Roads and Traffic	0	0	0	0	0	759
Clermont Lane - Parking Barrier	Roads and Traffic	120,000	0	0	0	120,000	0
Local Roads Heavy Patching Program	Roads and Traffic	636,540	93,084	0	93,084	729,624	13,125
Greenlees Avenue - Construct parking treatment near park	Roads and Traffic	11,000	0	0	0	11,000	0
Widbank Street - Design car parking treatment	Roads and Traffic	10,000	0	0	0	10,000	0
Phillip Street - Construct car parking treatment	Roads and Traffic	300,000	0	0	0	300,000	318
Trees - 37 Westbourne Street, Drummoyne	Roads and Traffic	0	0	18,700	18,700	18,700	18,700
Federal Stimulus Road Safety Program School Zones	Roads and Traffic	0	65,065	0	65,065	65,065	1,138

**City of Canada Bay Council - September 2022 Capital Expenditure Budget ( Excludes Loan Repayment)**

		Financial Year 2022/23		Financial Year 2021/22		Financial Year 2020/21		
		Estimate	Actual	Estimate	Actual	Estimate	Actual	
Mortlake LATM	Roads and Traffic	300,000	0	0	0	0	0	3,380
Pamela Place & Brewer St Improvement works, Concord	Roads and Traffic	61,200	0	0	0	0	0	0
Pedestrian facilities around Russell Lea public School	Roads and Traffic	450,000	0	0	0	0	0	600
Trees - 3a Wrights Road Drummoyne	Roads and Traffic	0	0	0	8,210	8,210	8,210	0
Trees - 74 Wrights road Drummoyne	Roads and Traffic	0	0	0	8,210	8,210	8,210	0
Trees - 3 Westbourne Drummoyne	Roads and Traffic	0	0	0	14,404	14,404	14,404	0
Trees - 7 Westbourne Drummoyne	Roads and Traffic	0	0	0	14,404	14,404	14,404	0
Five Dock Park - Car parking Upgrade - POM action item	Roads and Traffic	450,000	0	-450,000	-450,000	-450,000	0	0
Trees - 171 Burwood Road Drummoyne	Roads and Traffic	0	0	0	7,938	7,938	7,938	0
Trees - 59 Alexandra Street Drummoyne	Roads and Traffic	0	0	0	6,090	6,090	6,090	0
Trees - 43 Westbourne Street Drummoyne	Roads and Traffic	0	0	0	13,440	13,440	13,440	0
	<b>Roads and Traffic Total</b>	<b>15,080,996</b>	<b>575,386</b>	<b>-4,449,528</b>	<b>-3,874,142</b>	<b>11,206,854</b>	<b>176,181</b>	
Drainage Renewal and Reining Program	Strategic Assets and Innovation	258,000	0	0	0	0	258,000	98,195
Seawalls-Remedial Works	Strategic Assets and Innovation	0	0	0	0	0	0	11,750
Annual Stormwater Management Program	Strategic Assets and Innovation	428,500	0	0	0	0	428,500	90,596
176 George Street raising and overland flow path	Strategic Assets and Innovation	1,400,000	0	-1,200,000	-1,200,000	200,000	200,000	0
Rhodes Formshore Lighting Replacement	Strategic Assets and Innovation	0	454,049	0	454,049	454,049	454,049	267,180
Renew Iron Cove Seawall- Sisters Bay to Birkenhead Point	Strategic Assets and Innovation	1,000,000	46,803	-846,803	-800,000	200,000	200,000	0
Floodplains - Powers Creek East Catchment FS, F&MS, FRM	Strategic Assets and Innovation	258,978	58,621	0	58,621	317,599	317,599	0
Pedestrian Crossing Safety Improvement	Strategic Assets and Innovation	890,000	0	-443,964	-443,964	446,036	446,036	0
Birkenhead Point Seawall Upgrade	Strategic Assets and Innovation	607,000	0	-607,000	-607,000	0	0	0
Minor pit and Intel - Drainage Renewal	Strategic Assets and Innovation	0	132,071	0	132,071	132,071	132,071	55,554
Stormwater Pipe inlet safety program	Strategic Assets and Innovation	0	19,795	0	19,795	19,795	19,795	0
Saltwater Creek and Exile Bay Seawall naturalisation	Strategic Assets and Innovation	6,650,000	0	-5,650,000	-5,650,000	1,000,000	1,000,000	14,650
Mosla Concord Hospital Culvert Renewal	Strategic Assets and Innovation	490,000	0	0	0	490,000	490,000	0
Light Poles Priority Renewals	Strategic Assets and Innovation	0	147,810	0	147,810	147,810	147,810	0
Annual Pole Renewal	Strategic Assets and Innovation	333,000	0	0	0	333,000	333,000	5,080
LED upgrade to Council public domain lights	Strategic Assets and Innovation	333,000	0	0	0	333,000	333,000	73,000
Drainage SPFL SVO360 GPT Nullawama Ave and Mepunga ST	Strategic Assets and Innovation	0	33,000	0	33,000	33,000	33,000	33,000
Armitage Reserve seawall renewal	Strategic Assets and Innovation	145,000	0	150,000	150,000	295,000	295,000	0
	<b>Strategic Assets and Innovation Total</b>	<b>12,793,478</b>	<b>892,148</b>	<b>-8,557,767</b>	<b>-7,705,618</b>	<b>5,087,860</b>	<b>599,006</b>	
	<b>Grand Total</b>	<b>90,683,080</b>	<b>10,705,153</b>	<b>-13,945,206</b>	<b>-3,240,053</b>	<b>87,443,027</b>	<b>10,879,070</b>	

Run Dates: 11-Nov-2022

# STATE OF THE BAY **ANNUAL REPORT** 2021-2022







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**To obtain a copy or provide feedback:**

- Visit [canadabay.nsw.gov.au](http://canadabay.nsw.gov.au)
- Phone (02) 9911 6555
- Email [council@canadabay.nsw.gov.au](mailto:council@canadabay.nsw.gov.au)
- Copies are available for viewing at Drummoyne Civic Centre, Five Dock Library, Concord Library and the Learning Space at The Connection, Rhodes



**ENGLISH**

If you do not understand this information, please come to the Council or contact the Telephone Interpreter Service (TIS) on 13 14 50 and ask them to connect you to Council on 9911 6555. We will try to answer your enquiries by using an interpreter.

**ITALIAN**

Se hai difficoltà a capire questo documento presentati direttamente all'ufficio del Comune, oppure telefona al Servizio Telefonico Interpreti (TIS, numero di telefono 13 14 50) e chiedi di essere messo in contatto con l'ufficio del Comune (numero di telefono 9911 6555). Cercheremo di rispondere alle tue domande con l'aiuto di un interprete.

**GREEK**

Αν δεν καταλαβαίνετε αυτές τις πληροφορίες, παρακαλούμε ελάτε στο Δήμο ή επικοινωνήστε με την Τηλεφωνική Υπηρεσία Διαμετρήσεων (TIS) στο 13 14 50 και ζητήστε να σας συνδέσουν με τον Δήμο στον αριθμό 9911 6555. Θα προσπαθήσουμε να απαντήσουμε στις ερωτήσεις σας χρησιμοποιώντας ένα διαμετρητή.

**SIMPLIFIED CHINESE**

如果您对这些内容不理解, 请向地方议会咨询或致电13 14 50 联系电话口译服务 (TIS); 并在他们的帮助下通过电话与9911 6555地方议会联系。我们将尽力通过口译员回答您的问题。

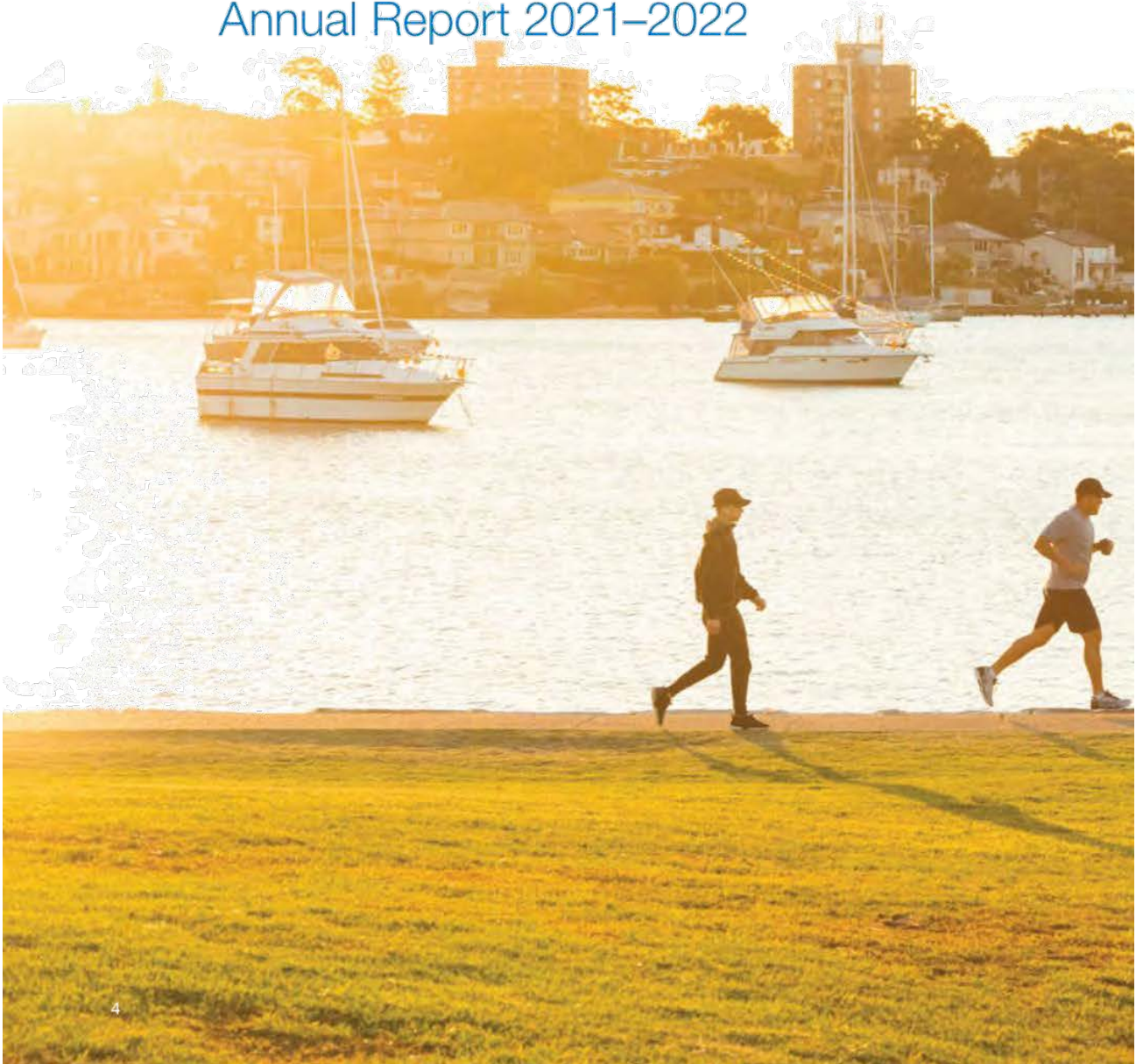
**KOREAN**

이 정보내용을 잘 이해하지 못 하신다면, 심의회(Council)로 방문해 주시거나 <13 14 50>으로 전화통역서비스를 이용하셔서 심의회(9911 6555)로 연결해 달라고 요청하시기 바랍니다. 통역사의 도움을 받아 귀하의 문의사항에 답변해 드리도록 하겠습니다.



# 1. INTRODUCTION

Welcome to the State of the Bay  
Annual Report 2021–2022



The report is divided into sections that showcase our performance this year, discuss our challenges and opportunities, and address the various legislative requirements for the Annual Report.

This section provides the context for annual reporting, Council's vision and guiding principles, corporate values and services. It also introduces our Mayor and General Manager.



# ABOUT THIS REPORT

The annual report enables Council to report its performance accurately and transparently in order to be held accountable for addressing community expectations.



This annual report has been prepared in accordance with section 428 of the Local Government Act 1993, clause 217 of the Local Government (General) Regulation 2021, and the Office of Local Government's Integrated Planning and Reporting Guidelines. This and previous annual reports are available on our website at [canadabay.nsw.gov.au](http://canadabay.nsw.gov.au).

The report details Council's performance in delivering the Operational Plan 2021-22 and meeting the performance measures of the Delivery Program 2018-22. Achievements, issues and challenges faced by Council and the community are highlighted and an overview of the year ahead is provided.

In reporting performance against the Delivery Program 2018-22 and the Operational Plan 2021-22, Council is progressing the community aspirations and priorities of the Community Strategic Plan (CSP) YOUR Future 2030. This will be the last report for YOUR Future 2030 as it was updated during the financial year to become Our Future 2036.

The report also contains information about Council's performance in terms of local democracy, as well as annual audited financial statements to give the community a transparent report on corporate governance and accountability.

This information is for City of Canada Bay residents and ratepayers, local business owners, community groups, government agencies and funding bodies as well as Council staff, recognising how their efforts have contributed to achieving the community's aspirations.

## **Acknowledgement of Country**

The City of Canada Bay acknowledges the Wangal clan, one of the 29 tribes of the Eora nation and the traditional custodians of this land. Council pays respect to Elders past, present and emerging and extends this respect to all Aboriginal and Torres Strait Islander people living in or visiting the City of Canada Bay.

## **Photography**

Photography featured in this annual report includes entrants in City of Canada Bay photography competitions, and contributions from members of the community, staff and professional photographers.

Thank you to all photographers.



5 Senses Garden, Concord West

# COMMUNITY ENGAGEMENT AND COLLABORATION

Effective two-way engagement ensures that the aspirations, concerns, needs and values of our local community are incorporated into everything that we do.



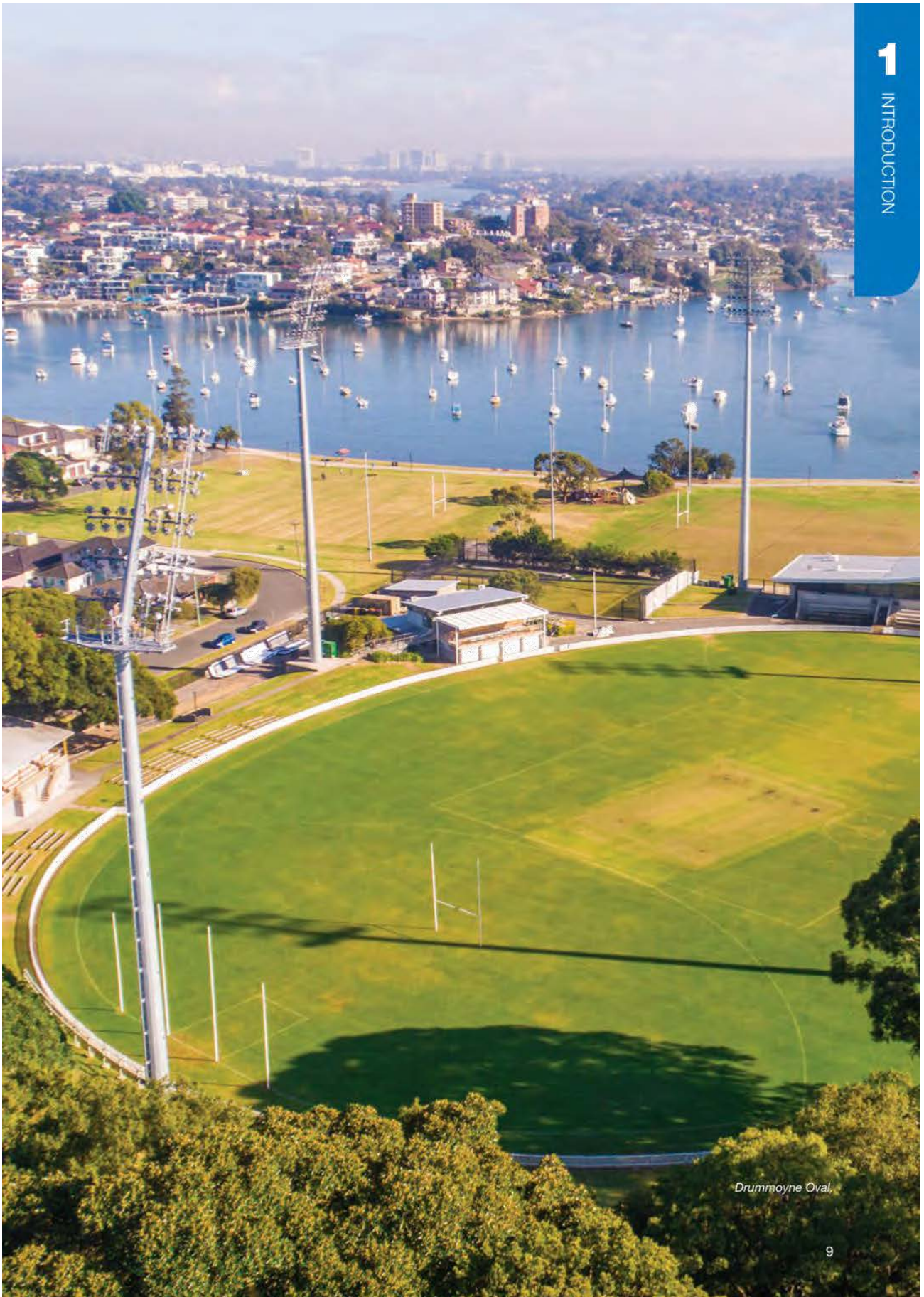
Council is committed to providing effectively presented information and accessible community engagement opportunities to enable everyone to participate in decision making. Engagement tools and activities that both effectively communicate concepts as well as allow for considered submissions are key to Council's Community Engagement Strategy.

Council offers a range of safe and welcoming engagement opportunities and actively seeks out and facilitates the involvement of people that are affected by, or have an interest in, decisions.

The information in this report enables the community and all stakeholders the opportunity to become more informed about Council operations over the past year and allows Council to be accountable to those who participated in engagement activities throughout the year.

Section 5 of this report highlights the engagement and collaboration activities that were undertaken in 2021-22 in the context of community democracy.





*Drummoyne Oval.*



# COMMUNITY VISION

The Community Strategic Plan 2018-30, YOUR Future 2030 (CSP) was developed in 2017-18 and involved extensive community engagement with a diverse cross section of our residents, workers and visitors. The CSP document is structured around the five strategic themes that arose from this engagement.



**Theme 1: Inclusive, involved and prosperous**

**Vision:** Our diverse community enjoys a range of inclusive and accessible social, recreational and cultural opportunities and is actively involved in the life of our City. People have a sense of belonging, share strong relationships in friendly neighbourhoods and our local town centres are vibrant and prosperous.



**Theme 2: Environmentally responsible**

**Vision:** Our community shares a collective responsibility to protect our environment and actively participates in innovative programs to mitigate climate change. These programs, along with our well cared for and cherished, active and passive open spaces and waterways, are sustaining our future.



**Theme 3: Easy to get around**

**Vision:** It is easy to get around our City and wider Sydney region via a network of well-functioning and connected public transport, pathways and roads.



**Theme 4: Engaged and future focused**

**Vision:** With our population continuing to grow, our community is engaged in planning for our future. The planning results in services that support our enviable lifestyle, quality open spaces, a range of housing types, commercial centres and infrastructure and developments that enhance and complement existing suburbs.



**Theme 5: Visionary, smart and accountable**

**Vision:** Our City has strong leadership and is served by an effective and transparent local government. Smart processes and systems support both Council and the community to be more resilient, sustainable and efficient, to connect easily, to share knowledge, to work together and to be creative in finding solutions.

This is the last annual report of performance towards this CSP, as it has been updated for the new Council term in accordance with section 402 of the Local Government Act 1993.

# COUNCIL'S GUIDING PRINCIPLES

Council is guided by principles outlined in the NSW Local Government Act (1993) that assist Council in delivering its functions, undertaking decision making, actively engaging with communities and completing strategic planning as part of its Integrated Planning and Reporting Framework.



# OUR VALUES

**The City of Canada Bay commits to these values and the behaviour that supports these values.**

These values guide the continued delivery of high quality projects and services for the community. They were developed by staff at the City of Canada Bay.

## We empower our people

We invest in our people and build leaders.

We encourage our people to be decision makers and to take action.

We take ownership of our actions.

We are approachable and lead by example.

## We act with integrity

We are accountable to ourselves and our community.

We are honest, fair and ethical in all we do.

We are clear and transparent in our actions.

We do what we say we will.

## We work together

We care about each other and about our community.

We are committed to building and maintaining a safe environment for our people.

We support our people to perform at their best and celebrate achievements.

We collaborate to get the best out of each other.

We work with our community to build a better future.

## We are respectful

We listen to each other with an open mind.

We build relationships on mutual respect.

We are open, honest and constructive in our communication.

We are inclusive and embrace diversity.

We will respond to our community in a timely and responsible manner.

## We innovate

We encourage and value ideas that will improve services for our community.

We are creative problem solvers and are committed to creative thinking.

We will be better tomorrow than we are today, building on past success.

We continuously improve and challenge ourselves to deliver better outcomes.



# COUNCIL SERVICES

Council is committed to delivering a wide range of services for the community to work towards achieving the community aspirations and priorities as identified in the five themes of YOUR future 2030.

## Theme 1: Inclusive, involved and prosperous

### Community services

- Advocacy and support for children and families
- Advocacy for young people and related services
- Seniors advocacy and services including community bus
- Community support and advocacy
- Community and club grants
- Community safety and crime prevention
- Disability inclusion advocacy and advice
- Drummoyne Community Centre support
- Homeless persons advocacy and support
- Social infrastructure (community facilities and services).

### Early childhood education and care

- Victoria Avenue Children's Centre and precinct
- Wellbank Children's Centre
- Operational and business support.

### Emergency management

- Emergency management planning
- Emergency management response
- Community resilience.

### Five Dock Leisure Centre

- Health Club
- Gymnastics
- Stadium
- Operations
- Children's programs.

### Libraries

- Five Dock Library, Concord Library and The Learning Space, Rhodes
- Library programs
- Library planning and strategy.

### Place management

- Events
- Place management
- Cultural development
- Community sponsorships
- Economic development
- Smart City
- Stakeholder committees.

### Recreation coordination

- Cabarita and Drummoyne swimming centres
- Recreation planning
- Management of Barnwell Park and Massey Park golf courses
- Booking and use of parks and open space
- Major events at Drummoyne Oval.

## Theme 2: Environmentally responsible

### Cleansing operations – public areas

- Street and footpath sweeping
- Amenities cleaning
- Reactive cleansing
- Public litter bins
- Community Recycling Centre operation.

### Environmental sustainability

- Environmental sustainability strategies and policies
- Corporate sustainability
- Community sustainability
- Committees and stakeholder groups.

### Garden services and Bushcare

- Parks, reserves, traffic infrastructure and foreshore maintenance
- Bushcare.

### Open space planning

- Open space project delivery
- Open space asset management
- Water security and energy efficiency
- Plans of management and masterplans
- Urban canopy services
- Landscape design.

### Fleet and mechanical workshop\*

- Vehicle and plant maintenance and repairs
- Fleet procurement and disposal.

### Parks and water operations

- Community mowing
- Parks maintenance
- Operation and maintenance of water treatment plants
- Operation and maintenance of sports field lighting and irrigation
- Sports field renovation projects.

### Sports fields and golf courses

- Operation and maintenance of Barnwell Park and Massey Park Golf Courses
- Operation and maintenance of sports fields.

### Tree services

- Public tree services
- Private tree services.

### Waste management

- Waste collection – contract management
- Strategic direction
- Education
- Community events, facilities and programs
- Illegal dumping and waste investigations
- Reporting.

## Theme 3: Easy to get around

### Assessment and construction of driveway and ancillary works

- Assessments and inspections
- Quotations to undertake work for clients
- Private driveway formwork inspections.

### Infrastructure planning and project delivery

- Infrastructure asset management
- Investigations and civil design
- Project planning and delivery.

### Major projects

- Capital and major projects.

### Protection and restoration of Council infrastructure

- Road opening applications
- Utility notification of works
- Scoping and quoting restoration works
- Supervision of restoration works
- Driveways.

### Road maintenance services

- Road pavement maintenance
- Footpath, kerb and gutter maintenance
- Signs and streetscape maintenance.

### Strategic asset management

- Strategic asset management planning
- Stormwater, marine infrastructure, City poles and lights asset custodian
- Grant applications
- Asset management systems
- Floodplain risk management
- Engineering development assessments
- Asset handover management.

### Traffic and transport

- Traffic committee and requests
- Traffic approvals
- Line marking and signage works
- Road safety education
- Parking management
- Traffic management
- Development assessments
- Transport advocacy
- Active transport.

## Theme 4: Engaged and future focused

### Community engagement

#### Strategic planning

- Land use planning
- Heritage protection
- Geographical information system
- Social planning and community participation
- Planning and advice and planning certificates
- Development contributions.

## Theme 5: Visionary, smart and accountable

### Building certification and compliance

- Construction, complying development and occupation certificates
- Registered certifying authority (inspections)
- Building compliance and enforcement
- Swimming pools
- Fire safety.

### Building and trades maintenance

- Building maintenance
- Parks and sports field maintenance
- Graffiti removal
- Miscellaneous support services.

### Business improvement\*

- Corporate improvement
- Process management
- Quality assurance.

### Corporate strategy\*

- Corporate planning
- Corporate reporting.

### Council buildings and property

- Building management
- Capital works – buildings
- Leasing and licensing
- Footpath dining
- Asset management
- Strategic property management.

### Council venue hire

- Venue bookings
- Venue operations
- Coordination of civic functions
- Drummoyne Oval events.

### Customer service – Civic Centre

- Counter service
- Call centre
- Administration.

### Environmental health

- Public health compliance
- Environmental health compliance.

### Financial management\*

- Strategic financial management
- Annual budget management
- Corporate financial accounting and reporting
- Financial systems maintenance
- Cashflow management
- Accounts payable
- Accounts receivable
- Rating services.

### Governance\*

- Governance
- Compliance
- Council and committee meetings
- Elections
- Support for elected representatives.

### Information systems\*

- Infrastructure
- Application support
- Service desk.

### Law enforcement and parking

- Parking compliance
- Ranger services
- Companion animal management.

### Mayoral and Councillor support

- Civic events
- Support services
- Small grants program.

### Media and communications

- Media relations
- External communications
- Internal communications
- Mayoral management
- Council departmental support
- Graphic design.

### People and culture\*

- People and culture operations
- Organisational capability and development
- Payroll
- Health, safety and wellbeing
- Workers compensation and injury management.

### Procurement\*

- Planning and strategy development
- Corporate tendering system management
- Corporate contract management and preferred supplier program
- Procurement system management and development
- Conserve contractor management system.

### Records management\*

- Information and correspondence management
- Records system management and compliance
- Government Information Public Access Act (GIPA Act).

### Risk management\*

- Business continuity plan and risk framework
- Corporate insurances
- Corporate claims management.

### Statutory planning

- Development applications
- Planning appeals
- Planning advice
- Planning Portal.

\* Internal service



Brims Bay Reserve, Rhodes

# MAYOR'S MESSAGE

I am proud to present this State of the Bay Annual Report 2021-22 to provide you with an overview of our achievements of the past year.

This report is the final annual report on performance towards the goals of the Community Strategic Plan, YOUR future 2030.

Highlights from the 2021-22 year include:

- Projects to bring people back together again such as the completion of playground upgrades at Henley Park, Concord, and Fred Kelly Place, Five Dock
- Completion of the \$1.2 million Uhrs Point boat launch facility at Rhodes
- Construction of an accessible kayak launch facility at Wangal Reserve, Mortlake
- Refreshing the Timbrell Park BMX track in Five Dock, which was open and ready for use before Christmas
- Lighting installed for improved access to Nield Park sports field in Rodd Point
- Improvements in Cabarita Park to provide accessible linkages from the bus stops to the Cabarita Conservatory
- Construction of a new unisex amenities building at Halliday Park, Five Dock
- Continued work on major projects such as Concord Oval Community and Sports Precinct and Rhodes Recreation Centre
- Implementation of the Federal Government Road Safety (school zone) program with pedestrian crossing improvements made at Drummoyne Public School, Concord Public

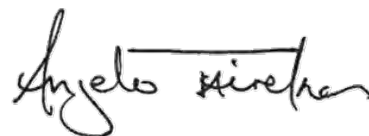


School, St Marks Catholic Primary School in Drummoyne, and Domremy Catholic College in Five Dock.

I would like to thank our community for working together to overcome the challenges of the last of the COVID-19 pandemic lockdowns and public health order restrictions of 2021. During this time, we experienced the postponement of the council elections from September to December, and the cancellation of important community events, such as Ferragosto. Whilst services and capital works were disrupted during this period, we again demonstrated a remarkable capacity to adapt, which has been a hallmark of our performance in the last few years.

Our community has shown great resilience over the past year, and it is fantastic to see Council continuing to work with local business, residents, and community groups to create a better and stronger City of Canada Bay.

As challenging as the last year was, I am pleased with Council's achievements and commend this report to you.



Mayor Angelo Tsirekas



Five Dock Park Playground.



# GENERAL MANAGER'S MESSAGE

I am pleased to present the State of the Bay Annual Report 2021-22. This report outlines Council's performance over the past 12 months and measures our achievements towards the goals set in the Delivery Program 2018-22 and the Operational Plan 2021-22.

The financial year commenced with the serious impacts of COVID-19 still being felt through the extension of public health order restrictions. Council services and delivery of capital projects were affected, however we managed to adapt and demonstrate resilience as we continued to deliver for the community.

Key projects included:

- Nearing completion of the \$84 million Concord Oval Community and Sports Precinct which will provide our community with a brand-new indoor recreation centre, green open spaces, community rooms, match day facilities for local sports clubs, and a Wests Tigers Centre of Excellence
- Construction continuing on the \$69 million Rhodes Recreation Centre, incorporating a gym, café and community kitchen, a childcare centre with an outdoor play space, room for health services, and sport courts with a viewing mezzanine
- Continued growth in community engagement with over 3,000 submissions received for the new Community Strategic Plan, Our Future 2036, to guide our community's vision and aspirations from now until 2036
- Launching a new waste and recycling app, making it easier for residents to manage their household waste

- Working with the NSW Government in planning the construction of three new Metro stations in the City of Canada Bay.

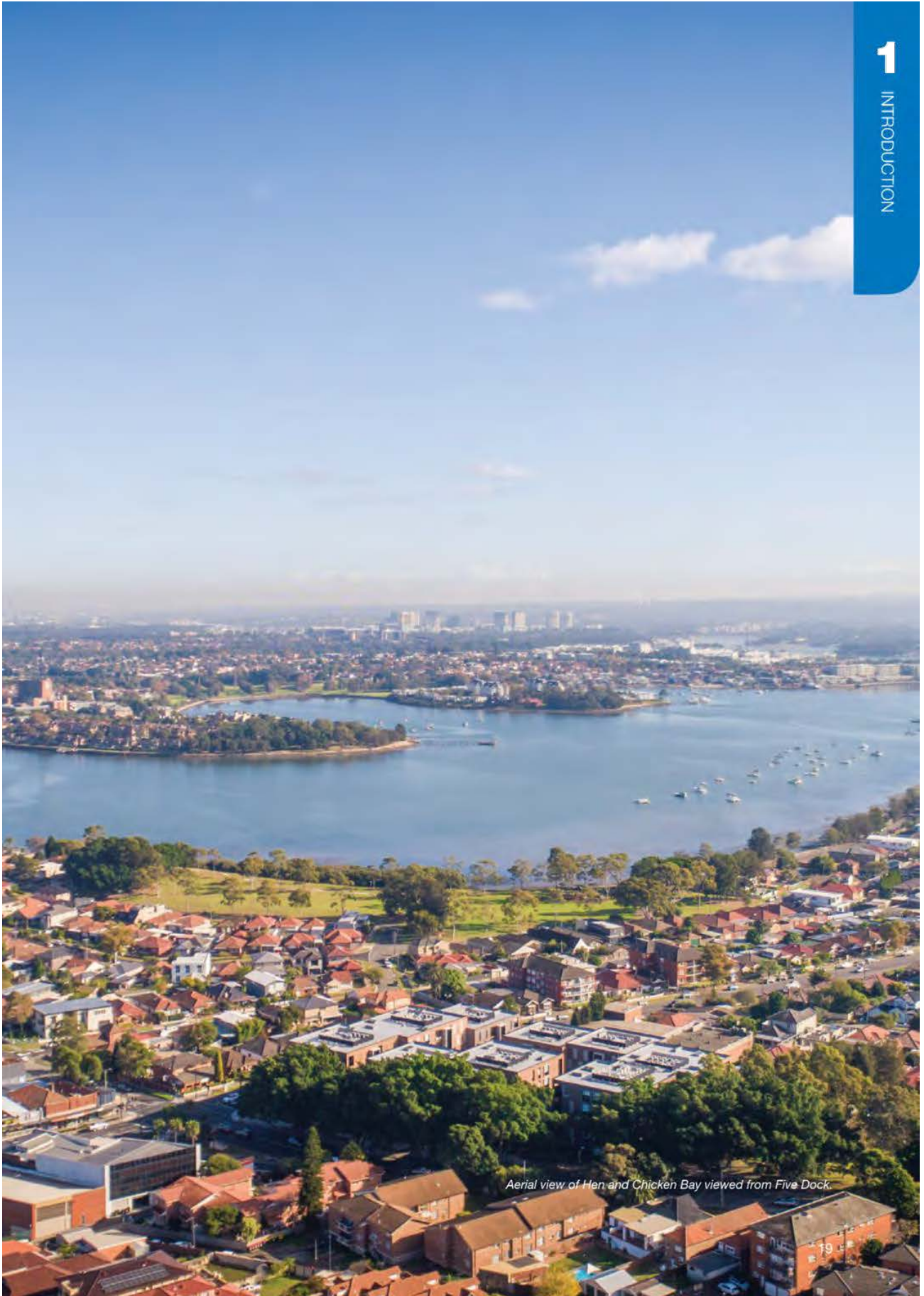
We are proud to provide excellent services and infrastructure for our community, however the last year has not been without its challenges. As our population grows, we need to ensure we can secure a bright future for our area.

We will need to continue to ensure financial sustainability to resource our community's vision for the future and expand the infrastructure necessary for our growing City. We can also improve our many assets and services while focusing on environmental sustainability and keeping our City beautiful.

As we reflect on the last financial year and look to the future, I would like to thank the Councillors and staff for their commitment to serving our local City of Canada Bay community.



John Clark  
General Manager





This section provides context for our City, including key facts about our population and environment. It includes a summary of the Integrated Planning and Reporting Framework which is used to guide Council's strategic planning and maintain accountability to the community.



*Rhodes Community Garden*

# CITY OF CANADA BAY

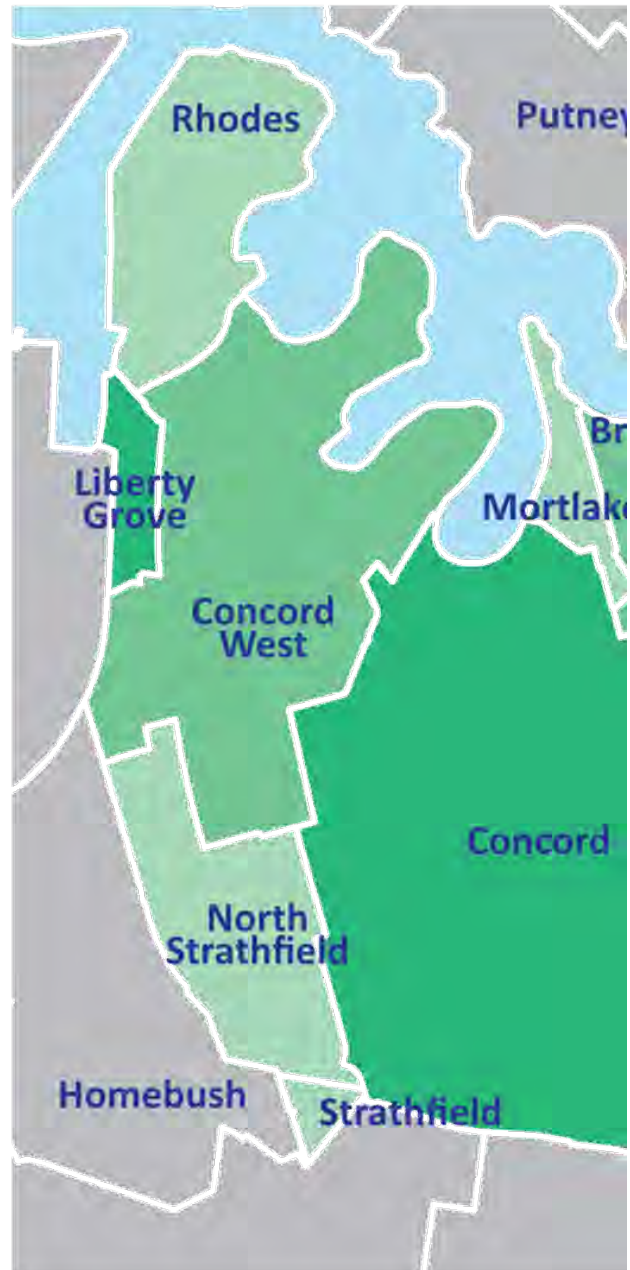
The City of Canada Bay covers a land area of 19.9km<sup>2</sup> in Sydney's inner west. We are a diverse and caring community with an estimated population of 97,000 people across 17 suburbs. 40 per cent of our residents were born overseas, a fact that brings a cultural and linguistic diversity for which our City is renown.

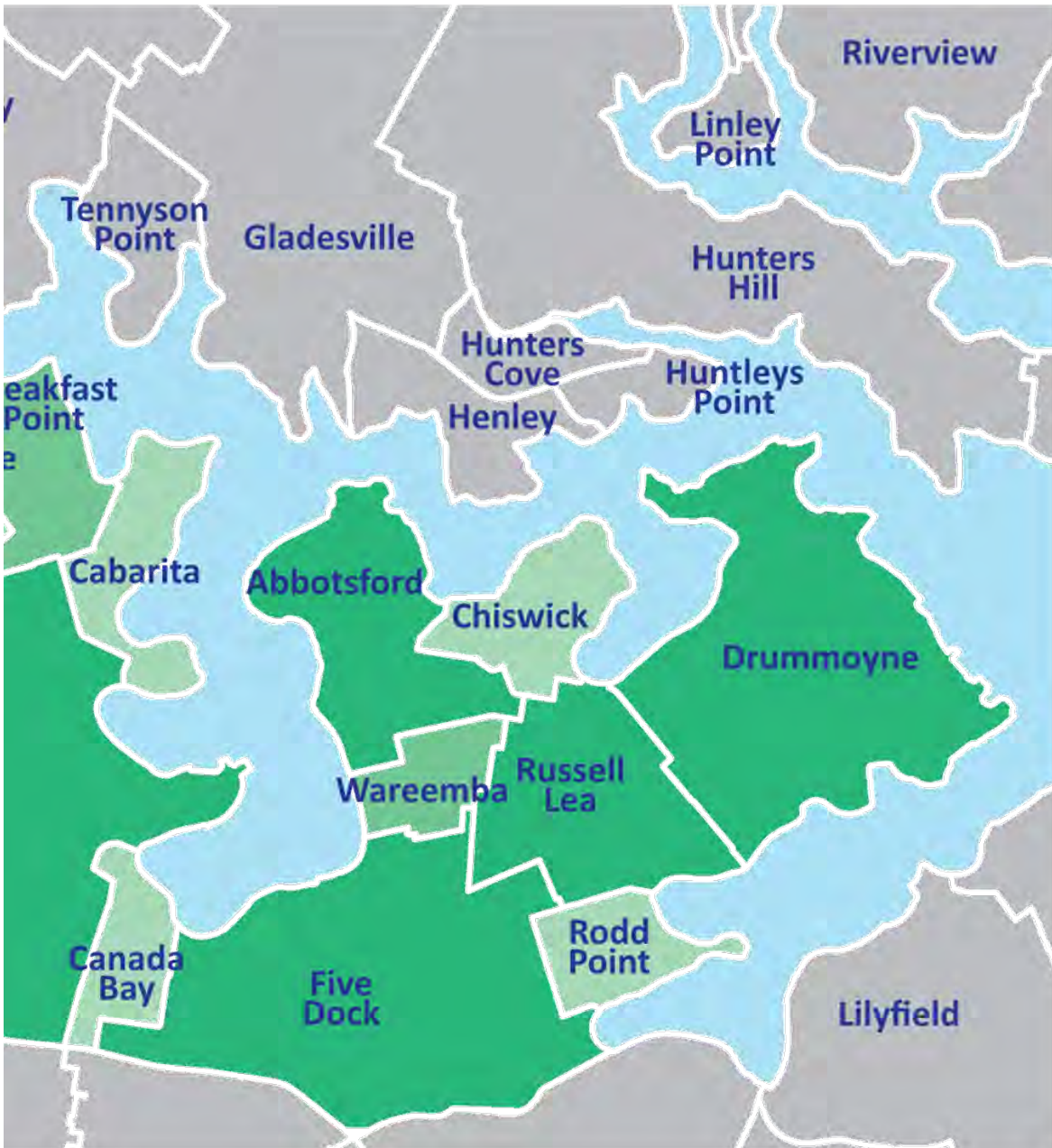
Although we are an urban area, we are also well known for our significant and beautiful open spaces with over 150 parks that include 20 off-leash dog areas. In addition to landscaped and bushland areas, we are also proud to have 36km of picturesque foreshore that is home to a range of wading birds, including a few fascinating migratory species that visit us every summer.

By 2036, the City's population is forecast to grow by almost 30,000 people, an increase of around 30 per cent. Community engagement about the Community Strategic Plan during 2021-22 provided an opportunity for community priorities to be reassessed. Over 3,000 submissions were received in this process, with community priorities being:

- Open space and foreshore access
- Traffic and parking
- Climate action and sustainability
- Development
- Community safety
- Sense of community.

Our community believes we can all contribute to ensuring that the City of Canada Bay retains its character, heritage, and widespread appeal.





# KEY FACTS



## CITY AND COMMUNITY

**19.9** km<sup>2</sup> land area

**17** suburbs

**97,000** people

Median age **36** years

**40%** born overseas

**41%** speak a language other than English at home

**17%** Chinese

**15%** Italian



## FORESHORE

**36** kms of Parramatta River shoreline

**22** km of Council seawalls



## OPEN SPACE

**348** ha of open space

Canopy cover **18.1%**



## INFRASTRUCTURE ASSETS

**442** km of footpath

**214** km of road pavement

**130** km of stormwater network



**VENUES AND FACILITIES**

- 13** Council venues for hire
- 135** community facilities



**PARKS AND PLAYGROUNDS**

- 142** recreation spaces
- 150+** parks including
- 20** off-leash dog areas
- 47** playgrounds



**SPORTING FACILITIES**

- 40** sporting fields
- 38** netball courts
- 26** tennis courts
- 2** golf courses
- 2** swimming centres





# INTEGRATED PLANNING AND REPORTING

The NSW Government introduced the Integrated Planning and Reporting (IPR) Framework in 2009 to assist councils in delivering their community vision and long-term objectives through long, medium, and short-term plans and reporting.

The purpose of the framework is to formalise best practice strategic planning across NSW councils to ensure a more sustainable Local Government sector. The IPR framework begins with the community's aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the community as well as a

structured timeline for review to ensure the goals and actions are still relevant.

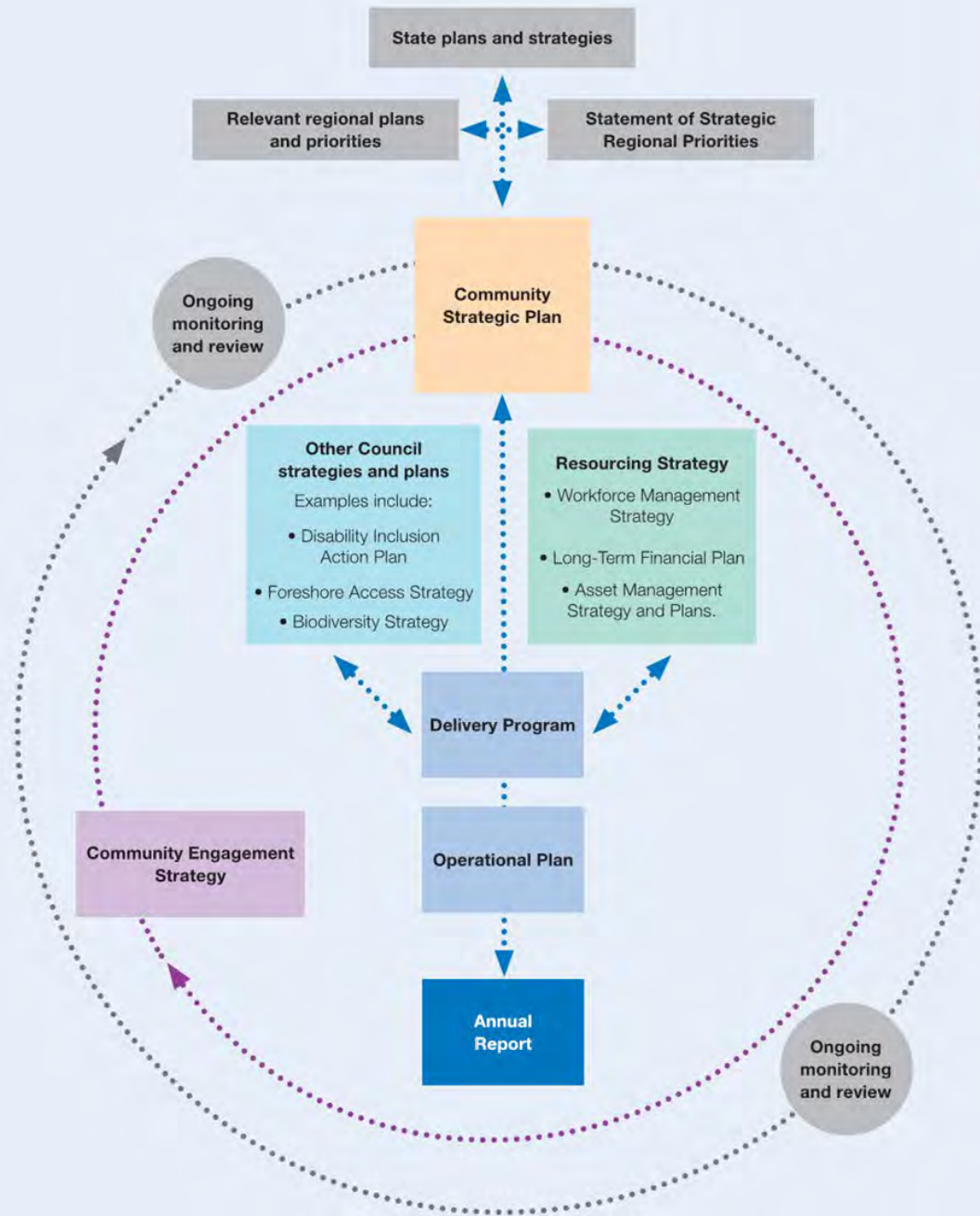
This report measures Council's performance against the actions outlined in the Operational Plan 2021-22 to give an overview of our progress in implementing the Delivery Program 2018-22. Both of these plans were developed to support the themes identified in Council's Community Strategic Plan (CSP), YOUR future 2030.



The CSP represents the highest level of strategic planning undertaken by a local council. The plan reflects the aspirations and priorities of the community that were identified following extensive engagement.

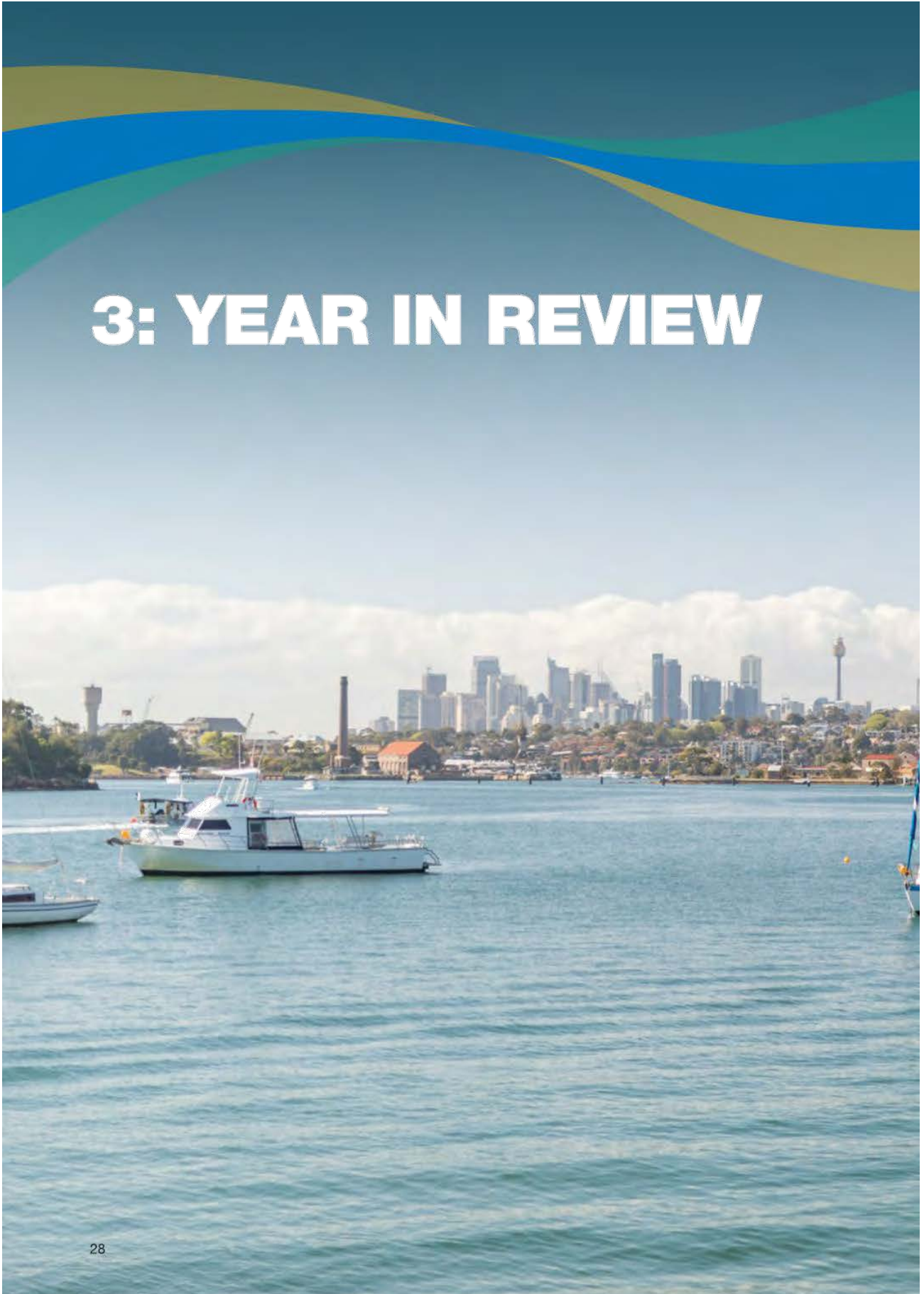
The Delivery Program responds to the strategic goals set out in the CSP. It identifies the key activities Council has committed to undertake over its four year term.

The Operational Plan identifies the individual projects and activities that will be undertaken each year to achieve the commitments of the Delivery Program.



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

# 3: YEAR IN REVIEW



This section of the report provides a summary of Council's key achievements in 2021-22.

Structured on the themes of the CSP YOUR Future 2030, it features service highlights, challenges and a view to the future. Our Operational Plan results, capital works program delivery and key operational highlights are also presented.

This is Council's last report of performance to achieve the CSP YOUR future 2030, as the CSP was revisited and renewed in line with the Office of Local Government Guidelines to correspond with the council elections in 2021.



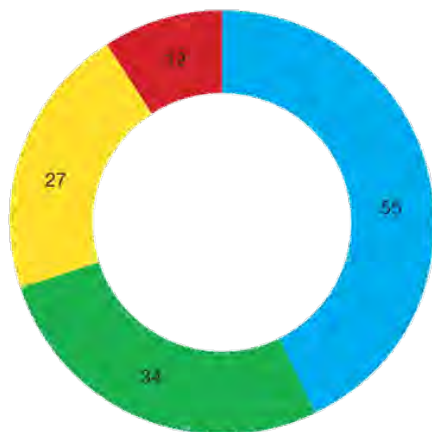
# OVERVIEW OF OPERATIONAL PLAN RESULTS

Council's 2021-22 Operational Plan identified 128 operational actions, and 100 capital projects as priorities to meet the Community Strategic Plan goals.

While the impacts of the ongoing COVID-19 pandemic have continued to be felt, Council services have been adapted and evolved to meet the challenges that we have faced together with the community.

The charts below highlight the status of these actions as at 30 June 2022. More detailed performance information is contained in this summary and in section 4 of this report.

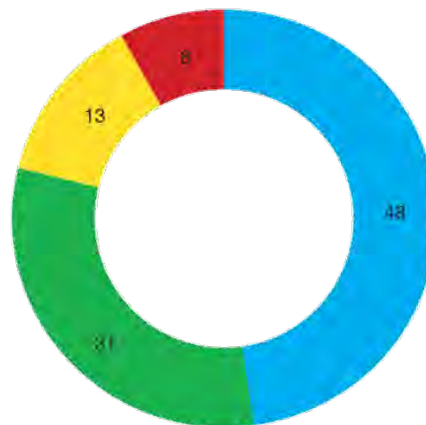
## Operational project status



● Completed ● On Track ● Delayed ● Postponed

	Number	Per cent
Completed	55	43
On track	34	27
Delayed	27	21
Postponed	12	9

## Capital project status



● Completed ● On Track ● Delayed ● Postponed

	Number	Per cent
Completed	48	48
On track	31	31
Delayed	13	13
Postponed	8	8

# KEY ACHIEVEMENTS, CHALLENGES AND THE YEAR AHEAD

## THEME 1: INCLUSIVE, INVOLVED AND PROSPEROUS

For more details refer to pages 50-57.

### KEY HIGHLIGHTS

- Over 3,000 participants contributing to the production of our new Community Strategic Plan Our Future 2036 which establishes a collective vision for the City of Canada Bay through to 2036.
- An Issues Paper was prepared and work commenced on the preparation of a Social Sustainability Strategy.
- New Disability Inclusion Action plan for 2021-25 adopted in September 2021.
- Extended package of support for local businesses during the COVID-19 pandemic including fee waivers and rent reductions, as well as other targeted support such as a Love Local campaign and our Vibrant Village Centres Program.
- City of Canada Bay Libraries offered a range of online activities for residents during the extended lockdowns in 2021. This included access to online learning activities and courses for professional development, as well as our popular contactless click and collect service.
- As leaders in the industry, we co-hosted the NSW Local Government Child Safe Committee Forum aimed at ensuring councils understand their obligations under the new legislation.

### CHALLENGES

- Surviving the COVID-19 lockdowns and the shutdown of our major facilities as well as the loss of revenue caused by these closures and the additional support offered to businesses and the community by way of fee waivers.
- Improving access to services and information that is culturally appropriate.

- Remembering that online service provision is not accessible for everyone and can be challenging for those living with a disability.
- Providing opportunities for social interaction for people living with disability to support a sense of belonging and connection
- The need for a diverse mix of affordable and adaptable housing options for people of all abilities.
- Continuing to support our local businesses as the impacts of the COVID-19 pandemic continued to disrupt, resulting in the cancellation of the 2021 Ferragosto festival.
- Considering input from community engagement activities and delivering projects that balance community expectations.

### WHERE WE ARE GOING

- Continuing to provide quality services for the community, work with local groups and businesses, and cost-effectively deliver actions from Council's strategic plans.
- Implementing the actions from our new Disability Inclusion Action Plan 2021-2025.
- Delivering initiatives for residents from Culturally and Linguistically Diverse (CALD) backgrounds, such as development of a tour for new residents and expansion of the transition to school videos in other community languages.
- Conducting Crime Prevention Through Environmental Design (CPTED) audits in partnership with Burwood Local Area Command.
- Opening the new Concord Oval Recreation Centre.



## THEME 2: ENVIRONMENTALLY RESPONSIBLE

For more details refer to pages 58-63.

### KEY HIGHLIGHTS

- Our new waste and recycling app was launched, making it easier for residents to manage their waste and recycling.
- There were 3,321 visits to the Community Recycling Centre, leading to recovery of 188 tonnes of problem waste materials.
- Council planted over 750 trees in the public domain and gave away over 1,300 native plants for residents to plant on private land. These programs contribute to our target of increasing our tree canopy cover from 18 per cent to 25 per cent by 2040.
- The total volume of illegally dumped waste removed from across the City of Canada Bay was 26 tonnes, this represents a 60 per cent decrease on our baseline.
- The launch of our Apartment Recycling Program and a measurable 33 per cent reduction in recycling contamination at the 45 buildings that have already participated.
- Promotion of recycling services and facilities including the Five Dock Community Recycling Centre and the various local charity collection bins for good quality, unwanted clothing donations.

### CHALLENGES

- Continuing to protect trees on private land and encourage the planting of more.
- Reaching more people with our environmental education programs.
- Reducing waste generation and boosting landfill diversion in the face of population increases.
- Recovering from wear and tear on public open spaces from the increased patronage during the COVID-19 lockdowns.
- Resilience, health and safety: ensuring Council's business continuity plans and health and safety practices reflect the

learnings from the COVID-19 pandemic and are able to respond to future challenges in a climate changed world where weather events are expected to be more frequent and severe.

### WHERE WE ARE GOING

- Implementing our Environmental Strategy and Emissions Action Plan to transition towards a net zero future by 2030 for Council operations and 2050 for the community.
- Finalising the City of Canada Bay Resilience Strategy.
- Preparing educational material for residents on a range of issues including tree pruning, biodiversity and waste.
- Implementing a residential food waste organics trial.
- Developing and implementing a tree program aimed at increasing and retaining the number of trees on private land.



## THEME 3: EASY TO GET AROUND

For more details refer to pages 64-67.

### KEY HIGHLIGHTS

- Working with the NSW Government in planning the construction of three new Metro stations in the City of Canada Bay.
- Seven improved paths or new footpath connections installed, and 12 bus stops upgraded through the Annual Accessibility Works Program.
- Installing new signs along the Bay Run to educate visitors about the local Indigenous culture, history and ecology of the area.
- Accessible pathways installed in Cabarita Park to connect the bus stops to Cabarita Conservatory.

### CHALLENGES

- Continuing to advocate for the local community in response to development and construction impacts of the Sydney Metro West project.
- It can be difficult for people living with disability to get around. Challenges including lack of accessible or disability parking in proximity to health care providers and community services.
- Some town centres and neighbourhoods require significant upgrades to footpaths, road crossings and other public spaces to be more accessible for prams, wheelchairs and those who are vision impaired or unsteady on their feet.

### WHERE WE ARE GOING

- Implementing the Pedestrian Crossing Safety Improvement Program.
- Continuing construction of the East-West Regional Cycleway.
- Investigating opportunities to increase parking on Council-owned land in and around Five Dock Town Centre.
- Continuing to work with Sydney Metro West to ensure new stations are appropriately designed and integrated with other public transport services and active transport links.
- Implementing the City of Canada Bay Roads and Footpath Renewals Program, as well as our other asset management plans.





## THEME 4: ENGAGED AND FUTURE FOCUSED

For more details refer to pages 68-71.

### KEY HIGHLIGHTS

- Collaborate Canada Bay is Council's community engagement portal. In 2021-22 the page hosted 27 community consultation projects which received a total of 5,867 submissions from the community.
- Development and exhibition of Local Planning Studies and Local Character Statements for precincts adjacent to three future Sydney Metro West stations.
- Heritage advisor provided advice on 169 Development Applications, 11 Pre-lodgement Applications and 62 Maintenance and Minor Works Applications. Council has provided a total of 19 Heritage Grants for local conservation works to a value of \$30,500.

### CHALLENGES

- Avoiding consultation fatigue for the community through the various consultations held.
- Ensuring engagement with the community is inclusive by effectively reaching our CALD community, people with disability, youth, Indigenous community, as well as frail and aged people.
- Continued flexibility with community engagement events, online and face to face, ensuring that more people are able to contribute to the decisions that matter most.
- Planned development that is compatible with our local heritage and environment.
- Funding local infrastructure to meet the needs of a growing population.
- Balancing community expectations with development throughout the area.
- Ensuring new development contributes towards community infrastructure, for example through voluntary planning agreements.

## WHERE WE ARE GOING

- Working with businesses to deliver the Evening Economy and Activation Action Plan 2021-2031.
- Preparing a City of Canada Bay Planning Study to inform land use changes around the new Metro stations.
- Working to finalise the Parramatta Road Corridor Planning Proposal Stage 1.
- Preparing background studies for Parramatta Road Corridor Planning Proposal Stage 2.



## THEME 5: VISIONARY, SMART AND ACCOUNTABLE

For more details refer to pages 72-77.

### KEY HIGHLIGHTS

- Migrating our core systems to the cloud has streamlined access and enabled our workforce to be more agile and productive.
- Introduction of Snapforms, an online form software that allows customers to submit forms rather than hard copies, saving on paper wastage, staff time and resulting in a reduction in errors.

### CHALLENGES

- The need for continued productivity improvements to maintain financial sustainability in the face of growth in population and, therefore, demand for services.
- Attracting and retaining suitably skilled and qualified staff for key roles, particularly in the short to medium term with a tighter labour market being observed coming out of the COVID-19 pandemic.
- Encouraging diversity and managing an ageing workforce through attracting younger and more diverse staff, particularly in permanent roles, to ensure that our workforce broadly reflects the community.
- Planning for a growing imbalance between annual operating revenues and the annual operating costs, which is projected to grow as our population increases with a corresponding increase in demand for services.

### WHERE WE ARE GOING

- Organisational restructure to better align teams to deliver on the City of Canada Bay's new Community Strategic Plan Our Future 2036.
- Implementation of service reviews, technology initiatives and continuous improvement initiatives aimed at improving productivity.
- Explore funding opportunities to enhance Council's traineeships and employment programs to attract a younger and more diverse workforce.
- Review and update business continuity plans to reflect the pandemic lessons learned.
- Take reasonable steps to ensure that the goods and services we buy are not the product of modern slavery within the meaning of the Modern Slavery Act 2018, and report on this in our next annual report.



# AWARDS AND RECOGNITION

## **Sustainable Cities**

**Winner:** Overall 2021 Sustainable Cities Award  
2021 Keep Australia Beautiful NSW Sustainable Cities Awards Program

## **Urban Canopy Program**

**Finalist:** Communication and Engagement  
2021 Keep Australia Beautiful NSW Sustainable Cities Awards Program

## **Backyards for Biodiversity Project**

**Finalist:** Habitat and Wildlife Conservation  
2021 Keep Australia Beautiful NSW Sustainable Cities Awards Program

## **Compost Capers Program**

**Finalist:** Recycled Organics  
2021 Keep Australia Beautiful NSW Sustainable Cities Awards Program

## **Multi-unit Dwelling (MUD) Contamination Program**

**Finalist:** Resource Recovery and Waste Minimisation  
2021 Keep Australia Beautiful NSW Sustainable Cities Awards Program

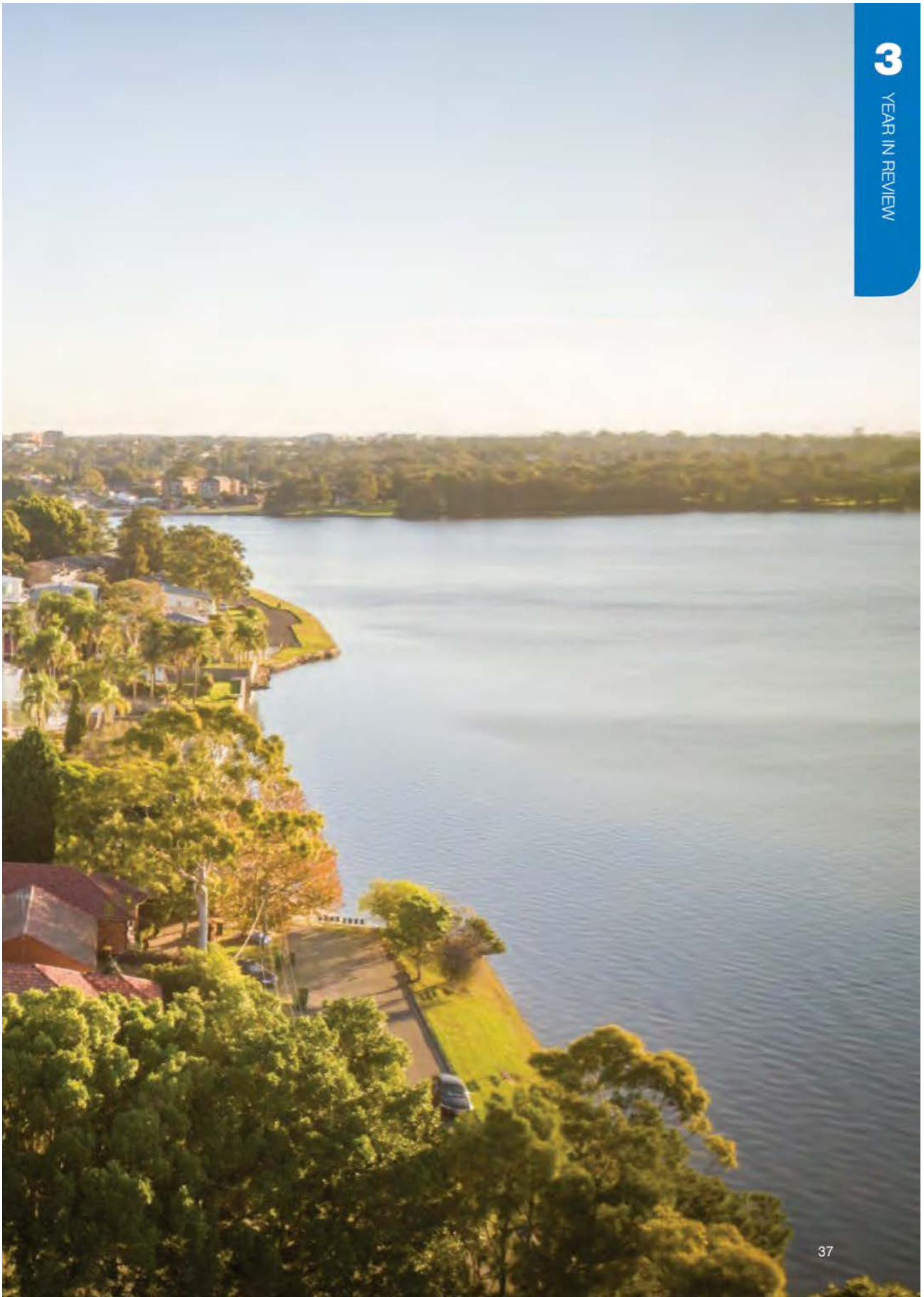
## **Culturally and Linguistically Diverse Transition to School Videos**

**Highly commended:** Children's Services, Community Services, Media and Communications  
Special Project Initiative  
2022 NSW Local Government Professionals Excellence Awards

## **Minister's Awards for Women in Local Government**

**Winner:** Kristyne Arneill, Place Management team  
2021 Young Achievers Award





# CAPITAL WORKS

In the 2021-22 financial year the City of Canada Bay completed or progressed a range of capital works projects and programs to benefit the community at a total cost of approximately \$89 million. These projects were committed to in the Delivery Program and include upgrades to roads, footpaths and pedestrian facilities, improvements to parks, playgrounds and sporting facilities and the rehabilitation and repair of seawalls along the foreshore.

The table below provides a summary of the capital works projects which were scheduled for delivery in the 2021-22 Operational Plan.

Parks and recreation	Status	Commentary
Annual skateboard park renewal program	Postponed	Landscape solution and capping design at Five Dock Park skate facility. Project delivery deferred to 2022-23 due to other priority projects.
Street tree replacement program	On track	Several trees and stumps were removed from Great North Road centre median strip in Five Dock as they were of poor structure. Replacement plantings and soil replacement were undertaken. Other works were undertaken at Alexandra Street in Drummoyne, Nelson Road in North Strathfield, and Westbourne Street in Drummoyne.
Wangal Reserve and Punt Park POM actions	On track	Design of headland sea wall works is being finalised. This project will be delivered in 2022-23.
Drummoyne/Taplin Oval stormwater re-use	On track	The first stages of the stormwater reuse system are now complete and include a new pump station and storage tanks. Design of the treatment plant upgrade will be completed in 2022-23 and its delivery will follow in 2023-24.
Deakin Street, Concord, foreshore access	On track	This project has been combined with the Majors Bay Recreation Precinct Project. It includes a foreshore walkway that connects from Younger Reserve to Majors Bay Reserve behind Deakin Street, Concord. This project will be delivered in 2022-23 with the support of funding from the Department of Planning and Environment's Metropolitan Greenspace Program.
Create a swim site at Bayview Park, Concord	On track	Following considerable community engagement in 2021-22, and completion of detailed design, a tender has been awarded for construction of the swim site in the 2022-23 financial year.
Urban Canopy Strategy	Postponed	Following completion of the urban canopy tree inventory audit, the development of a Street Tree Masterplan will commence in 2023-24.
McIlwaine Park, Rhodes – river activation	Delayed	Works delayed due to COVID-19, wet weather and supplier issues. The project design was revisited to ensure delivery can take place within the budget. This project is funded by the Department of Planning and Environment's Precinct Support Program and will be completed in 2022-23.
Urban canopy tree planting	On track	Over 750 new trees were planted with part funding from the Department of Planning and Environment's Five Million Trees program.

Parks and recreation	Status	Commentary
Park signage audit and renewal	Completed	Interpretive and wayfinding signs replaced along the Bay Run.
Parks renewal program – non-playground equipment	Completed	This program included completion of: <ul style="list-style-type: none"> <li>• Mobility parking at Five Dock Park</li> <li>• A new high fence at the multi-use court at Murphy Reserve, Mortlake</li> <li>• A new bubbler at Coralie Reserve, Wareemba.</li> </ul>
St Lukes Oval, Concord – rebuild	Delayed	This project involves a rebuild of the wicket, irrigation and field shaping works, athletics long jump improvement works (completed), as well as a new concrete barbecue area and AFL goal posts. Some of the works that form part of this project have been delayed due to poor weather.
Timbrell Park, Five Dock – plan of management (POM) and masterplan	On track	Draft POM to be reported to Council in July 2022, then submitted to Crown Lands.
Punt Park, Mortlake – tree replacement	Completed	Removal of sheoaks and replacement with species complementary to the park and environment.
Lysaght Park, Chiswick – path lighting and vegetation	Completed	This project is completed with plants establishing in 2022-23.
Playground upgrade – Queen Elizabeth Park, Concord	On track	Planning and design of a new inclusive nature playground has been completed following a second round of community engagement. This project received funding from the Department of Planning's Everyone Can Play Program and will be delivered in 2022-23.
Playground upgrade – Henley Park, Concord	Completed	The playground was upgraded and features a new climbing cube, accessible play structure with double slide, swings, rocker, shade sail and seating. The playground was re-opened in October 2021.
Disability Inclusion Action Plan – parks and playgrounds	Completed	Access improvements were made to the entrance of Cabarita Park and a full accessibility audit of the park commissioned to inform future improvements.
Playground upgrade – Fred Kelly Place, Five Dock	Completed	New play pieces installed and existing play pieces refurbished. The playground was made more inclusive and a new shade sail installed.
Water meter installations	Completed	New water meters for irrigation installed.
Pedestrian Access Mobility Plan improvements	Postponed	Funding moved to 2022-23 due to other priority projects.
Urban canopy – tree audit consultant report	On track	Inventory and mapping of our public street trees to commence in 2022-23 with the support of funding from Department of Planning and Environment's Greener Places Program.
Bushcare conservation sites – Werrell Reserve, Abbotsford	On track	Ongoing work to encourage the natural fauna and flora to reestablish itself at Werrell Reserve.
Nield Park sportsfield lighting, Rodd Point	Completed	New sportsfield lighting installed.
Livvi's Place, Five Dock – playground accessibility improvements	On track	Planned improvements of the playground include modification of the sand and water play area, better pathway linkages, some new play equipment, an accessible water bubbler and seating. Installation work will take place in 2022-23.

Parks and recreation	Status	Commentary
Mill Park, Rhodes – half basketball court	Postponed	Following community consultation this project did not proceed. Council resolved to explore opportunities in other locations.
Five Dock basketball court upgrade	Completed	The half basketball court at Five Dock Park was refreshed with new court line marking, a new backboard, net and ring. This work was funded by the NSW Government's Community Building Partnership Grants.
Majors Bay Reserve Recreation Precinct, Concord	On track	A draft Masterplan for the Majors Bay Reserve Recreation Precinct was provided to the community for feedback. The proposal includes recreation improvements to the park and is funded by the Department of Planning and Environment's Public Spaces Legacy Program. Community engagement Round 1: completed. Community engagement Round 2: in progress. This project is scheduled for delivery in 2022-23.
Howley Park East, Drummoyne – park upgrade	On track	Community engagement (round 1) completed for the works to Howley Park East to activate the open space and provide access to the foreshore. This project is scheduled for delivery in 2022-23. This project is funded by the Department of Planning and Environment's Greater Sydney Crown Lands Open Space Activation Program and supplementary funding from the Department of Infrastructure, Transport, Regional Development and Communications, Local Roads and Community Infrastructure (LRCI) Program Extension – Phase 3.

Roads and traffic	Status	Commentary
Fleet – vehicles (trucks, utes, trailers, mowers)	Delayed	This program is behind schedule and is dependent upon the review of the Fleet Policy.
Fleet – lease back vehicles (sedans and wagons)	On track	Although there is a nation-wide supply shortage of new vehicles, procurement of new vehicles and disposal of old vehicles is continuing.
Small plant – engineering	On track	Purchases of small plant and equipment for engineering purposes has taken place on an as needs basis.
Small plant – parks and gardens	Completed	Annual purchases of small plant and equipment for parks and gardens were completed.
Annual accessibility works program (bus stop upgrades etc.)	Completed	This is an ongoing program that improves accessibility, safety and amenity for the community. This year 12 bus stops were upgraded and a footpath link through Salton Reserve to connect Roseby Street with St Georges Crescent in Drummoyne was built. The footpath along Gipps Street, Concord was also upgraded.
Annual capital works traffic facilities program	Completed	Entry thresholds were renewed at Melbourne Street, Concord.
Cooper Street, Strathfield – upgrade works	Completed	Streetscape improvements in Cooper Street and Clarence Street in Strathfield were completed. Works included new parking bays, road resurfacing, footpaths, landscaping and drainage.

Roads and traffic	Status	Commentary
Annual footpaths renewal program	Completed	The Footpath Renewal Program has been completed at a cost of \$300,000. The works were completed at Parramatta Road under the Amott's Bridge, at Argonne Street in North Strathfield, and at 10 other locations.
Annual kerb/gutter renewal program	Completed	Annual kerb and gutter works were completed at a cost of \$250,000. Under the program, the streets listed for resealing were prioritised for completion.
Annual regional roads program	Completed	Asphalt shoulders were renewed at Harris Road, Five Dock.
Annual road pavement renewal program	Completed	Damaged road slabs were replaced in Hampden Road, Russell Lea and Harris Road, Five Dock.
Road resurfacing program	Completed	Over 60 roads received resurfacing treatment in this \$6 million program. More than 100,000 square metres of road was resurfaced, requiring 25,000 tonnes of asphalt.
Roads to recovery program	Completed	This program is funded by the Federal Government for maintenance of local roads. The works have been completed at a cost of \$400,000.
The Terrace, Abbotsford, – embankment stabilisation	On track	Under this project, the existing temporary retaining wall will be reconstructed along The Terrace, Abbotsford. Design to relocate existing power pole is currently underway and an application has been made to Ausgrid for review and approval.
Traffic committee initiatives	On track	To enhance road safety, new traffic islands are to be constructed on Tavistock Street either side of Marlborough Street, Drummoyne. Detailed designs for these works are being prepared.
Public domain plan transport interchange at station precinct	Completed	A new pedestrian and cycling crossing was constructed on Shoreline Drive in Rhodes featuring a raised crossing, pram ramps, multi-function lighting and fencing. A Rhodes station public domain concept plan has been prepared and Council is seeking TfNSW feedback on the proposal.
Victoria Road, Drummoyne – public domain design	On track	The Drummoyne Shared Space is planned for delivery by the end of 2022. Victoria Road footpath upgrade will follow and is scheduled for commencement in 2023-24.
New cycle connection Queen Elizabeth Park and Burwood Park – Parramatta Road Urban Amenity Improvement Program (PRUAIP)	Completed	Broughton Street Cycleway was opened to the public in April 2021. However, permanent restoration of the trench across Gipps Street is pending. TfNSW has approved a revised scope and the works are expected to be completed in late 2022.
Kerb ramp design at Burwood Road and Crane Street, Concord	Completed	Works to improve pedestrian accessibility and safety, including pram ramp upgrades, traffic signal pole relocation and road resurfacing were completed as part of TfNSW's Active Transport Program.
Intersection upgrade George and Pomeroy Streets, North Strathfield	On track	The George and Pomeroy Street intersection is to be upgraded under the Housing Acceleration Fund. Detailed design is nearing completion. Project assurance process is scheduled in February 2023 and the works are anticipated by late 2023.



Roads and traffic	Status	Commentary
Regional cycleway upgrade – RMS grant	Delayed	The NSW Government is funding this \$7 million project as part of the Parramatta Road Urban Amenity Improvement Program (PRUAIP). The identified route runs from Patterson Street, Concord, through Canada Bay and Five Dock, culminating with improved access to the Bay Run. It will provide access to a number of schools and sporting facilities, and other existing and future cycle routes. The project has encountered delays due to design complexity, additional community engagement and approvals. Some works have been completed in the 2021-22 financial year and the remaining works are expected to be completed by 2023.
Canada Bay Bike Plan implementation program	Completed	Under this program, a shared path along Byrne Avenue, Russell Lea was completed in November 2021.
Homebush Bay Drive and Harrison Avenue, Concord West – crossing design	Postponed	Detailed design is pending TfNSW feedback. As no feedback has been received for an extended period, this design project is on hold.
Clermont Lane, Concord – parking barrier	Delayed	A detailed survey has been completed and this project will require a structural design and submission of a development application. Owing to the need for extended planning and design, construction of this project has been delayed until the 2022-23 financial year.
Local roads heavy patching program	Completed	Under the program, Council invested \$600,000 to improve and maintain road pavement across the City. The works were completed in conjunction with Council's annual roads program.
Greenlees Avenue, Concord – design parking treatment adjacent to park	On track	Additional carparking in Greenlees Avenue, Concord has been identified as part of community feedback. This is a design project only at this stage and the delivery is subject to availability of funding.
Wellbank Street, Concord – design car parking treatment	On track	Additional carparking in Wellbank Street, Concord has been identified as part of community feedback. This is a design project only at this stage and the delivery is subject to availability of funding.
Phillips Street, Cabarita – construct car parking treatment	On track	Additional car parking in Phillip Street, Cabarita has been identified as part of community feedback. Design is currently underway to be followed by public consultation and approvals. The works are expected to commence by mid 2023.
Footpath condition data collection	On track	Footpath condition assessment has been completed. A program containing renewal and maintenance works is currently being prepared.
Local roads and community infrastructure program	Completed	The Federal Government has provided funding as part of a COVID-19 stimulus program to improve the road network. The works were completed in conjunction with Council's annual roads program.

Buildings and property	Status	Commentary
Buildings renewal	Completed	The buildings renewal program included: <ul style="list-style-type: none"> <li>• Renovation of the front pathway at Drummoyne Civic Centre to ensure safety</li> <li>• New exterior protective finish to the Archie Jackson Stand at Drummoyne Oval</li> <li>• Fire compliance works at the Drummoyne Civic Centre</li> <li>• The replacement of barbecue units at the Cintra Park netball facility, Concord</li> <li>• Flooring replacement at Five Dock Library</li> <li>• Installation of new solar panels at the Five Dock Depot.</li> </ul>
Canada Bay Civic Centre, Drummoyne –refurbishment	Postponed	This project has been postponed, however part of the administration office was remodelled to accommodate the newly formed City Projects department.
Drummoyne Swimming Centre lighting upgrade	Completed	An audit of the lighting at the pool was completed and the lighting of the facility was found to be adequate. The funding from this project (\$95,000) was transferred to pool renewals.
Annual building and facility accessibility works program	Completed	This is an ongoing annual program. Works in 2021-22 included: <ul style="list-style-type: none"> <li>• Installation of a ramp, handrails and tactiles at Chiswick Early Childcare Centre to achieve DDA compliance</li> <li>• Replacement of the bubbler at Campbell Park Amenities to enable wheelchair accessibility</li> <li>• The installation of a wheelchair accessible ramp at Abbotsford Long Day Care.</li> </ul>
Drummoyne Swimming Centre renewals	Completed	Works were completed in September 2021 and included major treatment to the pool deck, grandstand, steel structures, roofs, and to the pool shell. An upgrade to the colour of the facility has given it a more vibrant look and feel.
Cabarita Swimming Centre renewals	Completed	Works were completed in September 2021 and included renewal of the pool deck and main staircase. Timber decking and walls were refreshed throughout, and the toddler pool colour scheme was given an uplift.
Five Dock Depot – emergency exit onto Queens Road	Completed	A second emergency exit point was created at the Five Dock Depot to ensure compliance. The next stage of works will be completed in the following financial year.
Victoria Avenue Children’s Centre –installation emergency release gate locks	Completed	The emergency gate locks project was completed using the maintenance program funds. The capital funds were transferred to replacing the bathroom floor at the centre.
Queen Elizabeth Park toilet block (exeloo)	Postponed	Design to commence in the next financial year as further strategic considerations are required for public toilets.
Public toilet – McIlwaine Park	Postponed	Design to commence in the next financial year as further strategic considerations are required for public toilets.
Wellbank Children’s Centre – automated blinds	Completed	The automated blinds were installed in December 2021.
Wellbank Children’s Centre – shade sail in baby playground	Completed	Replacement of the torn and weather-affected shade sail was completed in November 2021.
Kings Road, carpark, Five Dock – design phase	On track	Site investigations and feasibility studies were completed in June 2022. Report in progress.

Library and community services	Status	Commentary
Concord Library furniture and fittings	Completed	Study seating replaced.
Five Dock Library furniture	Completed	Comfortable casual seating replaced.
The Learning Space, Rhodes – furniture and fittings	Completed	Laptop tables replaced and soft furnishing for programs purchased.
Collections, including: <ul style="list-style-type: none"> <li>• Library audio/visual</li> <li>• Library books</li> <li>• Library periodicals</li> <li>• Library cataloguing and processing</li> </ul>	Completed	99% of budget expended. 19,681 new library items purchased.

Major projects	Status	Commentary
Goddard Park, Concord – amenities building upgrade	Delayed	This project was delayed by prolonged wet weather and supply chain issues which have extended the completion date now due in late 2022.
Halliday Park, Five Dock – automatic toilet installation	Completed	Works were delayed by wet weather and COVID-19 impacts on contractors and sub-contractors, however, the project was completed before the end of the financial year.
Redevelopment of Concord Oval	Delayed	Practical completion and Occupation Certificate of Building A is scheduled for early August 2022, while the completion of Building B is scheduled by the end of November 2022. The project has experienced delays caused by COVID-19, site archaeology and wet weather, however, work progressed on a revised schedule.
Charles Heath Reserve, Five Dock	Delayed	This project has been delayed as minor adjustments to the works were required and a new tender was called to achieve value for money.
Timbrell Park, Five Dock – amenities upgrade	Delayed	This project was severely delayed by wet weather, sub-contractors and supply chain issues and unforeseen ground conditions.
Goddard Park, Concord – crib wall remediation works	Delayed	Project delayed by wet weather, COVID-19 and supply chain issues. The retaining wall reconstruction was also added to the scope of works and completion is now due by the second quarter of 2022-23.
Sportsfield rebuild – Concord Oval	Completed	Project completed by 30 June 2022 and integrated with the other works at Concord Oval.
Drummoyne Shared Spaces	Delayed	Under construction as of 30 June 2022, this program experienced slight construction delays considering the wet weather and unforeseen ground conditions but is scheduled for completion by late 2022.

Strategic assets and innovation	Status	Commentary
Drainage renewal and relining program	Completed	Pipe renewal works were completed at Station Street in Concord, Queens Street in North Strathfield and Turner Avenue in Concord.
Exile Bay flood study	On track	Council received grant funding for this project in February 2022. Council will establish a Flood Plain Management Committee to prepare a study to minimise flood risk for the community within the Exile Bay Catchment in the 2022-23 financial year.
Annual stormwater management program	Completed	Council completed major repair works for the Mepunga Street stormwater drainage culvert.
Rhodes foreshore lighting replacement	Delayed	Lights were installed along the pathway at Lewis Berger Park in Rhodes as part of the program to replace 84 light poles along the foreshore. The program is slightly delayed due to wet weather and COVID-19 supply chain issues. Completion is scheduled for October 2022.
Foreshore structures – Iron Cove	On track	1:1 grant funding has been received for design of the Sisters Bay seawall renewal.
Drainage – CCTV inspections, condition rating and defects	On track	This is an annual program to progressively assess the condition of our pipe infrastructure and develop maintenance and renewal programs for the 130km stormwater network. Two kilometres of CCTV inspections were completed in 2021-22.
Floodplains – Powells Creek East catchment FS, FRMS, FRM	On track	This is a multi-year program. The Powells Creek draft flood study was publicly exhibited between 12 May and 22 June 2022. The next phase of the project will be the development of a Floodplain Risk Management Study (FRMS) for the catchment.
Uhrs Point Reserve, Rhodes – passive craft launch facility	Completed	This facility was opened to the community on 26 February 2022.
Pedestrian crossing safety improvement program	On track	This is a multi-year program to upgrade the lighting at pedestrian crossings to achieve the Australian Standard. Lighting designs have been completed for all crossings. Completed projects include installation of lighting at the pedestrian crossings on Gale Street and Brewer Street, Concord.
Minor pit and lintel drainage renewal	Completed	Renewal of 31 pit and lintels has been completed.
Stormwater pipe inlet safety program	Completed	Council has completed this safety program to reduce risk. The program objective was to reduce the inlet size of stormwater pits which posed the greatest risk. 33 pits were completed.
Saltwater Creek and Exile Bay seawall naturalisation, Concord	On track	The concept design is completed and is ready for community consultation in 2022-23.
Moala Concord Hospital culvert renewal	On track	Design completed for installation in 2022-23.
Light poles condition report and priority renewals	Delayed	Contractor is undertaking inspections of all poles and associated electrical infrastructure.
Annual pole renewal	Completed	The following poles have been renewed: 14 poles at Blackwall Point Reserve in Chiswick, five bollards in Canada Bay, nine bollards in Cabarita Park and seven poles in Timbrell Park.
LED upgrade to Council public domain lights	Completed	Council upgraded old technology lights at Blackwall Point Reserve, Chiswick and all local roads.



# 4: PERFORMANCE TO ACHIEVE OUR GOALS

46

This section tracks and measures our operational performance to achieve the goals of the Delivery Program 2018-22 and Operational Plan 2021-22. These goals are aligned with the five themes of the Community Strategic Plan: YOUR Future 2030.

This is our last report of performance to achieve YOUR Future 2030, as it was updated following the election of the new Council in December 2021.

For more information, please refer to the following progress reports available on Council's website:

- Report on progress July to December 2021
- Report on progress January to June 2022



*Majors Bay Reserve synthetic football field, Concord.*

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## ADDRESSING THE QUADRUPLE BOTTOM LINE

The quadruple bottom line (QBL) is addressed in this report as demonstrated by the links between the YOUR Future 2030 themes and the four QBL principles, using these symbols:



**Social**



**Environmental**



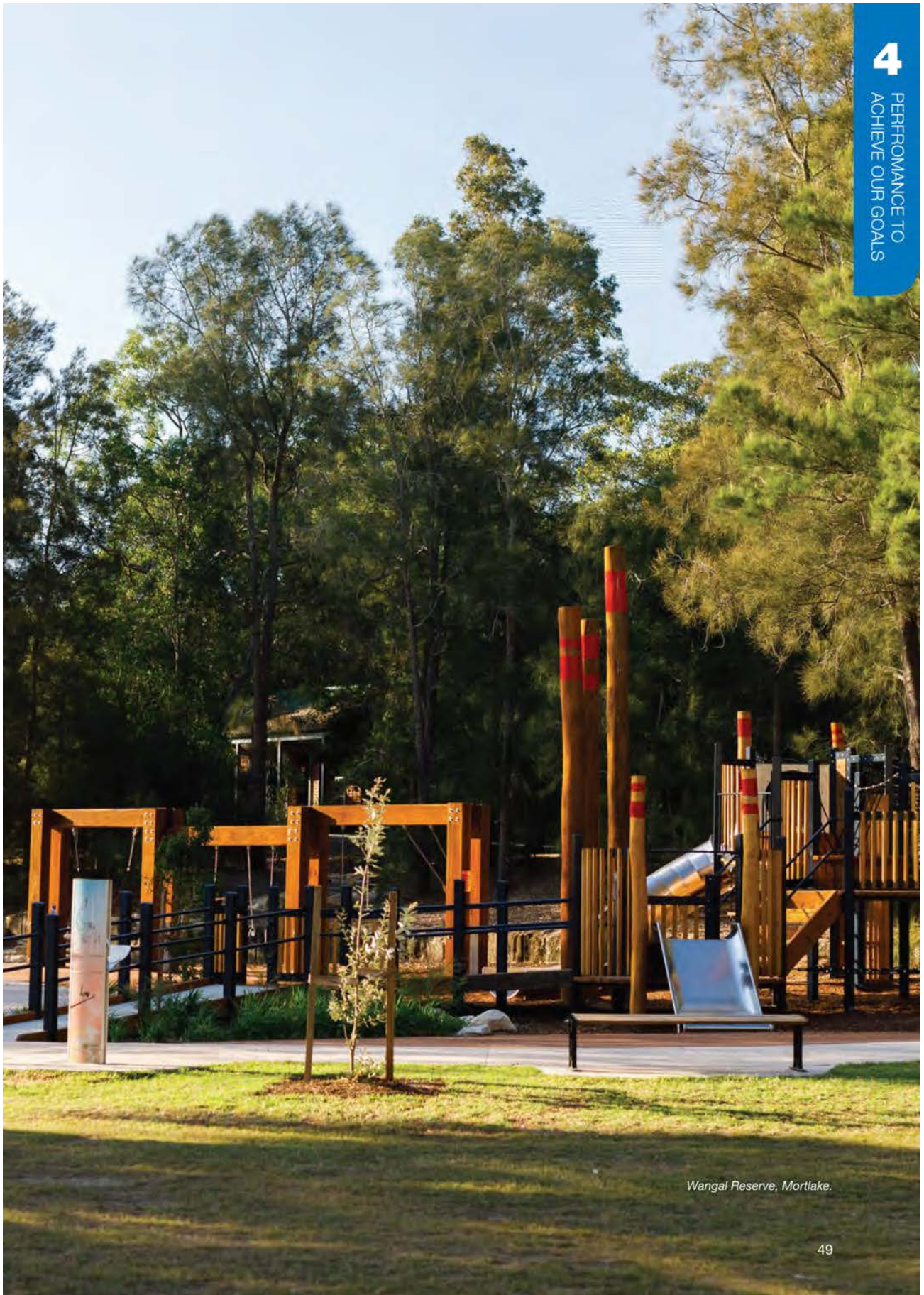
**Economic**



**Civic leadership**

CSP theme	QBL principle		
<b>Theme 1:</b> Inclusive, involved and prosperous			
<b>Theme 2:</b> Environmentally responsible			
<b>Theme 3:</b> Easy to get around			
<b>Theme 4:</b> Engaged and future focused			
<b>Theme 5:</b> Visionary, smart and accountable			

**4** PERFORMANCE TO  
ACHIEVE OUR GOALS

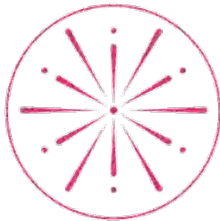


Wangal Reserve, Mortlake.



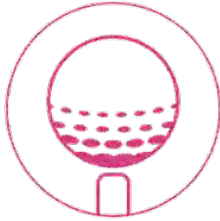


## THEME 1: INCLUSIVE, INVOLVED AND PROSPEROUS



**67**

events and activations delivered



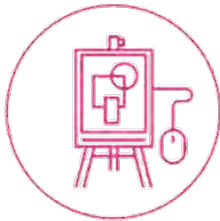
**87,417**

rounds of golf played at  
our two courses



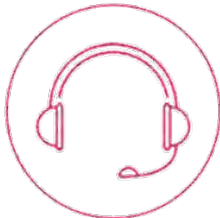
**44**

community groups funded through  
community grants program



**134**

separate bookings for clubs and  
associations at Council facilities

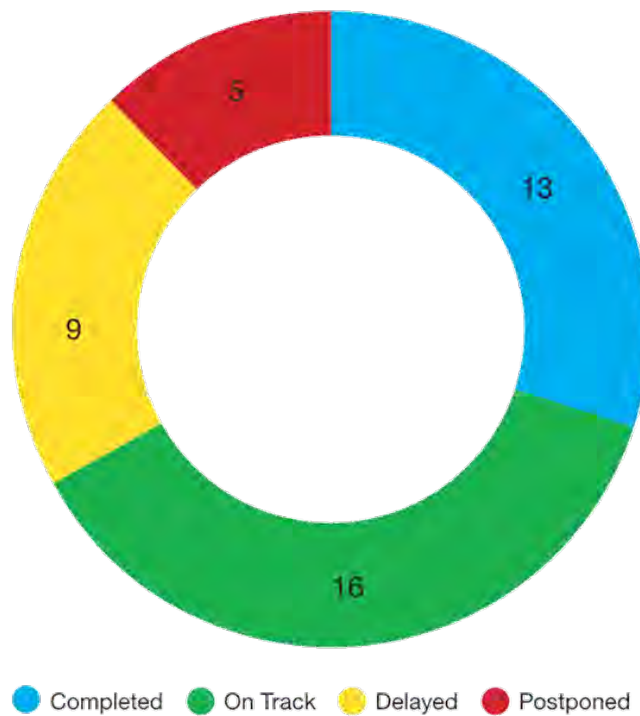


**308**

out-of-hours emergency responses

At the start of the year, Council committed to the delivery of 43 Operational Plan actions to enable our community to be more inclusive, involved and prosperous. The following graph indicates our progress on these deliverables in 2021-22.

**PROGRESS TOWARDS ACHIEVEMENT OF  
THEME 1 AS AT 30 JUNE 2022**



Status	Number of deliverables	Per cent
Completed	13	30%
On track	16	37%
Delayed	9	21%
Postponed	5	12%

## OUR ACHIEVEMENTS

### Disability inclusion

- The legislated four-yearly review of Council's Disability Inclusion Plan resulted in a refreshed and updated plan for 2021-25 being adopted by Council in September 2021. The plan contains 43 actions that are based on four guiding principles to:
  - Be inclusive
  - Treat people with dignity and respect
  - Create accessible spaces and services
  - Take accountability.
- Capital works programs to support disability inclusion included installation of ramps, Tactile Ground Surface Indicators at bus stops and strategic locations, and widened footpaths to make better links throughout the City.
- The Connection in Rhodes came alive on 3 December for the celebration of the International Day of People with a Disability, a time to raise awareness and understanding of people with disability in our community. With a concert at the foreshore amphitheatre, information stalls, children's activities and archery with para-archery athletes from Sydney Olympic Park Archery Club, the day was a success with locals and visitors alike.
- Stickers for our domestic waste service were translated into braille for blind or low vision residents to be able to identify their waste, recycling and green waste bins.

### Children and families

- Implementation continued of the Let's All Play Strategy which guides the design and delivery of our playground facilities with a focus on inclusive, well-designed, diverse and high-value outdoor play spaces to attract and capture people of all ages and abilities. This year upgrades of playgrounds at Fred Kelly Place in Five Dock and Henley Park in Concord were completed.
- Significant planning and engagement has taken place for playground upgrades at Queen Elizabeth Park in Concord and Livvi's Place in Five Dock.
- The Child and Young Person Protection Policy for Council was updated.

- Both Victoria Avenue Children's Centre and Wellbank Children's Centre have exceeded all Australian Children's Education and Care Quality Authority (ACECQA) National Quality Framework Standards. This rating recognises the services for going above and beyond the requirements of the standard in at least four of the seven quality areas, and it is a highly prized achievement for early childhood education centres.
- High quality library services for our community continued across our three sites and included provision of online programs during the last of the Sydney COVID-19 lockdowns in 2021.
- Our Community Services team partnered with Children's Services and the Media Communications team to develop multilingual Transition to School Videos for culturally diverse families who don't use formal children's services. The videos won a NSW Local Government Professionals Excellence Award in June 2022.

### Seniors

- Our two bus tour programs for senior residents of the City of Canada Bay proved popular again this year. The Active Adults program is for mobile people over the age of 55 and offers day trips twice a month on Thursdays. The Bay Connection program provides bus trips on Tuesdays and Fridays every alternate week for people who are less mobile. Both programs provide essential social interaction, engagement and adventure to nearly 160 seniors in the community.
- In partnership with the NSW Government and Telstra, Council promoted the Tech Savvy Seniors Program which consisted of online workshops held between 4-25 February 2022. The workshops looked at how to use tablets, smartphones and apps, and included information about cyber safety.
- Seniors Festival events were planned and supported by Council. A calendar of events was produced and disseminated prior to Seniors Week in April 2022. There were three Seniors Week events delivered by the Community Services team.
  - Online Bingo on 28 March with nine participants.

- Coffee with the local choir (and Concord High School String Ensemble) in Cabarita on 30 March with 45 participants.
- One additional Seniors Day trip to La Perouse on 31 March with eight attendees.
- The Community Services team revamped the Seniors' Services Directory, with a new more comprehensive online version now available. There were also 250 copies printed and shared in the community at events, and with the Concord Seniors Citizen's Centre and Drummoyne Community Centre.

### Young people

- A range of youth projects, programs and other youth-focused activities for people between 12 and 18 years old are run by, or supported by, Council each year. Such programs reduce social isolation, and provide opportunities for young people to contribute to their community and to have fun.
- Council ran a free photo safari at City of Canada Bay Libraries in January to improve the photography skills of local young people aged between 12 and 18 years. The photo safari was held in conjunction with our Youth Photography Competition, encouraging people to get out and enjoy their surroundings.
- Our popular King of Concrete skateboard program took place on 20 February 2022 and this year, a community grant enabled some skaters to have a free lesson with ex-champ Renton Millar the day before. Youth programs at the libraries and Five Dock Leisure Centre complement our many sporting groups and clubs to engage young people in our area.
- During Youth Week 2022, the Community Services team ran a Skateboarding Workshop with Totem to help break down some of the barriers for young women and girls to participate in sport, and to facilitate opportunities for those who want to access skateboarding as a sport or recreational activity.
- To celebrate Youth Week 2022, the Community Services team also partnered with City of Canada Bay Libraries and Five Dock Leisure Centre staff to run a Bond Movie Night at Five Dock Leisure Centre and a Youth After Dark event at Five Dock Library on a Friday evening.

### Road safety

A number of programs have been implemented to improve road safety:

- 176 residents had child restraints fitted as part of the Safe Seat Service.
- 98 residents participated in the 'Teaching a learner driver?' online workshop.
- Five pedestrian infrastructure projects were completed including works such as upgrading existing pedestrian crossings to a raised pedestrian crossing as part of the Federal Stimulus Road Safety Program in school zones.
- Nine residents participated in a female car maintenance workshop as part of International Women's Day celebrations.
- Road safety workshops were also delivered to senior drivers and new mothers.

### Grant programs

- Council continued to support community groups through the Community Sponsorship Program. This year, 11 groups received part of the \$110,000 provided for a range of events and activations within the area including Rhodes Moon Festival, RUOK? Day, International Women's Day, fundraising events, skateboard events and a number of Christmas activations. The largest award went to Communities for Communities as part of a memorandum of understanding (MOU) to provide the City's major carols event and Lunar New Year celebration. Due to the impacts of COVID-19 on the delivery of some sponsored community events, there was a surplus of \$22,000 in unspent funding from the program, and it was agreed to redistribute this funding towards the sponsorship of the 2022 Community Fun Day at Drummoyne Oval, delivered by Communities for Communities and aimed at showcasing local community groups and programs.
- The Community Grants Program provided support for community groups and local not-for-profit organisations to run projects that benefit local residents. This helped grow the skills and capacity of these groups to plan, develop and implement self-managed programs to address local community needs or issues. Council awarded \$66,753 to 44 community groups.
- Council also administered the local Club Grants Committee and grant round.

### Community safety

- Actions from the Community Safety and Crime Prevention Plan 2020-24 were implemented to ensure that everyone who lives in, or visits the City of Canada Bay, has the confidence to get out and about in their daily life without fear for their own safety or the safety of others.
- It's not just physical safety that concerns the community. Increasingly, the issue of cybersecurity and scam protection is becoming a focus. We notified the community in our July 2021 newsletter that we had observed an increase in scam attempts at the City of Canada Bay. By providing information and speaking out about scammers, we can all play a role in improved community safety and protection.
- Council staff attend quarterly Community Safety Precinct meetings with the Burwood Local Area Command to build relationships with the police and understand the local crime issues.
- We commenced a primary prevention event called Council and Communities Unite to Walk Against Domestic and Family Violence in partnership with Inner West Council and the Police (aligning with 16 Days of Activism). 67 people attended.
- Updated community safety webpage and links.

### Emergency management

- A focus for emergency management in the early part of the financial year was to guide and support the community through the last of the COVID-19 pandemic lockdowns. This included continuing to facilitate the COVID-19 drive through testing clinics that operated in our LGA.
- We continued to receive above average wet weather brought about by the second year of La Niña. As a result, minor flooding incidents were responded to and pothole repairs undertaken. There were no major incidents in the reporting year.

### Library Services

- City of Canada Bay Libraries offered a popular Click and Collect Service at Concord Library from 20 September 2021 for eligible members to collect their reservations and requested items. This was implemented following a period of closure for our Libraries from June to October 2021, due to NSW Health COVID-19 restrictions.
- During the period of closure due to COVID-19 restrictions, refurbishments took place at Five Dock Library between May and October 2021. Repairs included the repainting of interior walls, remediation of flooring and recarpeting of hard floors to improve acoustics.
- Library Services worked with Council's Venues team to introduce online room booking software to allow better management and flexibility for hiring of Library function rooms at Concord and Five Dock Libraries.
- Author talks made a welcome return to the Libraries with high profile events including Nicole Alexander at Five Dock Library discussing her novel, *The Last Station*, and the Sydney Writers' Festival event at Concord Library, where Bernadette Brennan discussed her award-winning biography of Australian author Gillian Mears, *Leaping into Waterfalls*.
- Library Programs were impacted by the COVID-19 lockdown and the restrictions that were in place in 2021, however, a full range of programs returned on site from February 2022 and visitors have continued to build between February to June.
- City of Canada Bay Libraries also held several successful special events, including three Twilight Fun for Families events, Canada Bay Makers – a month long series of displays and workshops from local makers of art and craft – Youth After Dark at Five Dock Library for Youth Week, and NAIDOC week events attended by over 120 people.
- Online programs also continued to grow, even after restrictions were lifted. Our English and Bilingual Storytime Online programs continued, with several clips receiving over 20,000 YouTube views.

### Recreation services and facilities

- The Concord Oval redevelopment project is due for completion before the end of 2022. The project has experienced delays caused by COVID-19, site archaeology, and wet weather, however, work progressed on a revised schedule. The project will result in a new indoor Concord Oval Recreation Centre, the Wests Tigers Centre of Excellence, match day facilities for local sporting clubs and rooms for community programs, activities and functions.
- Construction of the new Rhodes Recreation Centre is well underway, with the new carpark under the centre having been completed in 2021-22. Work on this project is progressing well.
- Playground upgrades were completed at Henley Park, Concord, and at Fred Kelly Place, Five Dock. Design work has been completed for playground upgrades at Queen Elizabeth Park, Concord and at Livvi's Place, Five Dock.
- Memberships and use of the Five Dock Leisure Centre continued to be impacted by COVID-19 shutdown periods and restrictions in 2021-22. Council has complied with all the NSW Health COVID safe guidelines. Despite the period of disruption, the customer satisfaction of 93% has exceeded our target of  $\geq 90\%$ .
- The number of rounds played at both Barnwell Park and Massey Park golf courses was above our baseline with 40,669 and 46,748 rounds played, respectively.
- Patronage at Cabarita and Drummoyne pools was down again this year, well under the baseline owing to the impact of COVID-19 restrictions. During the winter period, refurbishment works took place at both venues. The improvements will make the facilities more comfortable and attractive to patrons now that restrictions are over.

### Affordable housing

- The Affordable Housing Strategy is being updated by Council's Buildings and Property team to consider an appropriate management model for the City of Canada Bay.
- An Affordable Housing Contribution Scheme was prepared and adopted by Council on 18 August 2020, with the Rhodes West Contribution Area added to this Scheme effective 31 October 2021.

- Council owns 27 affordable housing properties that are available for rent by low to moderate income earners who are employed in service sectors and working in the City of Canada Bay or surrounding areas. The scheme allows people to experience housing security and the ability to save for the private housing market or home ownership.

### Arts and cultural development

- Engagement commenced on the review of Council's Cultural Plan, with community consultation taking place during March and April 2022. The review of the plan, which continues into 2022-23, will examine how we can bring a greater sense of cultural identity to our neighbourhoods and town centres.
- Temporary public art was installed in Concord, Drummoyne, Five Dock, Mortlake, North Strathfield and Rhodes.
- Aboriginal artworks were installed around the Bay Run as part of interpretive signage. The works include video stories from local Aboriginal people.

### Place management and community events

- Place Plans across the City continue to be implemented with new infrastructure being created, community and business promotions, and parking and transport changes coming online.
- Across our town centres, over 60 activations to welcome people back to our retail and dining hubs were held including music, movies, food tours, dance classes, sustainability and library initiatives.
- The Our City After 5: Evening Economy and Activation Plan 2021-2031 has continued to be implemented to help our City respond to the ever changing social and economic needs of our community. The majority of activations were held in the early evening, with the business community partnering with Council to build capacity where possible. A new After 5 Map for Majors Bay Road was created to encourage locals to shop and dine in the area.

- Between 18 February and 31 March, the Beats and Eats program was hosted in the town centres of Drummoyne, Five Dock, Concord and Rhodes. This enabled our local restaurants to serve delicious food while resident DJs provided the music at these key locations. The program was supported by the NSW Government's Festival of Place – Summer Night Fund.
- Cultural celebrations in our town centres included the Halloween program, a Lunar New Year celebration that attracted over 4,000 people, as well as Christmas programs in all 16 local centres, which included carol singing, a Santa tour and Christmas decorations. An Australia Day Grant also funded a week-long Australia Day Festival involving eight local Aboriginal performers and artists.
- Council has continued to support the Five Dock business community with the introduction of the Metro through advocacy, information and activation support encouraging people to patronise the retail centre.
- Council collaborated closely with Chambers of Commerce to support the resilience of their members and engaged them on activation programs such as Beats and Eats.

### Support for businesses

- To mark Small Business Month in March, a Business Expo was delivered with 75 people in attendance and a 'Celebrate Small Business' social media campaign which showcased seven local businesses and achieved a reach of 22,000. The social media campaign was a continuation of the successful October 2021 campaign, which involved 10 businesses.
- Training and support for business saw:
  - The launch of an online three-part mentoring program attended by 11 business owners.
  - A LinkedIn training workshop held in Five Dock.
  - A Town Centre Grants program awarding over \$11,000 for businesses to create events and/or additional activities aimed at adding vibrancy and support to town centres and businesses.
  - 12 editions of the business e-newsletter sent to nearly 9,000 businesses.
  - Three business summits with over 50 businesses attending.
  - Further promotion of the Love Local campaign to encourage people to support local traders with a focus on the Dine and Discover scheme.
  - Bus shelter advertising in August and June.
  - Continual updating of the Business Hub, an information resource for the local business community.

**4**  
PERFORMANCE TO  
ACHIEVE OUR GOALS



Beats and Eats, evehi, Five Dock.





## THEME 2: ENVIRONMENTALLY RESPONSIBLE



**1,340**  
native plants distributed to  
residents



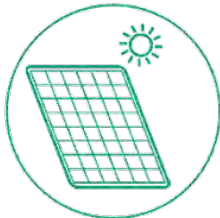
**125**  
Bushcare volunteers across  
**14** sites



**6,063**  
subscriptions to new waste  
and recycling app



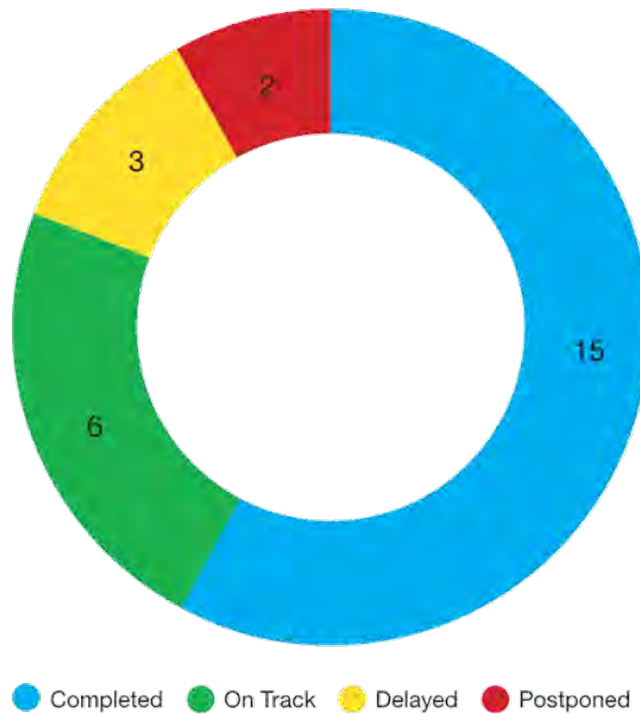
**608**  
visual bin audits at multi-unit  
dwellings to improve waste  
management



**20%**  
solar energy used at Council sites,  
generated from Moree Solar Farm

At the start of the year, Council committed to the delivery of 26 Operational Plan actions as part of our commitment to environmental responsibility. The following graph indicates our progress on these deliverables in 2021-22.

**PROGRESS FOR THEME 2: ENVIRONMENTALLY RESPONSIBLE AS AT 30 JUNE 2022**



Status	Number of deliverables	Per cent
Completed	15	58
On track	6	23
Delayed	3	11
Postponed	2	8

## OUR ACHIEVEMENTS

Our environmental achievements in 2021-22 are presented using the four key themes adopted in Council's Environmental Strategy:



**Connected to nature**



**Resilient city**



**Resource efficient community**



**Leading by example**

Visit the Council website to read our Environmental Strategy.

### **Connected to nature**

#### Biodiversity

- Volunteers contributed 669 hours during 34 Bushcare sessions. Bushcare sessions were restricted to only six months due to lockdown.
- Two new Bushcare sites were created. The site at Shadrack Shaw Reserve in Concord protects Coastal Saltmarsh and Werrell Reserve in Abbotsford contains remnant Sandstone Foreshore.
- As part of our Backyards for Biodiversity program 1,340 native plants were distributed to 445 residents.
- There were 112 people who attended the migratory shorebird workshop.
- Council installed six new educational signs along the Bay Run and at Rodd Park to promote biodiversity and ecology in the area.
- Our social media biodiversity campaigns reached more than 100,000 people.

#### Urban canopy

- 67 people attended six tree education workshops to encourage growth in our urban canopy.
- Over 750 trees were planted in public parks and as street trees.
- Our social media campaigns about increasing our urban canopy reached more than 43,000 people.

### Caring for our waterways

- Council currently has 17 active Love Your Place volunteer groups cleaning up areas throughout the City. This includes people who clean up creeks and foreshores.
- Council participated in Get the Site Right campaigns to improve waterway health and supported the Parramatta River Catchment Group to deliver the Ten Steps to a Living River.

### Education and behaviour change

- A responsible dog ownership campaign was delivered in Rodd Park to protect Bar-tailed Godwits and engaged with 132 dog owners. Observations over the six months saw a 50% decrease in the number of dogs off-leash in the area.

### **Resilient city**

#### Climate resilience

- Local roads have suffered the consequences of the second year of wet weather caused by a lingering La Niña event. During the year, Council responded to localised flooding of roads, continued to repair potholes, and undertook asset management planning to resource ongoing management of our road assets to withstand further impacts.
- Collaboration with the councils of greater Sydney continued through membership of the Resilient Sydney program.
- Work continued on the updating of our climate risk assessments and resilience framework.

- A huge benefit of trees is providing shade from the heat. Data from Resilient Sydney showed that canopy cover has increased in some suburbs and declined in others. Council's activities and achievements in tree planting are shown above in the Connected to Nature section.
- Delivery of projects specified in our Seawall Asset Management Plan continued. Where possible, the plan aims for seawalls to be renewed as rock revetment walls that provide environmental habitat, protect foreshores from erosion, dissipate wave energy and enable future wall height increases associated with rising sea levels. Council completed seawall design concepts for Sisters Bay and Birkenhead Point in Drummoyne and Saltwater Creek and Exile Bay in Concord.
- Seawalls were maintained at Cabarita Park and France Bay, Cabarita.

#### Transport resilience

- Construction of the three new metro stations in the City of Canada Bay by the NSW Government will provide future linkages to the greater metropolitan area, including the CBD.
- During the year, seven improved paths or new footpath connections were completed, and 12 bus stops upgraded to improve accessibility.
- Accessible pathways were also installed in Cabarita Park to connect the bus stops to Cabarita Conservatory.
- 105 metres of new cycleway was completed.

#### Education and behaviour change

- 53 people joined two Council-hosted webinars that provided expert advice on preparing residential and mixed-use strata buildings for electric vehicle charging. Recordings of the webinars are available on our website for all residents to access.
- Council's promotion of Emergency Ready Week reached over 2,300 people on our social media channels.
- 15 people attended a bike tune-up event to promote the East West cycle route at Broughton Street.

### Resource efficient community

#### Waste

- 6,063 users signed up for Council's new waste and recycling app, especially designed for City of Canada Bay residents. App users get their own personal waste calendar, reminders for bin and bulky goods collections, and how to dispose of unusual items. There are also forms to report illegal dumping, damaged or stolen bins, and missed bin collections.
- The total volume of illegally dumped waste removed from across our LGA was 26 tonnes, this represents a 60 per cent decrease on our baseline. This is due to the roll out of new enforcement messaging, improved education materials and deployment of a mobile CCTV trailer.
- More than 800 participants accessed the RecycleSmart collection service and 36 Bower Rehoming service.
- Council ran the Compost Capers education program, which gave away 50 worm farms and compost bins to help residents diverting food waste from landfill.
- The Community Recycling Centre had 3,321 visitors and recovered 188 tonnes of problem waste materials.
- 917 vehicles dropped off a total of 16,575 kilograms at our annual E-waste drop off event.
- 608 visual bin audits were undertaken at multi-unit developments to help Council improve its education campaigns.

#### Education and behaviour change

- Our waste reduction workshops and activities continued to support residents throughout the year, despite COVID-19 Sydney lockdowns impacting the first half of the year. Over 300 people participated in nine waste education workshops and events.
- Council launched an Apartment Recycling Program, providing 45 buildings with new bin signage and recycling bags to carry recycling. Among these buildings there was a 34 per cent reduction in recycling contamination when officers re-audited the building after the interventions were implemented.

### Energy and emissions

- Carbon emissions from the City of Canada Bay community were 772,220 tonnes, a modest reduction of 1 per cent compared to the baseline year (2016-17).
- Four strata committees received energy audits on their apartment buildings. Audit findings were presented to the strata committees with the following savings identified: 162,237 kilowatt-hours, \$31,700 and 170.4 tonnes of carbon emissions.
- Abbotsford Public School installed a 19-kilowatt solar system in January 2022 as part of the Solar My School program. This is the last project to be completed.
- Our Go Solar social media campaign reached more than 45,000 people.

### Water

- The Sydney Water WaterFix® Small Business pilot scheme was promoted during the year. This program is run by Sydney Water for the benefit of small businesses and is a pilot program intended to extend the benefits of the Waterfix® Residential program to business customers.

### Leading by example

#### Energy and emissions

- Carbon emissions from Council operations were 4,284 tonnes, 43 per cent less than the baseline year. Council is on track to achieve its interim emissions target of 61 per cent less by 2025 and net zero by 2030.
- 20 per cent of electricity used in Council facilities was generated by the sun at Moree Solar Farm.
- An additional 3 per cent of Council's total energy use was generated from roof-top solar on Council buildings.
- Council increased its rooftop solar generation capacity to 287 kilowatts over seven sites. The solar at these sites supplied 27 per cent of their electricity use in 2021-22.
- In September 2021, Council voted to phase out gas in Council operations. The Sustainability and Property teams developed a gas phase-out plan. A 90 per cent reduction in gas use will be achieved by planned replacement of gas boilers at Cabarita and Drummoyne pools with electric heat pumps.

62

### Water

- Potable water use in Council operations was 78,246 kilolitres, a 62 per cent reduction compared to the baseline of 207,874 kilolitres in 2013. 2021-22 was a particularly rainy year due to the La Niña, reducing demand for potable water for irrigation.
- The Cintra stormwater harvesting scheme produced 46.6 million litres of recycled water for irrigation of Council golf courses and playing fields.

### Fleet

- Carbon emissions from fleet were 364 tonnes, a reduction of 59 per cent compared to 888 tonnes in 2017-18.
- Two electric utility vehicles (buggies) were added to our fleet in the reporting period. They are used to keep open spaces and streets in Rhodes clean and tidy. The use of small electric tools including leaf blowers and gardening equipment was trialed, with a view to purchasing.



### Sustainable procurement

- Council adopted a new Sustainable Procurement Policy. There were 25 Sustainable Procurement Champions trained that now have access to new materials to include in their procurement projects.
- Six new solar systems for Council sites were designed and approved for delivery in Council's capital works program. Rooftop solar cuts electricity bills by reducing the amount of electricity purchased from the grid.
- Seven Council facilities were assessed for LED lighting upgrades. Implementation works are approved for delivery in Council's capital works plan. LED lights reduce Council's use of electricity.
- A business case was prepared to install electric heat pumps to replace the old gas boiler at Cabarita Swimming Centre in 2022-23.
- Council has signed up for the Southern Sydney Regional Organisation of Councils' (SSROC) new electricity contract, approving purchase of 100 per cent renewable electricity from 1 July 2022.
- Council signed up for phase two of the SSROC/ Ausgrid streetlighting upgrade program. Ausgrid will upgrade to LED all high energy light fittings, such as the ones found on main roads over the next few years. Streetlights are the largest item on Council's electricity bills and systematic replacement with LEDs will cut street light energy use by a half, compared to the existing lights.
- Australian made, 'Climate Active' certified, carbon neutral copy paper was purchased, which offset nine tonnes of greenhouse gas emissions in the reporting year.





## THEME 3: EASY TO GET AROUND



**1,015**  
pothole repairs in 2021-22



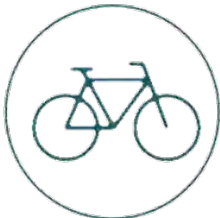
**12.5km** or **105,400m<sup>2</sup>**  
road re-sheeting (approx.)



**5,300m<sup>2</sup>**  
footpath renewed or replaced



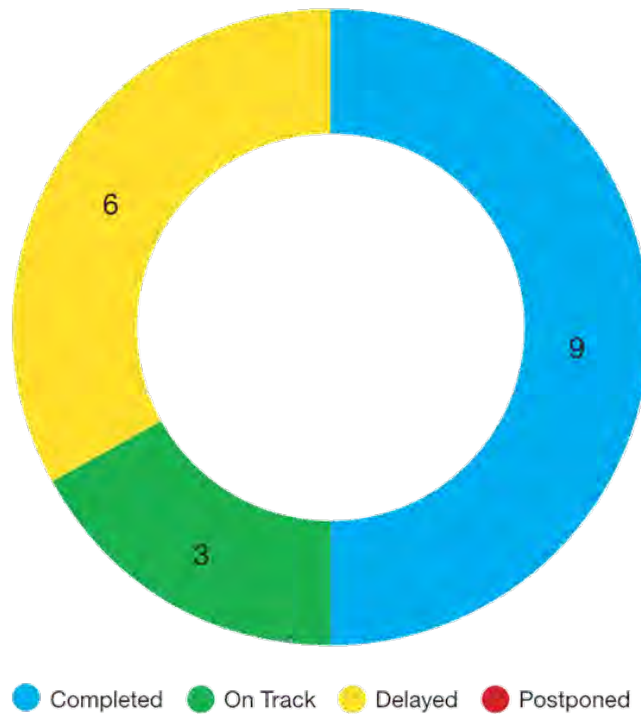
**12**  
bus stops upgraded



**105m**  
new cycleway constructed

At the start of the year, Council committed to delivery of 18 Operational Plan actions to enable our community to get around more easily. The following graph indicates our progress on these deliverables in 2021-22.

**PROGRESS TOWARDS ACHIEVEMENT OF THEME 3 AS AT 30 JUNE 2022**



Staus	Number of deliverables	Per cent
Completed	9	50
On track	3	17
Delayed	6	33
Postponed	0	0



## OUR ACHIEVEMENTS

### Major regional infrastructure

- Council has commenced representing the interests of our community with respect to the Sydney West Metro Rail Stations at Five Dock, Concord Oval and North Strathfield. Interest areas mainly concern impacts upon local business, parking, traffic generation, public domain, active transport and town planning.

### Asset management

- Council's objective is to ensure the community enjoys the greatest value from its investment in assets over the asset lifecycles.
- Council manages its assets in accordance with the International Infrastructure Management Manual.
- Council manages its assets to maintain the current level of service provided by our existing assets.
- 15 Asset Management Plans covering all of Council's key asset categories have been prepared, including sportsfield floodlighting, Drummoyne Oval, Council's dog parks, stormwater infrastructure, roads, and buildings.
- Staff training ensures Council is up to date on latest requirements.

### Public transport

- There was a significant reduction in the use of public transport by the community in the first half of the reporting period due to the COVID-19 pandemic. However, Council has continued improvement works to upgrade 12 bus stops to meet accessibility requirements, valued at \$120,000:
  - Ingham Avenue, Five Dock – two bus stops
  - First Avenue, Five Dock – one bus stop
  - Crane Street, Concord – one bus stop
  - Gipps Street, Concord – two bus stops
  - Concord Road, Concord West – two bus stops
- Council has made representations to the State Government to assist in ensuring the Metro West project provides improved public transport with minimal impacts on the community, especially regarding on-street parking.

### Footpaths, shared paths and cycleways

- Council has completed a missing shared path link along Byrne Avenue between Bibby Street and Sibbick Street in Russell Lea at a cost of \$200,000 as part of the City of Canada Bay Bike Plan.
- New footpath links were constructed on the northern side of Norman Street, Concord, and Bayswater Street, Drummoyne to create better pedestrian links across the LGA.
- Streetscape improvement works were undertaken in the Strathfield Triangle at a cost of about \$1 million. The works have resulted in improved footpath access along Cooper Street, Hiltz Road and Clarence Street.
- \$300,000 was spent on footpath renewals in 2021-22, with projects completed at Parramatta Road, under the Arnott's Bridge, at Argonne Street, North Strathfield, and at 10 other locations across the LGA.
- Pedestrian and cyclist safety was improved by the installation of a new crossing at the intersection of Shoreline Drive and Gauthorpe Street, Rhodes. It features a new raised crossing, landscaping, and new kerb and gutter works.
- New crossings on Gale Street, Concord and Tennyson Road, Mortlake have improved access to St Patrick's Church and schools in the area.

### Lighting

- Street lighting is Council's biggest electricity cost. Council has significantly reduced its energy costs and greenhouse gas generation associated with the provision of street lighting by replacing globes with LED streetlights. So far 2,200 of 4,600 lights (representing 47 per cent of the lights) have been upgraded to LED lamps. The new LED lamps can achieve up to 80 per cent energy usage reduction compared to the older lamps.
- Council has reached an agreement with Ausgrid to change over the remaining streetlights to LED technology commencing 2022-23.

### Traffic and parking

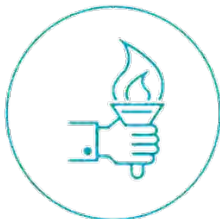
- A draft Mortlake Cabarita Traffic Study was prepared for further consultation with the community in the second half of 2022.
- Feedback was sought from the community to inform a study into traffic, parking and pedestrian management in parts of Drummoyne.
- 10 new car share spaces were installed on a trial basis.
- Parking management changes have been implemented around key locations including the Birkenhead Point area and the Majors Bay Road Shopping Village.
- Consultation commenced on a proposed new Permit Parking Scheme in Five Dock.
- Regular meetings were held with Metro West and its contractors to assist in ensuring the traffic and parking impacts of construction works were minimised.

### Roads, bridges, kerbs and gutters

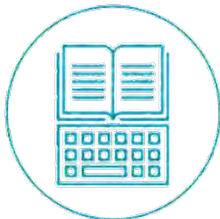
- Council's Asset Management Plan for road and transport assets was updated in 2021-22. 85 per cent of Council's road pavement assets are currently in satisfactory or better condition.
- The maintenance crews responded to and resolved 1,015 customer requests for pothole repairs in 2021-22, mainly caused by consistent wet weather.
- To meet the needs of the Asset Management Plan for Road and Transport Assets, about 12.5 kilometres or 105,400 m<sup>2</sup> of road re-sheeting was undertaken in the reporting year.



## THEME 4: ENGAGED AND FUTURE FOCUSED



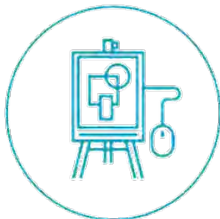
**\$89 million**  
capital works delivered



**177,182**  
views of Collaborate page



**19**  
heritage grants issued  
to the value of \$30,500



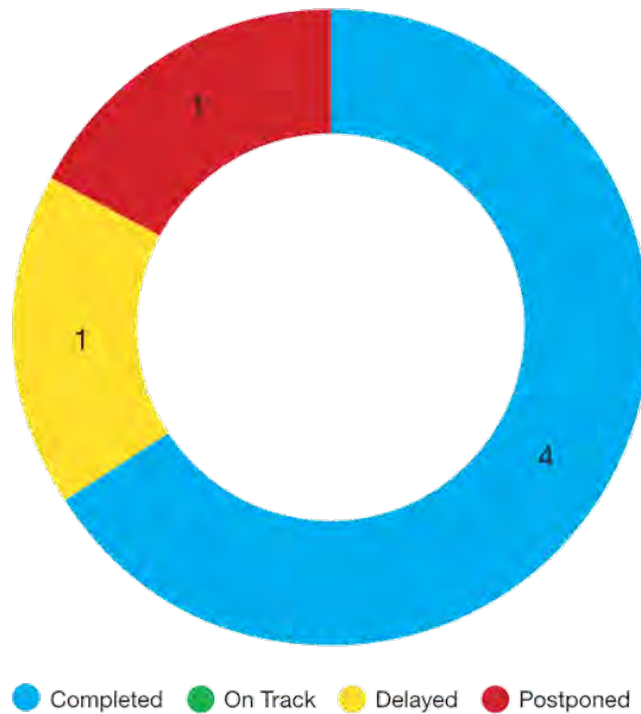
**1,818**  
Planning Certificates  
issued for 2021-22



**27**  
consultation campaigns completed

At the start of the year, Council committed to the delivery of six Operational Plan actions to enable our community to be more engaged and future focused. The following graph indicates our progress on these deliverables in 2021-22.

**PROGRESS TOWARDS ACHIEVEMENT OF THEME 4 AS AT 30 JUNE 2022**



Staus	Number of deliverables	Per cent
Completed	4	66
On track	0	0
Delayed	1	17
Postponed	1	17

## OUR ACHIEVEMENTS

### Community engagement

- In April 2019, Council launched its online community consultation tool, Collaborate Canada Bay. The site allows the community to help plan the City of Canada Bay's future and steer decisions on issues that matter to residents. Participation in the Collaborate program continues to grow with:
  - 177,187 page views
  - 5,867 submissions from the community
  - 3,473 community members who provided feedback
  - 1,790 people following projects for updates
  - 7,202 members, including 2,137 new members in 2021-22.
- Council has started preparing a Social Sustainability Strategy. The purpose of this Strategy is to address social issues experienced by our community and bring together a number of existing social plans. This Strategy is intended for adoption in 2022-23.

### Strategic planning

- Local Planning Studies and Local Character Statements for precincts adjacent to three future Sydney Metro West Stations within the LGA were prepared. These were exhibited in April and May 2022 and outcomes of the public exhibition will be reported to Council in late 2022.
- The City of Canada Bay continued to advocate to and influence State Government decisions and directions for population growth, infrastructure and service provision.



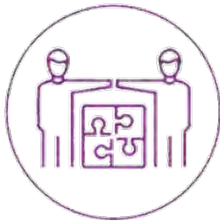
*Valentine's Day art installation on  
Majors Bay Road, Concord.*

### Strategic and land use planning

- A range of changes were initiated to the Canada Bay Local Environmental Plan (LEP) and Development Control Plan to implement the Local Strategic Planning Statement (LSPS). These include:
  - A Planning Proposal to commence the implementation of the LSPS. This was gazetted in 2021 and has been guiding planning decisions and outcomes for the local area.
  - A Planning Proposal to implement Local Character Areas for low density areas was endorsed by Council for submission to the NSW Department of Planning and Environment.
  - A Planning Proposal to implement the Victoria Road Urban Design Review, the outcomes of a review into low rise medium density housing and housekeeping amendments. This led to Council's successful grant through Streets as Shared Spaces, which trialed the closure of local streets in Drummoyne's town centre to create places for people to gather and improve accessibility. After this, Council received a grant from the NSW Government to make these trial spaces into permanent infrastructure.
  - A Planning Proposal to rezone land at 160 Burwood Road, Concord (the Bushells site) was endorsed by Council for submission to the Department of Planning Industry and Environment. A subsequent Rezoning Review granted approval for a planning proposal for the site to proceed. This received Gateway Determination in 2021 and was publicly exhibited on the premise that a draft Voluntary Planning Agreement for public benefits would be entered into and exhibited in mid 2022.
  - A Planning Proposal to rezone land within the Stage 1 (2016-2023 release area) of the Parramatta Road Corridor Urban Transformation Strategy. This received Gateway Determination in 2021 and was publicly exhibited in early 2022. A post-exhibition report to Council is pending.
  - A Planning Proposal for 1/2 Bechert Road, Chiswick, to include an additional use to permit a business premises was gazetted on 11 March 2022.
- A Planning Proposal for 1 Ramsay Road for a part three and four-storey mixed use building received a Gateway Determination in March 2022. It was publicly exhibited from April to May 2022. A post exhibition report will be reported to Council in 2022-23.
- A Planning Proposal to rezone land within the Stage 2 and Frame Areas (2024-2050 release areas) of the Parramatta Road Corridor Urban Transformation Strategy has commenced with a report to Council anticipated in 2023.
- Updates to the City of Canada Bay Development Control Plan were adopted by Council on 15 March 2022.
- Council worked with State Government agencies to progress the transport study that is required under the Parramatta Road Corridor Urban Transformation Strategy. This study was completed in early 2022 and has informed the Planning Proposal for Stage 1 Parramatta Road Corridor release areas.
- Submissions have been made in relation to a number of State Government initiatives including Sydney Metro West, building business back better, employment zones reform, Environmental Planning and Assessment Act Regulation review and flood planning.
- Council's GIS Coordinator has worked on and completed a number of projects including adoption of the Spatial Services cadastre and cloud migration and is currently transitioning the LEP PDF maps to a digital format.
- Council's Heritage Advisor provided advice to staff and residents on heritage related matters. Heritage advice was provided on 169 Development Applications, 11 Pre-lodgement Applications and 62 Maintenance and Minor Works Applications. A total of 19 Heritage Grants for local conservation works were issued to landowners to a value of \$30,500.

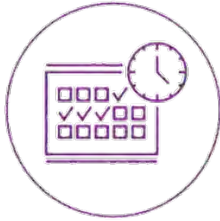


## THEME 5: VISIONARY, SMART AND ACCOUNTABLE



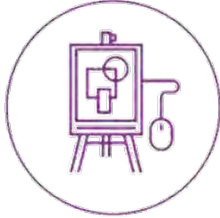
**7,202**

residents registered to participate  
on Collaborate page



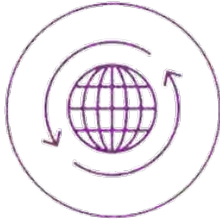
**429,800**

print newsletters distributed  
to residents



**4.6 million**

reach of City of Canada  
Bay Facebook page



**19**

virtual and **11** in-person  
citizenship ceremonies

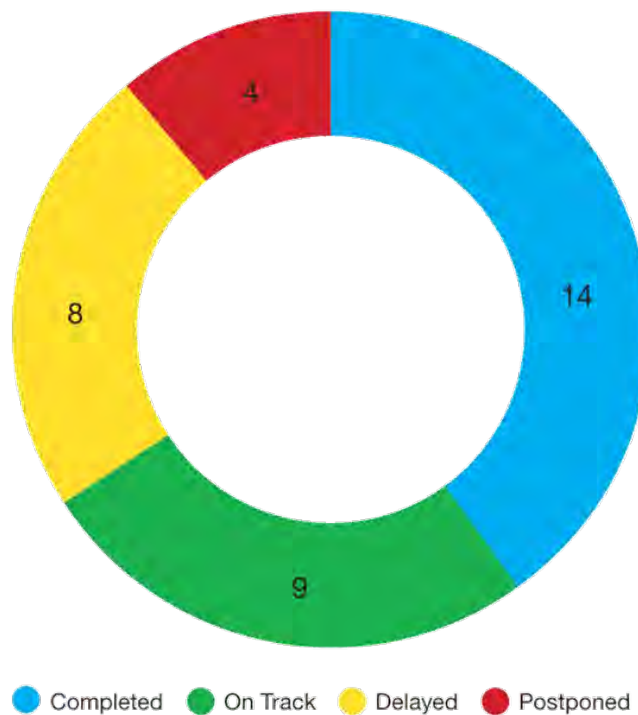


**57,035**

calls taken by customer  
service call centre

At the start of the year, Council committed to the delivery of 35 Operational Plan actions to enable the City of Canada Bay to be more visionary, smart and accountable. The following graph indicates our progress on these deliverables in 2021-22.

**PROGRESS TOWARDS ACHIEVEMENT OF  
THEME 5 AS AT 30 JUNE 2022**



Staus	Number of deliverables	Per cent
Completed	14	40
On track	9	26
Delayed	8	23
Postponed	4	11



## OUR ACHIEVEMENTS

### Council

- There were 10 ordinary Council Meetings held during 2021-22 and two extraordinary meetings. Councillors and senior staff attended the meetings in person. Due to COVID-19 restrictions, members of the public could not attend all meetings in person but could view meetings live via Facebook or later through a link provided on Council's website.
- Across the year staff processed 790 Mayoral requests and 1,064 Councillor requests.

### Civic events and citizenship ceremonies

- There were 19 virtual and 11 in person citizenship ceremonies held between July 2021 and June 2022. Approximately 530 conferees received citizenship during this period.
- Civic events hosted 2021-22 include:
  - Small Business Month event, held in March 2022 at Drummoyne Sailing Club. Some 80 business attended the expo and talk.
  - Online Canada Bay Business Summits were held in July, August and September 2021.
  - Biennial Sustainability Awards (postponed from 2020) were held in May 2021 at Rhodes Phoenix restaurant.

### Organisational improvements

- The Venues team implemented a new online booking system, which has been operational since the end of November 2021. The new platform allows residents to book, manage their existing booking/s and check availability online for any Council community venue. More than 1,200 events have been booked using the online booking system since its implementation.
- The Operational Plan 2022-23 was adopted by Council in June 2022, including improvements to performance measures across 45 services and integration of service statements which align to the current organisational structure.
- Three performance reports were published. Two bi-annual progress reports, January to June 2021 and July to December 2021, as well as the State of the Bay Annual Report 2020-21.

- Introduction of Snapforms, an online form software that allows customers to submit forms rather than hard copies, has saved on paper wastage, staff time and has reduced errors.
- Council introduced a Lean Six Sigma Program, with 17 staff process improvement champions trained and 18 improvement projects implemented by August 2021. The Lean Six Sigma program will continue to be delivered.
- 548 key and core processes have been identified and 70 per cent of those are documented in the Promapp system to achieve transparency and consistency within business processes.
- Effective leadership was delivered through the following initiatives:
  - Monthly Leadership Team meetings conducted online during lockdown between July and October 2021. Monthly face to face meetings recommenced between February and June 2022.
  - Executive Team meetings were conducted each week between July and September 2021 online and continued with the new General Manager in a face to face format once the COVID-19 lockdown ended.
  - One virtual roadshow was conducted.
  - Six monthly staff newsletters were distributed to the staff, as well as an additional six staff COVID-19 updates.
  - The regular virtual team meeting regime continued in 2021-22 for staff working remotely during the COVID-19 lockdown and as soon as restrictions eased, face to face catch ups between staff, the General Manager and Executive recommenced.
  - The annual staff awards presentation was held both face to face and virtually to offer our employees the opportunity for flexibility.
  - The commencement of the 2022 Women and Leadership Accord Program in June 2022.
  - Rollout of Council's Leaders Toolkit on the intranet, which holds content and resources for managers regarding managing performance, the Employee Assistance Program (EAP), Manager Hotline, Probation guidelines, file notes and more.

- Council continues to support the growth and leadership of our staff through the Frontline Leadership Program, Women's Accord Network Program, regular webinars on dealing with the COVID-19 uncertainty, work-life integration, coping with change and mental fitness.
- Council is responding to our 2022 staff survey results and leaders will be working with staff on areas to focus on, and opportunities for improvement.

#### Governance and risk

- Introduction of a new business paper system, Infocouncil, for Council and committee meetings has replaced Minutes Manager which was at end-of-life.
- Business Continuity Plans updated, incorporating COVID-19 into all documents for business as usual application.
- Council processed 854 formal and informal Government Information Public Access (GIPA) applications. All the formal GIPA application responses were provided within legislated timeframes.
- Development application digitisation is ongoing, with 628 development applications digitised between January to June 2021.
- Street tree risk assessment has been conducted on 11 street trees, with six trees removed to mitigate future risk.

#### Financial management

- Council's Long Term Financial Plan for the coming ten years highlighted significant population growth and the increasing demand for, and expectation of, services by its community. In response, following community engagement, Council will give consideration to making an application for a special rate variation in 2022-23.
- Detailed information on Council's financial position at the end of 2021-22 is contained in the annual audited financial statements that are attached as part 8 of this annual report.

#### Customer services

- Our Customer Service Team continued to deliver quality services to the community throughout the year, including times when the counter operation was suspended as a result

of the COVID-19 health restrictions. We welcomed 3,352 face to face customers at the Drummoyne Civic Centre counter during the year.

- Customer response times exceeded expectations:
  - 87 per cent of the 57,035 calls that were made to the Customer Contact Centre were answered within one minute.
  - 96 per cent of the 5,964 online chats received were answered within one minute.
- Other highlights of the Customer Service Centre this year include working with the Planning Team to improve the customer wait times in the NSW Department of Planning Portal, and the implementation of an automated reminder process for permit renewals.

### Information systems

- Our Corporate Platform – Technology One – has been migrated to the cloud, which has delivered a new platform built on advanced technology, offering system usage across any device on any platform from anywhere. This gives flexibility and mobility to Council staff and improves service standards. In addition, this implementation has reduced the organisation's security burden because a cloud provider who has gained relevant security certification takes responsibility for securing the application environment, including certification of its data centre.
- Hardware/software support of core infrastructure that hosts all File Servers, Virtual Private Network (VPN) servers, Infocouncil, databases and so on has been brought in-house and managed by the Senior Systems Administrator, for a cost saving of \$200,000 a year.
- Improvements to facilitate working from home have been made with the rollout of new technologies including Microsoft Teams (for collaboration and calling), Always on VPN, migration of Archive Manager to a new cloud based archive system, most desktops replaced with laptops, internet link upgrades at remote sites including Barnwell Park and Massey Park, upgrade of Microsoft Office to the latest Office 365, the deployment of a new Remote Access tool for Information Systems staff to support workers at home and in the office, the deployment of a new Asset Management tool, the deployment of a new Security Vulnerability management tool in conjunction with Cyber Security NSW and numerous other security enactments.

### Procurement and fleet

- The implementation of a new contract management platform has contributed to achieving transparency of procurement processes. Ordering of small value high volume goods has been automated resulting in minimising the spend on these items and reducing the invoicing and processing workloads.
- Council is committed to ensure that the goods and services we buy are not the product of modern slavery within the meaning of the Modern Slavery Act 2018. The Local Government Act requires councils to report on the steps taken towards this aim in their annual reports. Work has been undertaken to ensure compliance in 2022/23.
- 32 per cent of Council's passenger vehicles are now Hybrid, with one electric passenger vehicle also owned.
- Council's workshop has been updated to ensure a safe and sustainable work environment. Council continues to recycle old oils and tyres and divert waste from landfill.

### Workplace health and safety (WHS)

- Weekly communications to all staff on wellbeing and mental health.
- Ongoing mental health awareness counselling sessions are offered to staff on a quarterly basis.
- Flu injections were offered to all Council employees in April – May 2021.
- RUOK? Day was promoted to all staff through discussions, promotional material, and website links.
- Recruitment process commenced for the role of Respectful Workplace Officers May 2022.
- Vault Incident Reporting System rolled out across Council.
- Vault Return to Work (RTW) Module implemented.
- Launched Health Safety and Wellbeing Intranet Site.
- WHS Committee re-launched, and members trained. Meetings have commenced.
- StateCover Audit completed.

- COVID-19 Risk Assessment process undertaken second half of 2021 (including ensuring all staff were vaccinated).
- WHS Policy and Return to Work Plan updated.
- Manual Handling Training across Council commenced in June 2022.

#### Easily available information

- Council continues to publish a high-quality monthly printed City of Canada Bay News publication to communicate with residents, with 'bumper' extended editions in July and December, and a triannual Rhodes newsletter. During 2021-22 Council produced and distributed 396,000 copies of City of Canada Bay News across 11 editions and 33,000 copies of Good Living @ Rhodes across three editions.
- Council's social media platforms continue to grow and engage our community with over 9.4 million impressions of Council's Facebook content and 850,000 views on Council's Instagram platform. Council's media team also continued development of the City of Canada Bay corporate website, building a more user-friendly space where residents can find all the information about Council services they need.
- The media team worked across Council and with other Government and community stakeholders to develop, write and pitch hundreds of stories to local state and national media.

#### Statutory development

- A total of 313 development applications and 91 development application modifications were determined in 2021/22.
- The median assessment time for development applications was 143 days.
- From 1 January 2021 the lodgement of development applications was made mandatory via the NSW Planning Portal. From 1 July 2021 the lodgement of Subdivision Certificates can be made via the NSW Planning Portal.
- There were nine Local Planning Panels during the reporting year. Local Planning Panel agendas were published at least two weeks prior to the meeting date. Minutes of the meeting were published within two days of the meeting being held.

#### Building compliance

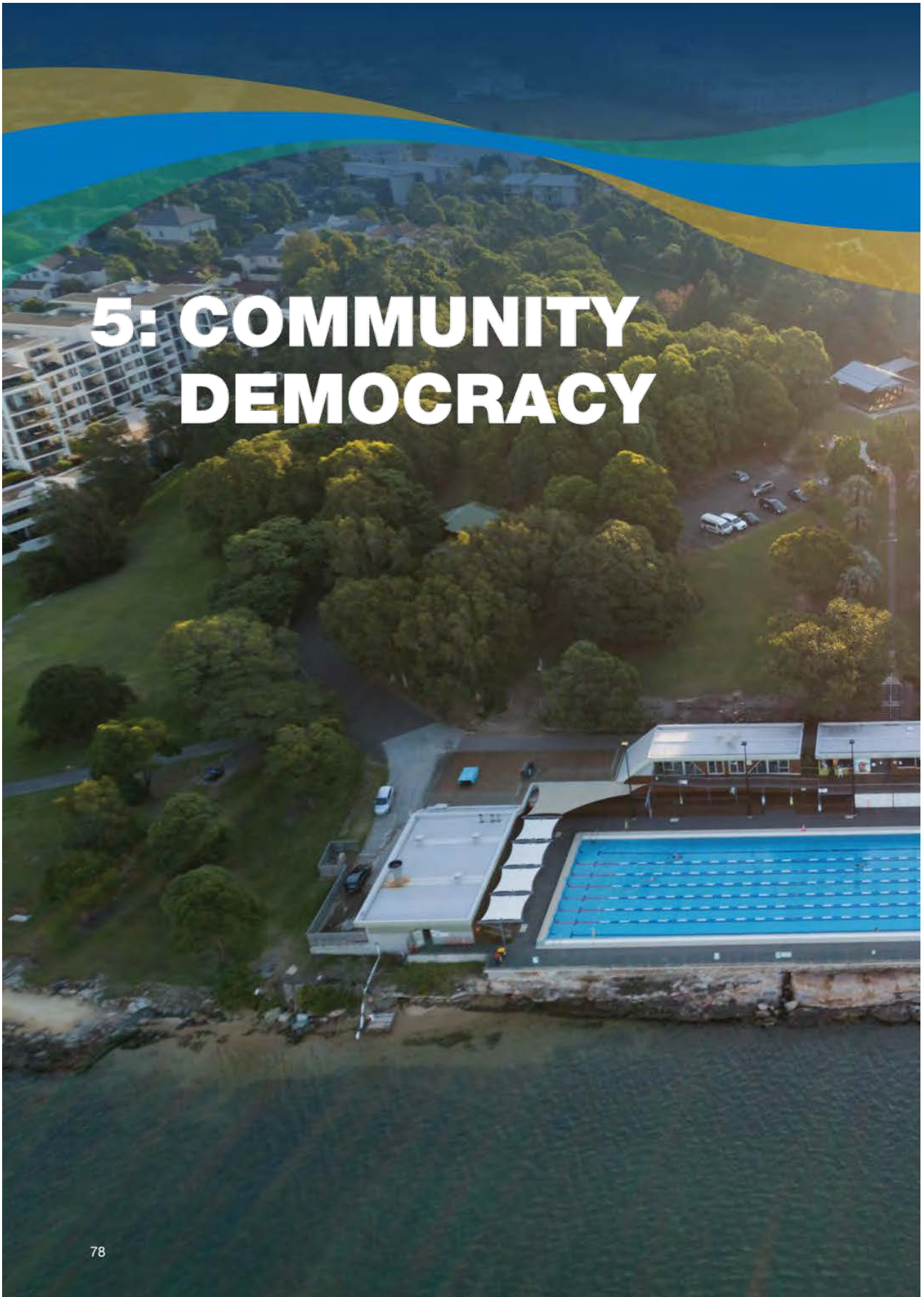
- 1,862 audits were undertaken as a result of reports of unauthorised works and uses.
- Council issued 61 Notices and Orders, and 23 Penalty Infringements for unauthorised works and uses during this period.
- Legal proceedings were instigated against several properties as a result of unauthorised works.
- Council prosecuted three matters for unauthorised works.

#### Public health

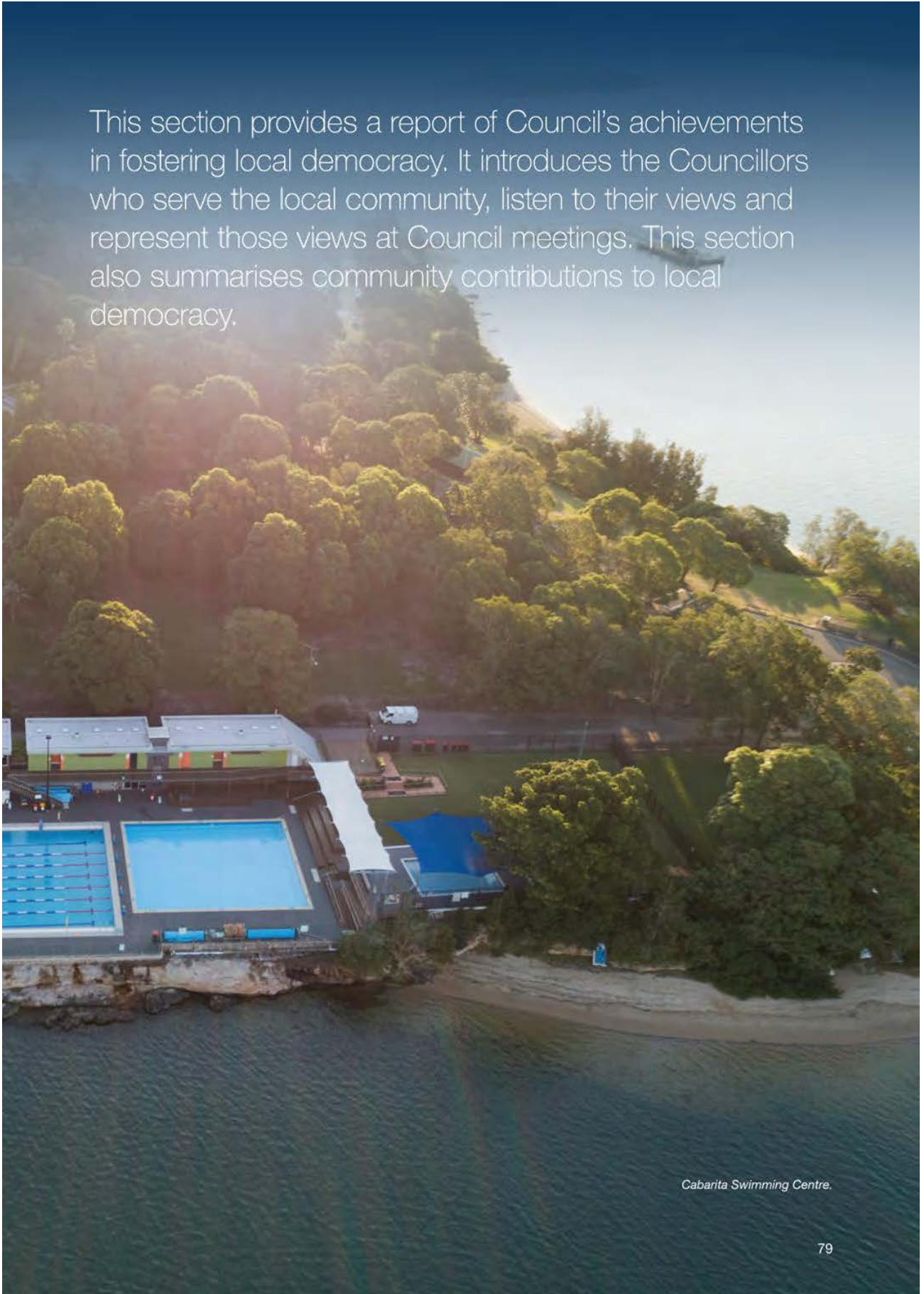
- Due to COVID-19 many of the regular inspection programs were suspended.
- 100 per cent of inspections for all regulatory programs including food shops, skin penetration and warm water systems were completed during this period.
- 23 infringement notices were issued during the reporting period for food safety breaches.
- 115 COVID-19 safety inspections were completed in the reporting period and community concerns related to COVID-19 received appropriate responses.
- Staff are continuing to educate the public about health matters. Particular attention was placed on educating shop owners in relation to COVID-19 plans and government orders on social distancing during the relevant periods and required focus and vigilance.
- In addition to face-to-face support, an educational video on COVID Safe approaches for food premises was developed and published in July. It was updated in August when the public health orders were updated, and again with Chinese and Korean versions in December.

#### Parking control

- During the reporting period, parking and traffic enforcement returned to normal after a period where enforcement focused on maintaining COVID Safe distancing in parks, the Bay Run and across our businesses.
- All active areas were patrolled including schools to maintain road safety.



This section provides a report of Council's achievements in fostering local democracy. It introduces the Councillors who serve the local community, listen to their views and represent those views at Council meetings. This section also summarises community contributions to local democracy.



*Cabarita Swimming Centre.*

## DECISION MAKING

The Local Government Act is the cornerstone of local democracy, setting out the overarching principles that guide councils in carrying out their responsibilities in collaboration with the community.

### Key principles

- Strong and effective representation, leadership, planning and decision making
- Providing best possible value for residents and ratepayers
- Planning strategically using the Integrated Planning and Reporting Framework to meet the needs of a diverse community
- Achieving effective, efficient services and continuous improvements using the Integrated Planning and Reporting Framework
- Working with others to achieve desired outcomes for the community
- Providing sound financial and asset management
- Acting fairly, ethically and without bias in the interest of the local community
- Actively engaging with the community
- Considering social justice principles, the diversity of local community needs, ecologically sustainable development principles, impacts on future generations and transparency in decision-making
- Providing a consultative and supportive working environment for staff.

### Council's role

Council is responsible for representing the interests of the City of Canada Bay community and delivering local services and infrastructure. Through implementation of the Integrated Planning and Reporting Framework, Council makes sure that the community's shared vision and aspirations are documented and that all Council functions are in place to meet these aspirations.

### Engage

Council is committed to engaging with the community on key matters. Engagement may take the form of community reference groups for major projects, workshops and forums for community strategic plans and land use planning, and consultation on draft policies.

### Collaborate

Council shares responsibility for delivering services and projects that contribute to the achievement of the community's vision and aspirations. Partnerships and collaboration with the State and Federal government, local community groups, business and industry groups, and residents help to inform our work and achieve the best outcomes for the community. Collaboration may take the form of formal partnership agreements, joint agreements and memoranda of understanding, and less formal relationships as we all work together to achieve common goals.

### Educate

In the interests of good governance, Council has an important role in the education of the community and other stakeholders to enable informed participation in the development of strategic planning, urban design, transport, environmental management practices, resource recovery and waste management.

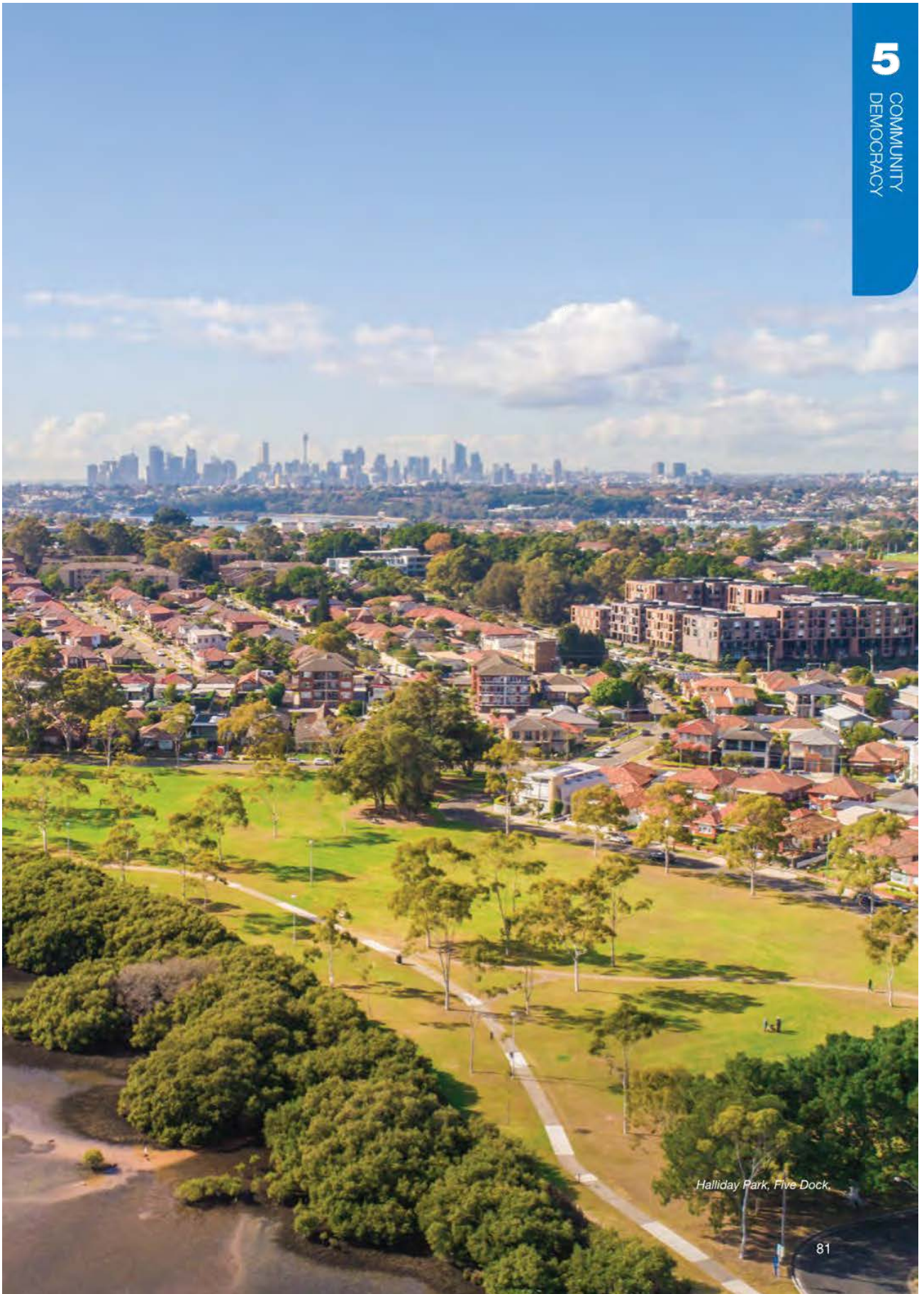
### Regulate

Council has a statutory responsibility to implement legislative provisions including development assessment controls, tree preservation, health and safety controls, waste management and other State government requirements.

### Deliver

Council delivers the services, facilities and infrastructure required to meet the community vision and aspirations contained in the CSP. This is done through implementation of the Delivery Program and Operational Plan, as informed by the Resourcing Strategy.

**5**  
COMMUNITY  
DEMOCRACY





# YOUR MAYOR AND COUNCILLORS

The City of Canada Bay has nine elected Councillors, including a popularly elected Mayor. Each of our Councillors are active members of the community and are committed to creating an inclusive, versatile, and welcoming City for residents, businesses and visitors alike.

The contributions of outgoing Councillors Marian Parnaby, Daniela Ramondino and Nick Yapp who held office for the period 1 July 2022 until midnight on 3 December 2021, are acknowledged. We thank these former Councillors for their service during that time.

The following Councillors were elected on 4 December 2021. They will serve for a shortened term, brought about by delays to elections caused by COVID-19. The next election is scheduled for September 2024.

**Anthony  
Bazouni**  
Councillor

**Julia  
Little**  
Councillor

**Angelo  
Tsirekas**  
Mayor

**Carmel  
Ruggeri**  
Councillor

**Andrew  
Ferguson**  
Councillor

# CITY OF CANADA BAY COUNCILLORS



**Angelo Tsirekas**  
Mayor

Angelo has served on Council since he was first elected in 1995.

He was first elected Mayor in 2002 and again as popularly elected Mayor in the elections of 2004, 2008, 2012, 2017 and 2021.



**Deputy Mayor Councillor  
Stephanie Di Pasqua**

Stephanie was elected to Council in 2017 and became Deputy Mayor in January 2022 following her re-election to Council in December 2021.

A lifelong resident, Stephanie is a strong advocate for her community and has been involved in lobbying State and Federal governments about vital issues concerning our area.



**Councillor  
Anthony Bazouni**

Anthony was elected to Council in December 2021.

He has lived and worked in the City for many years, including more than 23 years as a local lawyer.



**Councillor  
Charles Jago**

Charles is a long-time resident of the area who was first elected to the Council in 2017.

His professional experience spans information technology, the energy industry, adult education, and government and community development.



**Councillor  
Julia Little**

Julia has served on Council since 2017, holding the position of Deputy Mayor between the start of the reporting year and the 2021 elections in December.

Cr Little is an active member of the local area and holds a BA in Media and Communications. She has experience working in the Commonwealth Public Sector.



Councillor  
**Joseph Cordaro**

Joe was elected to Council in December 2021.

He and his family have lived in the area for more than 30 years and enjoy the vibrant, multicultural and multi-generational community.



Councillor  
**Andrew Ferguson**

Andrew was first elected to Council in 2017.

He and his family have lived in the area for the past 30 years and he is committed to equity, social justice, heritage and environmental sustainability.



Councillor  
**Michael Megna**

Michael previously served as Mayor and Deputy Mayor of the former Drummoyne Council and as Deputy Mayor for one term following his election to the City of Canada Bay in 2004.

Michael is now serving his eighth four-year term and has represented his community for over 30 years.



Councillor  
**Carmel Ruggeri**

Carmel was elected to Council in 2021. Carmel has lived in the City all her life and is passionate about supporting the local community spirit.

She has operated a business locally, and many people would recognise her from her food walking tours around Five Dock and Concord.

# COUNCIL MEETINGS

The City of Canada Bay Council held ten ordinary meetings in 2021-22 and two extraordinary meetings. With a quorum present at Council meetings, decisions are made when the majority of those present vote in favour of a motion. Where a vote is tied, the Chairperson (typically the Mayor) has the casting vote. All Councillors present may vote on every motion, unless they have disclosed a conflict of interest that removes them from participating in consideration, discussion and voting on an item.

Some of Council's decisions are made under formal delegation, and this may be by the General Manager, or by Committees with formal delegation.

Council meetings are held each month in the Council Chambers at the Civic Centre in Drummoyne. Councillors and senior staff attended the meetings in person.

Due to COVID-19 restrictions, members of the public could not attend all meetings in person but could view meetings live via Facebook or at a later time through a link provided on Council's website.



## COMMITTEES

**The following are the Council committees, external bodies and organisations whose membership includes Council representatives.**

**Access and Inclusion Committee** – provides advice to Council on the development, implementation, monitoring and review of policies, strategies and actions to improve access and inclusion of people with disabilities. Meet bi-monthly with one Council representative

**Audit, Risk and Improvement Committee** – provide independent assurance and assistance to the City of Canada Bay on risk management, control, governance, and external accountability responsibilities. Meet quarterly with two Councillor representatives.

**City of Canada Bay Environmental Advisory Committee** – reviews program designed to implement sustainable development at a local level. Meet quarterly with two Councillor representatives.

**City of Canada Bay Playgrounds Advisory Committee** – established to assist Council in implementing the Let's All Play Strategy. Meet quarterly with two Councillor representatives.

**City of Canada Bay Rhodes Community Committee** – provides advice to Council on strategic matters relating to the Rhodes peninsula. Meet quarterly with two Councillor representatives.

**City of Canada Bay Traffic Committee** – consists of local community, Police, RMS and Council representatives who meet to discuss, examine and recommend to Council actions to be taken on traffic issues raised. Meet monthly with one Councillor representative and one alternate.

**Drummoyne Community Centre Committee** – provides knowledge and information sharing to ensure continuous improvement of community programs and services, and makes program and service decisions based on best outcomes for the community. This committee meet monthly with two Councillor representatives.

**Drummoyne Oval Event Advisory Group** – scheduled to meet quarterly with a focus on securing the best events for Drummoyne Oval. Mayor and one other Councillor as representatives.

**Kokoda Track Memorial Board** – considers issues relating to the Kokoda Track at Concord West with a view to providing a lasting memorial and education tool and to provide improved access to the hospital. Meets bi-monthly with the Mayor as representative.

**NSW Public Libraries Association** – represents the concerns of Local Government libraries in NSW to the State and Federal Governments, in Local Government forums and, where appropriate, other bodies and the wider community. The group holds three general meetings annually and one AGM with one Council representative.

**Parramatta River Catchment Group** – manages the ongoing health of the Parramatta River and its catchment. Meets quarterly with the Mayor or Mayor's delegate.

**Southern Sydney Regional Organisation of Councils** – provides a forum for the exchange of ideas between member councils, and an interface between government, other councils and key bodies on issues of common interest. Meet three times per year with the Mayor and one Councillor representative, with two Councillors in place as alternatives.

## ENGAGEMENT AND COLLABORATION

Effective two-way engagement with the community is an essential element of good governance at the City of Canada Bay. Our community engagement policy, strategy and participation plan form a suite of documents that guide the way that community engagement is undertaken on issues or decisions for which Council is responsible.

### **Council meeting participation**

Council meetings were generally held monthly in 2021-22, with the exception of August, December and January when there were no scheduled meetings because of COVID-19 restrictions, Council in election caretaker mode and the holiday season, respectively. During the year members of the public were variously able to watch Council meetings via live stream, or attend meetings in person when restrictions were lifted.

During the last 12 months there were times when Council meetings were held completely online, and times when Councillors were in attendance but the public gallery was closed due to COVID-19 restrictions.

At every meeting, opportunities were still made available to our community to address the Council on matters listed for the Agenda whether in writing, or delivered in person.

### **Collaborate**

Collaborate Canada Bay is Council's community engagement portal. Launched in April 2019, it serves as an online platform for the community to learn about current and upcoming projects and provide feedback on issues that matter to them. A variety of interactive tools are used to collect feedback including surveys, polls and virtual brainstorming. In the 2021-22 year Collaborate Canada Bay hosted 27 community consultation projects which received a total of 5,867 submissions from the community. The Collaborate platform has 7,202 members with 2,137 new members joining in 2021-22.

Outcomes of community engagement activities are reported to Council to assist in the decision-making process.

### **Meeting principles**

Council has a Code of Meeting Practice established under s360 of the Local Government Act 1993. The code contains principles for the conduct of Council and Committee meetings. These principles describe the following parameters for Council meetings and committees:

- Transparent
- Informed
- Inclusive
- Principled
- Trusted
- Respectful
- Effective
- Orderly.

# VOLUNTEERS

Volunteering is an important way for members of the community to participate in community life. It provides a rewarding way to engage with others in service to the broader community. Each year, unpaid workers donate their free time, skills and enthusiasm to support local groups and participate in events, activities and programs that improve or assist the lives of others. There are a number of ways the community can become involved with volunteering opportunities through Council.

## Promote volunteering opportunities

Council includes information on its website about volunteering opportunities, which range from assisting with seniors' activities, Bushcare and sustainability programs such as Love Your Place, Clean Up Australia Day and tree planting. There are also opportunities with the Heritage Society, Meals on Wheels, Drummoyne Community Centre, Inner West Neighbour Aid and many more.



## Bushcare

Bushcare is a volunteer program that enables community members to participate in the restoration, enhancement, and maintenance of natural areas within the City of Canada Bay. Bushcare sites include Queen Elizabeth Park in Concord, Lovedale Place in Concord West, Quarantine Reserve in Abbotsford, Prince Edward Park in Cabarita, Sisters Bay Bushcare in Drummoyne and Russell Lea, and Yaralla Bushcare in Concord West. The interest in Bushcare has been increasing with more people enjoying the benefits of getting their hands dirty, working outdoors with other like-minded people, and giving back to the community and local environment.

In 2021-22, our Bushcare volunteers contributed 669 hours of work protecting our environment. This was down on previous years owing to the COVID-19 restrictions.

## Community gardens

The City of Canada Bay has four community gardens in Concord, Chiswick, Rhodes and Concord West. Numbers of community garden members have fluctuated over the past few years because of the impacts of COVID-19. With everyone returning to social activities again, community gardens remain a fabulous opportunity for residents in apartments to enjoy gardening outdoors and to meet like-minded people.

	2019	2020	2021	2022
<b>Concord</b>	20	15	26	17
<b>Chiswick</b>	7	7	10	9
<b>Rhodes</b>	23	15	10	24
<b>Concord West</b>	15-20 people coming to working bees (no membership)			







*The Connection, Rhodes.*

# EXECUTIVE TEAM

The General Manager and Directors make up Council's executive management team. The General Manager is responsible for the day to day management of the departments, overall operation of the organisation and for ensuring the implementation of the decisions of Council. The Directors assist the General Manager in the development of long-term strategic plans and their delivery, while ensuring the organisation is meeting its obligations.



**John Clark**  
General Manager

Before joining the City of Canada Bay, John worked at Waverley Council, where he was the Director of Customer Service and Organisational Development. He has also worked at the City of Ryde and Ku-ring-gai Council, as well as in the NSW Government where he served as the Executive Director of Corporate and Operational Services at the Department of Premier and Cabinet.



**Bob Pigott**  
Director  
Corporate Services

Bob has over 23 years of experience in Local Government management with tertiary qualifications in business, management, and human resources. Bob has a strong background in governance and risk, audit, procurement, finance, information management, customer services and change management.



**Monica Cologna**  
Director Community  
and Environmental Planning

Monica has over 20 years of experience in urban planning and design in both Local Government and the private sector. Before joining Council, Monica was an Executive Manager at Cumberland City Council. Monica has degrees in urban and regional planning and urban design.

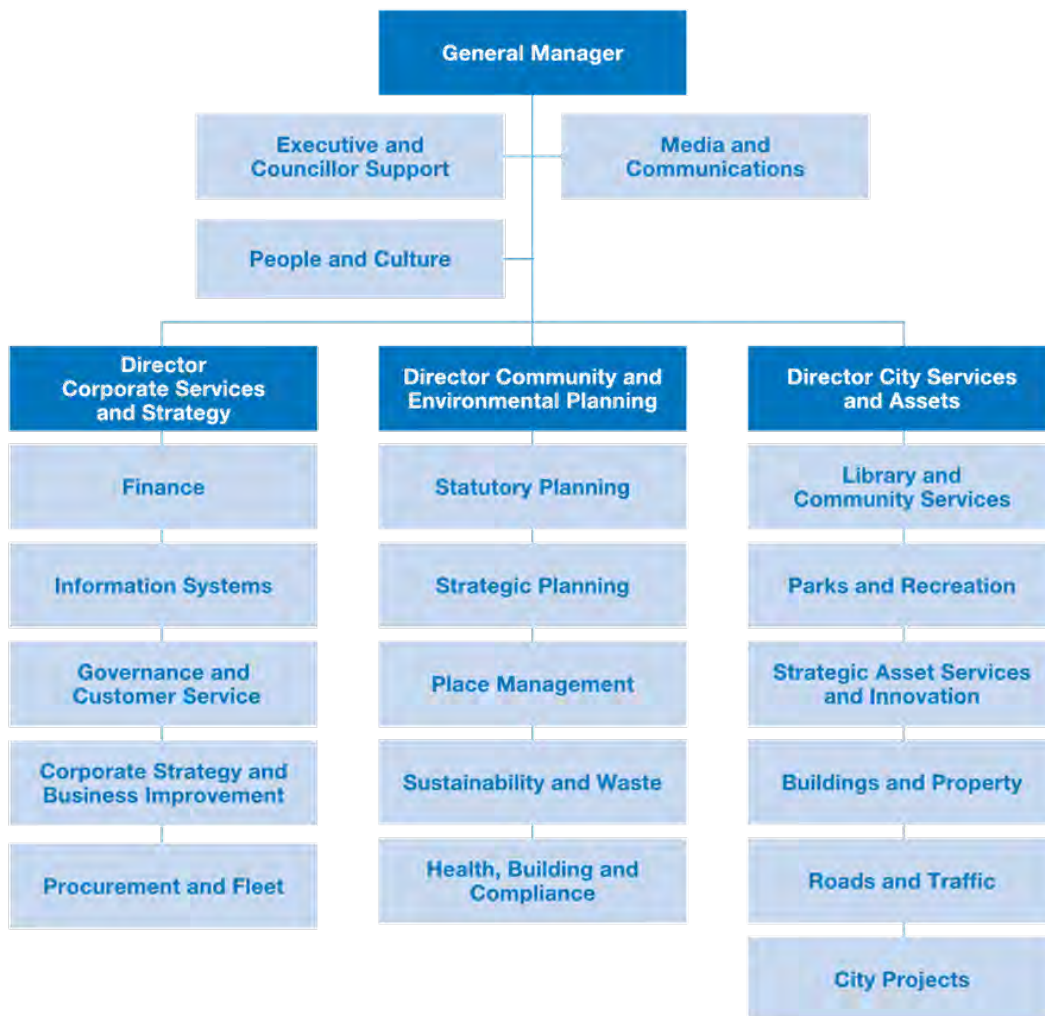


**Kelly Loveridge**  
Director City Services  
and Assets

Kelly has over 20 years of experience in both Local Government and the private sector, having worked in civil engineering and operations, project management, contract and commercial management, both locally and overseas. She has a Bachelor's Degree in Civil Engineering and a Master's Degree in Technology Management.

# ORGANISATIONAL STRUCTURE

The City of Canada Bay’s organisational structure is made up of three directorates under the office of the General Manager. The directorates are Corporate Services, Community and Environmental Planning, and City Services and Assets.



# OUR PEOPLE

In accordance with section 217 of the Local Government (General) Regulation 2021, Councils are required to report on the total number of persons who performed paid work for them on Wednesday, 25 May 2022<sup>1</sup> in their annual report. The following figures were collected as at that day.

The City of Canada Bay is a medium sized council, employing a total of 470 employees with a permanent position full time equivalent of 321.2 across a diverse range of occupations and employment types.

## Employment type

Employment type is the grouping of employees by their contracted status. This is broken up into permanent (full and part-time), casual and fixed term employees.

	Number	Per cent
<b>Permanent full-time</b>	283	60
<b>Permanent part-time</b>	65	14
<b>Casual</b>	94	20
<b>Fixed term</b>	28	6

## Senior staff

Of the employees at Council, four are employed as senior staff for the purposes of the Local Government Act 1993.

	Number
<b>General Manager</b>	1
<b>Directors</b>	3

## Contract workforce

The following people are contract employees who are engaged by another entity to provide labour to Council.

	Number
<b>Contractors</b>	5
<b>Apprentice/trainees</b>	6

## People and Culture service highlights

Council is committed to ensuring the organisation has both the capacity and capability within its workforce to deliver positive outcomes for the organisation and the community.

Council's recruitment process includes identifying and employing people with the knowledge, skills and experience required to deliver Council's Delivery Program and Operational Plan.

Council's People and Culture team are highly technically competent, and provided the following opportunities to staff during 2021-22:

- Mental health support
- WHS
- Online training
- External conferences and events
- Leadership training
- Internal secondments which provide staff further career opportunities.

<sup>1</sup> Office of Local Government Circular 22-20 / 13 July 2022 / A827540

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OUR ORGANISATION

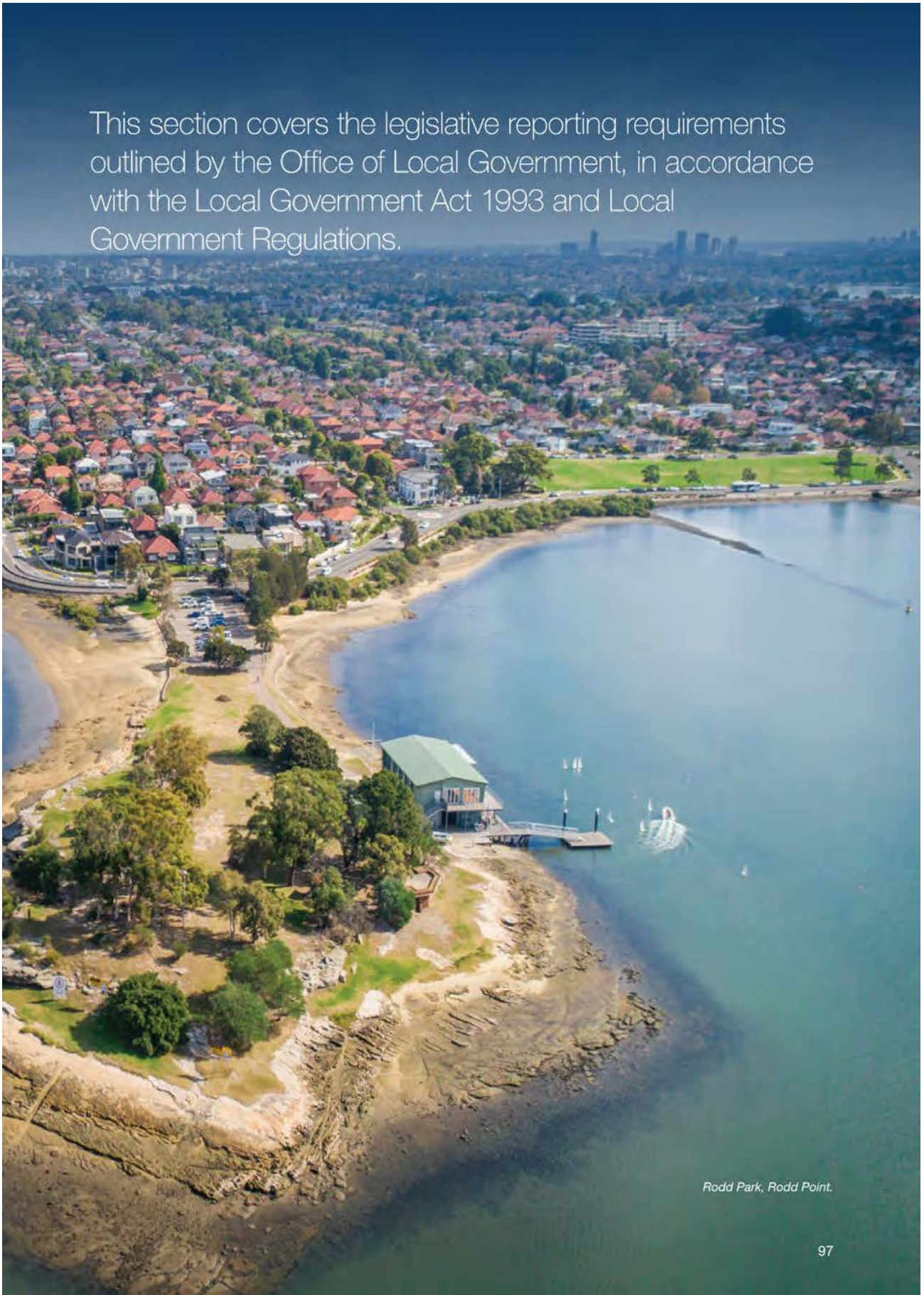


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# 7: STATUTORY REPORTING

This section covers the legislative reporting requirements outlined by the Office of Local Government, in accordance with the Local Government Act 1993 and Local Government Regulations.



*Rodd Park, Rodd Point.*



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### Written off rates and charges

Local Government (General) Regulation 2005 (Reg) cl 132

The following table details the rates and charges written off during 2021-22:

Written off rates and charges	\$
Rates — pensioner concessions	893,529.58
Rates — postponements written off	1,272.13
Interest waived — postponements	354.24
Interest waived — COVID-19	0
Interest waived — hardship	4,134.49
Write-offs — COVID-19	0
Write-offs — hardship	0
<b>Total</b>	<b>899,290.44</b>

### Overseas visits by Councillors and Council staff

Reg cl 217 (1) (a)

No overseas visits were undertaken by Councillors, Council staff, or others representing Council during the the 2021-22 financial year.

### Mayoral and Councillor fees and expenses

Reg cl 217(1) (a1) (i), (ii), (iii), (iia), (iv), (v), (vi), (vii), (viii)

The following table shows the total cost of fees paid to the Mayor and Councillors in relation to their civic functions.

Fees	\$
To Mayor	45,110
To Councillors	177,756.04
<b>Total fee payments</b>	<b>222,866.04</b>

An amount of \$51,780.86 was incurred for provision of facilities and expenses for the Mayor and Councillors. Details are below:

Expenses and facilities	\$
Computers, phones and office equipment	4,104.00
Telephone calls	7,273.52
Stationery, printing and other disbursements	11,241.17
Conferences and seminars	16,397.54
Induction training	3,950.00
Additional professional training and skills development	2,300.00
Interstate visits, including transport, accommodation and other out-of-pocket travelling expenses	6,514.63
Overseas visits, including transport, accommodation and other out-of-pocket travelling expenses	0
Expenses of any spouse, partner or other person who accompanied a Councillor in the performance of his or her civic functions	0
Expenses involved in the provision of care for a child of, or an immediate family member of, a Councillor	0
<b>Total expenses and facilities</b>	<b>51,780.86</b>

## Induction training and ongoing professional development of Mayor and Councillors

Reg cl 186 (a) (b) (c)

The new Council was elected in December 2021. Induction activities in 2021-22 included:

Activity	Name	Date
City of Canada Bay Councillor Induction Program	All Councillors	January – March 2022

Details of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year:

Activity	Name	Date
Public Sector Network's Smart Cities and Infrastructure Virtual Event: Smart Mobility	Cr Tsirekas	21 September 2021
Office of Local Government – online Hit the Ground Running Program	All Councillors were invited via an Outlook invitation sent from the Office of Local Government. Councillors optionally attended a series of Saturday afternoon seminars.	Sessions between 5 February – 30 April 2022
LGNSW Special Conference in Sydney	Cr Tsirekas, Cr Megna, Cr Cordaro, Cr Little and Cr Ruggeri	28 February to 2 March 2022

## Contracts awarded

Reg cl 217(1) (a2) (i), (ii)

The following table shows details of each contract awarded for amounts greater than \$150,000 including:

- Name of contractor (except employment contracts – contracts of service)
- Nature of goods or services supplied
- Total amount payable

Name of contractor	Goods or services supplied	Contract budget \$ (incl GST)
Ally Civil	Construction of refuge islands and on-road bicycle path	150,035.60
ETI Projects Pty Ltd	Rhodes foreshore lighting upgrade	861,894.00
Glaeba (02) Pty Ltd	Groundwater monitoring Rhodes 2021/CEP1	152,740.50
Glascott Landscape and Civil	2020/CSA10 McIlwaine Park, Rhodes - river activation project	6,679,431.00
Johnson Health Tech Australia	Health club equipment for Concord Oval Health Club	248,009.00
KK Civil Engineering	Tranmere Street, Drummoyne pedestrian crossing	172,639.00
Landmark Marinas Pty Ltd T/A Clement Marines Pty Ltd	Bayview Park, Concord - swimming enclosure Tender No: 2021/CSA9	425,000.00
MJ And RJ Armour Pty Ltd T/A Procure Spot	Digital planning processes	150,000.00
NSW Kerbing Pty Ltd	Median islands - Ingham Avenue, Five Dock	184,146.22
Optimal Stormwater Pty Ltd	GPT Mepunga Street, Concord West - drainage	181,500.00
Planet Civil Pty Ltd	First Avenue and Heath Street, Rodd Point - intersection upgrade works	244,400.32
Planet Civil Pty Ltd	Strathfield triangle – public domain works (Stage 2)	493,620.70
Proludic Pty Ltd	Queen Elizabeth Park, Concord - playground equipment	219,882.39
Simpson Landscapes and Consultants Pty Ltd	Queen Elizabeth Park, Concord - playground upgrade tender No:2022/CSA3	491,284.66
Spizvac Marketing Pty Ltd	Charles Heath Reserve, Five Dock - play tower	720,000.00
State Civil Pty Ltd	Stanley Street, Concord - pedestrian crossing and footpath widening works	315,167.30
Stateline Asphalt Pty Ltd	Hampden Road, Russell Lea - concrete slab repair 2022	413,451.08
Tallai Project Group	Tender 2021/CSA4 Goddard Park, Concord - amenities upgrade	1,992,167.10
Technology One Ltd	TechnologyOne SaaS (Years 2-5)	730,315.29
VBuilt Construction	Halliday Park, Five Dock - toilet block 2021-CSA2	324,339.00
Vestone Capital	Vestone Capital - hardware leasing	180,079.00
Waratah Group Services	Planting for Grow Our Canopy Stage 2 and 3	185,877.00

### Amounts incurred in relation to legal proceedings

Reg cl 217(1) (a3)

The table below provides a summary of the accounts relating to legal proceedings, expenses and amounts recovered (including out of court settlements):

	Cost \$	Recovered \$	Net \$
Professional services	182,203.51	5,000.00	177,203.51
Rating	37,676.00	0	37,676.00
Planning matters	580,688.08	33,765.00	546,923.08
Traffic matters	0	0	0
Companion animals	0	0	0
Waste	581.82	0	581.82
<b>Total</b>	<b>801,149.41</b>	<b>38,765.00</b>	<b>762,384.41</b>

## Register of legal proceedings

Reg cl 217(1) (a3)

This table reports a summary of the state of the progress of each legal proceeding and (if finalised) the result.

The following matters were finalised

Address/matter	Court	Result
DA2020/0161 Drummoyne Reservoir, Drummoyne	Land and Environment Court	Appeal upheld with amended plans
DA2021/0083 2 Tennyson Road, Concord	Land and Environment Court	S34 agreement
DA 2021/0104 18 Cumming Ave, Concord West	Land and Environment Court	Appeal dismissed by applicant
DA2021/0089 30-34 Leicester Avenue, Strathfield	Land and Environment Court	Appeal upheld with conditions
DA 2020/0247 10 Chapman Street, Strathfield	Land and Environment Court	Appeal upheld with conditions
DA 2020/0349 76B St George's Crescent, Drummoyne	Land and Environment Court	S34 agreement with amended plans
DA2021/0146 97 St George's Crescent, Drummoyne	Land and Environment Court	Appeal upheld with S34 agreement with amended plans
DA2020/0119 11-15 Bertram Street and 40-44 Tennyson Road, Mortlake	Land and Environment Court	Applicant withdrew appeal proceedings
DA2020/0206 Birkenhead Point Shopping Centre	Land and Environment Court	Appeal dismissed
DA2020/0020 23 Preston Avenue, Five Dock	Land and Environment Court	S34 agreement with amended plans
DA 2020/0269 2-10 Leicester Avenue and 27 Cooper St, Strathfield	Land and Environment Court	Appeal upheld with amended plans
DA 2021/0192 11 – 21 Chapman Street, Strathfield	Land and Environment Court	S34 agreement with amended plans

The following matters have not been finalised and are ongoing

Address/matter	Court
DA2021/0108 38 Salt Street, Concord	Land and Environment Court
DA2019/0380 - 380 Victoria Place, Drummoyne	Land and Environment Court
DA2021/0167 34 Bayview Road, Canada Bay	Land and Environment Court
DA20210290 25 Abbotsford Parade, Abbotsford	Land and Environment Court
DA2021/0082 71-75 Victoria Road, Drummoyne	Land and Environment Court
DA2021/0179 2 Swan Ave, Strathfield	Land and Environment Court
DA2022/0065 13-15 and 21-23 Parramatta Road, Five Dock	Land and Environment Court
DA2022/0095 13-15 and 21-23 Parramatta Road, Five Dock	Land and Environment Court

### Work carried out on private land

Reg cl 217(1)(a4) and Local Government Act s 67, 67(2)(b)

This section details resolutions made concerning work carried out on private land, including:

- Details or a summary of any resolutions made under section; and
- Details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by Council.

There were no s67 resolutions in respect of work on private property during 2021-22 at the City of Canada Bay.

### Contributions and grants

Reg cl 217(1)(a5) and Local Government Act s356

The total amount contributed or otherwise granted by Council to financially assist others under s356 of the Local Government Act was \$348,072.86. A summary of recipients is in the following table:

Program name	\$
Schools program	0
Drummoyne Community Centre	121,770.00
Community grants	63,990.00
Community events	114,115.88
Community fundraising events	12,008.80
Heritage assistance	30,520.00
Individual Grants	5,668.18
Other (please specify)	0
<b>Total</b>	<b>348,072.86</b>

### Environmental Upgrade Agreements

Local Government Act s 54 P (1)

Council did not enter into any environmental upgrade agreements in 2021-22.

### External bodies that exercised functions delegated by Council

Reg cl 217 (1) (a6)

Council has a Local Planning Panel (LPP) that deals with Council's Development Applications. The LPP consists of experts and community members who are independent of Council.

During the year the panel held ten meetings and determined 18 matters.

### Council controlled corporations, partnerships, trusts, joint ventures, syndicates or other bodies

Reg cl 217 (1) (a7)

Council has no controlled entities in the financial statements for 2021-22.

Council has developed a partnership agreement with Drummoyne Community Centre to ensure flexibility in the ongoing provision of community services. Council provides financial and in-kind support to the centre that enables the delivery of priority projects.

Council is undertaking the Redevelopment of Concord Oval and Wests Tigers will be operating a Centre of Excellence within this development.

### **Corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated during the year**

Reg cl 217(1) (a8)

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

### **Equal Employment Opportunity Management Plan**

Clause 217 (1) (a9)

During the 2021-22 period Council undertook the following activities to implement its Equal Employment Opportunity (EEO) Management Plan:

- Continuation of the Accord Program, a self-paced, self-facilitated group program designed to enable Council to develop and safeguard female talent at all levels.
- Continuation of Council's Disability and Inclusion Action Plan (DIAP) to improve access and be more inclusive for people living with disability.
- Introduction of a Reconciliation Action Plan working group to raise awareness and strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples within the community.
- Council gender equality split is 54% females 46% males with 50% of the executive team being female.
- Continue to utilise a merit-based recruitment process to ensure consistency and promote fairness, diversity and integrity.
- Celebrated the social, economic, cultural, and political achievements of women at the City of Canada Bay at an International Women's Day event on 8 March 2022 with a morning tea and talk featuring a Welcome to Country by Rowena Welsh from the Metro Local Aboriginal Land Council and a presentation from Walkley-award winning investigative journalist Jess Hill.



## Senior staff salaries

### Clause 217 (1b) (1c)

The following table details the total remuneration package of the General Manager and the executive staff.

	General Manager \$	Executive Staff \$
(i) Total value of the salary component of the package	330,245.78	1,070,624.28
(ii) Total amount of any bonus payments, performance payments or other payments made that do not form part of the salary components of the packages	0	0
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme	23,568.00	94,272.00
(iv) Total value of any non-cash benefits	16,186.22	27,104.70
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	12,763.28	28,641.62
<b>Total</b>	<b>382,763.28</b>	<b>1,220,642.60</b>

There have been some changes within the Executive Team with John Clark commencing as the General Manager in September 2021. Bob Pigott, Director Corporate Services, took extended leave with Evan Hutchings stepping into the position of Director Corporate Services on a fixed term employment arrangement that commenced in January 2022.

## Stormwater management services

Reg cl 217(1)(e)

A Stormwater Management Service Charge funds additional investigations and activities towards improving stormwater quality, managing stormwater flows and flooding, and harvesting and reusing stormwater.

The income and expenditure of the Stormwater Management Service Charge for 2021-22 is below.

Stormwater levy charges	\$
Reserve balance as at 30/06/2021	167,317.08
Stormwater management charge levied	738,172.29
Less amount spent in 2021-22	680,679.45
<b>Total funds available in reserve as at 30/06/2022</b>	<b>224,809.92</b>

Levy funded stormwater projects	\$
Loan repayment external loan	193,738.00
Drainage renewal Ada Street, Concord, Tonkin pipe relining	11,819.32
Minor pit and lintel renewals	25,533.00
Quandong Place, Concord - drainage renewal	96,425.00
Polding Street, Drummoyne - drainage	45,722.00
Station Street, Concord West	52,777.00
Turner Avenue, Concord	33,530.00
Queen Street, North Strathfield	35,045.00
Consultant Engineer	135,038.00
Stormwater Management Programme - minor works	51,052.13
<b>Total expenditure</b>	<b>680,679.45</b>

## Coastal protection services

Reg cl 217(1)(e1)

Council has not levied an annual charge for coastal protection services in 2021-22.

## Companion animals

Reg cl 217 (1) (f)

Council provides the following statement of activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1998 (CA Act) and the regulations under that Act.

### Council seizures of cats and dogs

During this reporting period, Council seized six cats and seven dogs.

### Dog attack reporting

Council is required to report attacks to the Office of Local Government, via the Companion Animals register, within 72 hours of notification of an attack.

A total of 15 incidents were reported within the council area in 2021-22.

### Funding spent on companion animal management and activities

The cost of companion animal management and activities for the year was \$5,098.

This sum included impounding fees of \$4,196 paid to Blacktown City Council and \$902 paid to Drummoyne Veterinary Clinic.

### Community education programs and strategies to promote and assist the de-sexing of dogs and cats

Due to COVID-19 no education programs and strategies were provided.

## **Compliance with Carers (Recognition) Act**

*Carers (Recognition) Act 2010, s 8(2)*

This section presents Council's compliance with the requirements of the Carers (Recognition) Act to have an awareness and understanding of the NSW Carer's Charter as both a human services agency for the community and as an employer of people who are carers.

### **Consultation and liaison with carers**

Council's Home Library Service supports carers as well as housebound community members through the provision of Library materials. Deliveries are made by local volunteers to provide additional social connections. The Seniors bus trip program also aims to provide social outings and respite to carers. Council funds community organisations through community grants and Club Grants to support programs that include carers.

### **Staff who are carers**

Council's Corporate values of working together and being respectful ensure that all staff are valued and respected, including those with diverse background and perspectives, and those who have carer responsibilities. Our flexible working arrangements, which include working from home, access to carer's leave, as well as part-time employment and rostered days off, are in place to support all employees to balance their work and personal responsibilities.



## Implementation of Council's Disability Inclusion Action Plan (DIAP)

### Disability Inclusion Act 2014 s 13 (1)

The draft Disability Inclusion Action Plan 2021-25 was endorsed for public exhibition in June 2021. Until the plan was adopted in September 2021, the former plan remained in place.

The new Disability Inclusion Action Plan 2021-25 benefitted from the input of people with a disability as well as service providers, carers, the general community and Council staff through a combination of online and COVID Safe activities.

The DIAP addresses four key areas which are reflected in the NSW Disability Inclusion Action Plan:

- Attitudes and behaviours
- Liveable communities
- Employment
- Systems and processes.

Progress across focus areas:

#### 1) Developing positive community attitudes and behaviours

- Partnering with Australian Network on Disability to deliver two online workshops 'The disability confident workforces' and 'The welcoming customers with disability,' which was made available for all staff.
- Mental health training delivered to front line staff as well as information and webinars provided to staff.
- Formation of a new Access and Inclusion Committee after Council elections
- Promotion of accessible and inclusive practices and events including Braille stickers on bins, creation of CALD videos on transitioning to school, and celebration of International Day of People Living with Disability.
- Increased diverse images in Council's publications including the Community Strategic Plan, End of Term report, and Annual report.

#### 2) Creating more liveable communities

- Our capital works program has accessibility projects scheduled for next four to 10 years.

- The community grant guidelines were reviewed to support the needs of our diverse population.
- A set of adaptable housing guidelines were incorporated into the Development Control Plan.
- More short term and disabled parking spots have been implemented following a review of the Majors Bay Shopping Village.
- 12 additional bus stop upgrades were completed in 2021-22.
- A Pedestrian Access and Mobility Plan was adopted in July 2021. New pedestrian crossings completed include Gale Street in Concord, Shoreline Drive in Rhodes and Tennyson Road in Mortlake. A footpath was also upgraded at Salton Reserve, Drummoyne. Pedestrian crossing upgrades were completed at Stanley Street, Concord and Rawson Avenue, Drummoyne.
- Accessibility facilities planned for Concord Oval such as accessible parking, toilets and seating. Accessible guides and maps for Concord Oval were completed.
- Continued to deliver and fund accessible programs including Bay Connection and BayRider bus services, Bayside Kids, Gymability, and programs for people living with disability across the library network. It is noted that staff were needed to run the programs at Five Dock Leisure Centre.

#### 3) Supporting access to meaningful employment

- Preparation of a draft Reasonable Adjustment Policy was completed.
- Our recruitment policy incorporates a child safety component.

#### 4) Improving access to services through better systems and processes

- Accessible formats for Council documents including an Easy Read DIAP and Community Participation Plan have been created.
- Translated videos to assist Culturally and Linguistically Diverse communities transition to school were developed. This project won a Local Government Professionals Projects Award.
- DIAP actions are included in the Delivery Program.

## Planning agreements

Environmental Planning and Assessment Act  
1979, s 7.5, cl 5

A Voluntary Planning Agreement (VPA) is an agreement entered into by a planning authority (such as Council or NSW Department of Planning and Infrastructure) and a developer to deliver public benefits. Under the agreement a developer agrees to provide or fund:

- Public amenities and public services
- Affordable housing
- Transport or other infrastructure
- Dedication of land
- Monetary contributions
- Construction of infrastructure
- Materials for public benefit and/or use.

Council is required to list all VPAs that it is a party to in its Annual Report and in a publicly available VPA Register.

The list of VPAs that were current at the end of the reporting year is contained in the table over the page.



Application Number	Description of Planning Agreement	Land to which the Agreement Applies	Other parties to VPA	Date executed	Status
<b>DA2016/0005</b> <b>PA2019/0002</b>	The Developer has agreed to pay a monetary contribution to be used for upgrading of roads and footpaths in Rhodes to improve access and traffic flows and safety in and out of the Peninsula. Funding will also be used to improve amenity in the area with features such as public art and a significant upgrade to the public domain surrounding the station and surrounding streets. The contribution will also cover employing a quality assurance consultant and a project manager to manage the design, construction and fit out of a community centre, child care centre and public parking.	1345/558798 23 Marquet Street, Rhodes 3/SP52278 21 Marquet Street, Rhodes 21/624240 21 Marquet Street, Rhodes 2/15734 14 Walker Street, Rhodes 101/624798 34 Walker Street, Rhodes Lot 2 DP 861533	Walker Street Developments Pty Limited Billbergia Pty Ltd Bay Tower Pty Limited Twenty One Marquet Street Pty Limited Twelve Walker Street Pty Limited Thirty Four Walker Street Pty Ltd	08/02/2016 and amended on 21/03/2018 and again on 03/11/2021	Current
<b>DA2019/0028</b> <b>PA2019/0003</b>	The Developer has agreed to provide Council with affordable housing. In accordance with Clause 4.1.2 the owner must deliver 2 x 1 bedroom apartments comprising an internal floor space of 50m <sup>2</sup> plus 1 x 2 bedroom apartment comprising of internal floor area of 70m <sup>2</sup>	2a Hythe Street, Drummoyne	Hythe Street Investments Pty Ltd	24/03/2018	Current
<b>PP2016/0001</b> <b>PA2019/0004</b>	The Developer has agreed to provide Council affordable housing - the provision of a minimum 5% uplift of the gross floor area, or a 1 bedroom unit, whichever is greater.	Lot 88 DP 60683, Lot 90 DP 60683, Lot 89 DP 88392 and Lot 91 DP 88392	Venus Property Group Pty Limited Shengye Property Group Pty Limited	26/04/2018	Current
<b>DA2016/0487</b> <b>PA2019/0005</b>	The Developer has agreed to pay a monetary contribution of \$400,000 to be used for the funding or recurrent expenditure relating to the provision of public amenities or other public services contained in Council's Development Contribution Plan or Futures Plan 20 and identified as a high priority item. The Developer will provide Council with affordable housing. In accordance with Clause 5.1 the owner must deliver 1 x 2 bedroom apartments comprising of internal floor area of at least 70m <sup>2</sup> and 1 x 1 bedroom apartment comprising of an internal floor area of at least 50m <sup>2</sup>	3 King Street, Concord West Lot 1 DP 787779, Lot 2 DP 18575, Lot 1 DP 55126, Lot 1 DP 744778 118 - 128 Tennyson Road, Mortlake	Khouri Bros and Co Developments Pty Ltd KBCO Investments Pty Ltd Jemcon Developments Pty Ltd Lubeck Investments Pty Ltd Gesani Pty Ltd	14/03/2019	Current
<b>DA2020/0143</b> <b>PA2020/0001</b>	The Developer has agreed to provide Council affordable housing – the provision of a minimum of 5% of the uplift of the Gross Floor Area, or 2 three bedroom units, whichever is greater.	Lots 1 to 10 and the Common Property in Strata Plan 22302. 25 George Street, North Strathfield NSW 2137	North Strathfield One Pty Ltd	05/11/2019	Current
<b>PA2020/0005</b>	The Developer has agreed to pay Council a Monetary Contribution of \$370,620 to be used towards the cost of the Precinct Improvements upgrades in Brett Park and improvements to Drummoyne Swimming Pool.	Lots 6, 7, 8 of DP 136422 and Lot 9, Section 9 DP 862	Health Administration Corporation	17/03/2020	Current
<b>PA2020/0006</b>	The Developer has agreed to pay Council a Monetary Contribution of \$829,380 to be used towards the cost of the Precinct Improvement upgrades to Brett Park and improvements to Drummoyne swimming pool	53 Victoria Road Drummoyne Lot 10, DP 625084 and Lots 1 and 2, Section 6 DP 862 63 – 69 Victoria Road and 45 Day Street, Drummoyne	Day Street No 1 Pty Ltd	17/03/2020	Current

### Recovery and threat abatement plan reporting

Fisheries Management Act 1994, s220ZT (2)

Council was not responsible for any action in relation to fishery recovery and abatement plans in 2021-22.

### Inspection of private swimming pools

Swimming Pools Act 1992 (SP Act), s 22F (2)

Swimming Pools Regulation (SP Reg) 2018 cl 23

The following table details Council's private swimming pool inspections for 2021-22.

	Number in 2021-22
Number of inspections of tourist and visitor accommodation	NA
Number of inspections of premises with more than two dwellings	36
Number of inspections that resulted in issuance of a certificate of compliance under s22D of the SP Act	64
Number of inspections that resulted in issuance of a certificate of non-compliance under cl 21 of the SP Reg	3

### Government information public access activity

Government Information (Public Access) (GIPA) Act 2009, s 125(1) and the Government Information (Public Access) Regulation 2018, cl 8, Schedule 2.

#### Review of proactive release program

To comply with Section 7(3) of the GIPA Act, Council continually reviews its proactive release program to identify the kinds of information that is made publicly available. Information currently available on Council's webpage includes:

- Council policies
- Information about the City of Canada Bay
- Information about Development Applications (DAs)
- Plans and strategies
- Agendas and Minutes of Council Meetings (excluding confidential items as prescribed under Section 10A of the Local Government Act 1993).

#### Access applications received

##### Clause 8 (b)

During the reporting period, Council received a total of one (1) formal access application (including withdrawn applications but not including invalid applications).

#### Access applications refused

##### Clause 8 (b)

No formal access applications received were refused either wholly or partly, because the application was for the disclosure of information for which there is conclusive presumption of overriding public interest against disclosure in accordance with Schedule 1 to the Act (information).

Schedule 1 to the Act (information)	Wholly	Partly
Number of applications refused	0	0

### Statistical information about access applications

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0	0
Members of the public (other)	1	0	0	0	0	0	0	0	1
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

\*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.

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	1	0	0	0	0	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

\*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	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0
<b>Total</b>	<b>0</b>

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

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016	0
<b>Total</b>	<b>0</b>

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

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

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

**Note:** More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application).

**Table F: Timeliness**

	No of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>1</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	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
<b>Review by NCAT</b>	<b>0</b>	<b>0</b>	<b>0</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	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
<b>Total</b>	<b>0</b>

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0
<b>Total</b>	<b>0</b>

## Public interest disclosures

Public Interest Disclosures Act 1994, s 31

Public Interest Disclosures Regulation 2011, cl 4

The City of Canada Bay is committed to maintaining trust within its community and with its stakeholders through a robust fraud and corruption prevention approach. Our Policy outlines Council's zero-tolerance position on any fraudulent or corrupt behaviour and establishes a framework to prevent fraud and corruption, proactively monitor, maintain and build awareness of its fraud and corruption prevention controls and strategies.

The Policy ensures that Council meets its responsibilities when receiving, assessing and dealing with public interest disclosures under section 6D of the Public Interest Disclosures Act 1994 (the Act.) Council undertook a number of actions promoting staff awareness of the policy and the protections under the Act for a person who makes a public interest disclosure. The actions include awareness to staff during induction training and links on Council's intranet.

Requirements of the Act	
No. of public officials who have made a public interest disclosure to the public authority	0
No. of public interest disclosures received by the public authority	1
No. of disclosures on corrupt conduct	0
No. of disclosures on maladministration	1
No. of disclosures on serious and substantial waste of public money or local government money (as appropriate)	0
No. of disclosures on government information contraventions	0
No. of disclosures on local government pecuniary interest contraventions	0
No. of public interest disclosures finalised in the reporting period	0
Whether the public authority has a public interest disclosures policy in place	Yes
What actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E(1)(b) of the Act have been met	Induction training



# 8: AUDITED FINANCIAL REPORTS AND SPECIAL SCHEDULES

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This section provides a copy of Council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting. Required under Local Government Act 1993, s 428 (4)(e).



Halliday Park, Five Dock.

City of Canada Bay Council  
General Purpose Financial Statements  
for the year ended 30 June 2022

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#### Overview

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

1A Marlborough Street  
Drummoyne NSW 2047

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

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

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

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

## City of Canada Bay Council

### General Purpose Financial Statements

for the year ended 30 June 2022

### Understanding Council's Financial Statements

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#### Introduction

Each year NSW local governments are required to present 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 2022.

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

#### About the Councillor/Management Statement

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

#### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

##### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

##### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

##### 3. The Statement of Financial Position

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

##### 4. The Statement of Changes in Equity

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

##### 5. The Statement of Cash Flows

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

#### About the Notes to the Financial Statements

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

#### About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

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

#### Who uses the Financial Statements?

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

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

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



## City of Canada Bay Council

### General Purpose Financial Statements

for the year ended 30 June 2022

### Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993 (NSW)*

The attached general purpose financial statements have been prepared in accordance with:

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

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


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


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

Signed in accordance with a resolution of Council made on 16 August 2022.

  
Angelo Tsirekas  
Mayor  
16 August 2022

  
Stephanie Di Pasqua  
Deputy Mayor  
16 August 2022

  
John Clark  
General Manager  
16 August 2022

  
Evan Hutchings  
Responsible Accounting Officer  
16 August 2022

City of Canada Bay Council | Income Statement | for the year ended 30 June 2022

**City of Canada Bay Council**
**Income Statement**

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
<b>Income from continuing operations</b>				
58,763	Rates and annual charges	B2-1	58,678	57,028
18,882	User charges and fees	B2-2	16,706	17,835
6,669	Other revenues	B2-3	4,945	6,174
5,226	Grants and contributions provided for operating purposes	B2-4	8,442	6,995
51,712	Grants and contributions provided for capital purposes	B2-4	55,295	57,732
1,020	Interest and investment income	B2-5	1,366	1,324
3,437	Other income	B2-6	3,078	4,790
145,709	<b>Total income from continuing operations</b>		<b>148,510</b>	<b>151,878</b>
<b>Expenses from continuing operations</b>				
40,459	Employee benefits and on-costs	B3-1	37,065	37,269
34,759	Materials and services	B3-2	35,267	33,031
79	Borrowing costs	B3-3	84	119
14,391	Depreciation, amortisation and impairment of non-financial assets	B3-4	14,508	14,948
6,227	Other expenses	B3-5	6,197	6,078
–	Net loss from the disposal of assets	B4-1	1,461	2,713
95,915	<b>Total expenses from continuing operations</b>		<b>94,582</b>	<b>94,158</b>
49,794	<b>Operating result from continuing operations</b>		<b>53,928</b>	<b>57,720</b>
49,794	<b>Net operating result for the year attributable to Council</b>		<b>53,928</b>	<b>57,720</b>
(1,918)	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>(1,367)</b>	<b>(12)</b>

The above Income Statement should be read in conjunction with the accompanying notes.

City of Canada Bay Council | Statement of Comprehensive Income | for the year ended 30 June 2022

City of Canada Bay Council  
Statement of Comprehensive Income  
for the year ended 30 June 2022

\$ '000	Notes	2022	2021
<b>Net operating result for the year – from Income Statement</b>		<b>53,928</b>	<b>57,720</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	<u>413,793</u>	<u>(83,395)</u>
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>413,793</b>	<b>(83,395)</b>
<b>Total other comprehensive income for the year</b>		<b>413,793</b>	<b>(83,395)</b>
<b>Total comprehensive income for the year attributable to Council</b>		<b>467,721</b>	<b>(25,675)</b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

City of Canada Bay Council | Statement of Financial Position | for the year ended 30 June 2022

**City of Canada Bay Council**  
**Statement of Financial Position**  
 as at 30 June 2022

\$ '000	Notes	2022	Restated 2021	Restated 1 July 2020
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	C1-1	18,824	12,279	6,748
Investments	C1-2	82,000	125,500	86,088
Receivables	C1-4	13,714	11,178	30,413
Inventories	C1-5	251	37	20
Contract assets and contract cost assets	C1-6	4,864	–	–
Other		1,193	256	491
<b>Total current assets</b>		<b>120,846</b>	<b>149,250</b>	<b>123,760</b>
<b>Non-current assets</b>				
Investments	C1-2	51,350	38,346	21,500
Receivables	C1-4	–	–	12,476
Infrastructure, property, plant and equipment (IPPE)	C1-7	2,321,615	1,838,511	1,901,342
Investment property	C1-8	37,965	37,965	33,013
Intangible assets	C1-9	746	565	483
Right of use assets	C2-1	93	240	336
<b>Total non-current assets</b>		<b>2,411,769</b>	<b>1,915,627</b>	<b>1,969,150</b>
<b>Total assets</b>		<b>2,532,615</b>	<b>2,064,877</b>	<b>2,092,910</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	C3-1	25,730	23,748	17,469
Contract liabilities	C3-2	18,592	26,811	33,161
Lease liabilities	C2-1	30	161	203
Borrowings	C3-3	1,341	581	548
Employee benefit provisions	C3-4	8,113	9,241	9,530
Provisions	C3-5	228	204	207
<b>Total current liabilities</b>		<b>54,034</b>	<b>60,746</b>	<b>61,118</b>
<b>Non-current liabilities</b>				
Contract liabilities	C3-2	4,384	11,153	12,476
Lease liabilities	C2-1	63	79	133
Borrowings	C3-3	14,689	1,030	1,611
Employee benefit provisions	C3-4	594	740	767
Provisions	C3-5	17	16	17
<b>Total non-current liabilities</b>		<b>19,747</b>	<b>13,018</b>	<b>15,004</b>
<b>Total liabilities</b>		<b>73,781</b>	<b>73,764</b>	<b>76,122</b>
<b>Net assets</b>		<b>2,458,834</b>	<b>1,991,113</b>	<b>2,016,788</b>
<b>EQUITY</b>				
Accumulated surplus		1,301,978	1,248,050	1,190,330
IPPE revaluation reserve		1,156,856	743,063	826,458
<b>Council equity interest</b>		<b>2,458,834</b>	<b>1,991,113</b>	<b>2,016,788</b>
<b>Total equity</b>		<b>2,458,834</b>	<b>1,991,113</b>	<b>2,016,788</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

City of Canada Bay Council | Statement of Changes in Equity | for the year ended 30 June 2022

**City of Canada Bay Council**  
**Statement of Changes in Equity**  
 for the year ended 30 June 2022

\$ '000	Notes	2022		2021		
		Accumulated surplus	IPPE revaluation reserve	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		1,248,050	743,063	1,184,308	826,458	2,010,766
Correction of prior period errors		-	-	6,022	-	6,022
<b>Restated opening balance</b>	F3-1	<b>1,248,050</b>	<b>743,063</b>	<b>1,190,330</b>	<b>826,458</b>	<b>2,016,788</b>
Net operating result for the year		53,928	-	57,720	-	57,720
<b>Net operating result for the period</b>		<b>53,928</b>	<b>-</b>	<b>57,720</b>	<b>-</b>	<b>57,720</b>
<b>Other comprehensive income</b>						
Gain (loss) on revaluation of infrastructure, property, plant and equipment		-	413,793	-	(83,395)	(83,395)
<b>Other comprehensive income</b>	G1-7	<b>-</b>	<b>413,793</b>	<b>-</b>	<b>(83,395)</b>	<b>(83,395)</b>
<b>Total comprehensive income</b>		<b>53,928</b>	<b>413,793</b>	<b>57,720</b>	<b>(83,395)</b>	<b>(25,675)</b>
<b>Closing balance at 30 June</b>		<b>1,301,978</b>	<b>1,156,856</b>	<b>1,248,050</b>	<b>743,063</b>	<b>1,991,113</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

City of Canada Bay Council | Statement of Cash Flows | for the year ended 30 June 2022

**City of Canada Bay Council**
**Statement of Cash Flows**

for the year ended 30 June 2022

Original unaudited budget 2022	\$ '000	Notes	Actual 2022	Actual 2021
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
58,772			58,782	56,433
18,976			16,051	19,161
1,020			1,273	1,349
54,215			45,890	92,775
–			4,761	4,913
5,234			2,486	6,858
4,781			2,933	4,229
<i>Payments:</i>				
(39,340)			(37,885)	(37,591)
(34,645)			(41,887)	(33,946)
(79)			(84)	(119)
–			(4,175)	(5,600)
(6,207)			(2,336)	(5,003)
62,727		C1-1	45,809	103,459
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
–			3,000	164,721
–			149,510	–
–			4,011	270
<i>Payments:</i>				
–			(7,504)	(220,979)
–			(114,510)	–
–			–	(2,815)
(92,269)			(87,684)	(38,067)
(70)			(342)	(276)
(92,339)			(53,519)	(97,146)
<b>Cash flows from financing activities</b>				
<i>Receipts:</i>				
15,000			15,000	–
<i>Payments:</i>				
(581)			(581)	(548)
–			(164)	(234)
14,419			14,255	(782)
(15,193)			6,545	5,531
12,279			12,279	6,748
(2,914)		C1-1	18,824	12,279
148,656		C1-2	133,350	163,846
145,742			152,174	176,125

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

**City of Canada Bay Council**
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## City of Canada Bay Council

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## A About Council and these financial statements

### A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 16 August 2022. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

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

Starting from here, unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes and are clearly marked.:

- Income statement
- Statement of cash flows
- B5-1 Material budget variations

#### **Historical cost convention**

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

#### **Significant accounting estimates and judgements**

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

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

#### **Critical accounting estimates and assumptions**

Council makes estimates and assumptions concerning the future.

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

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- estimated fair values of investment properties – refer Note C1-7
- estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- employee benefit provisions – refer Note C3-4.

#### **Significant judgements in applying the Council's accounting policies**

- Impairment of receivables – refer Note C1-4.
- Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and *I* or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

#### **COVID 19 Impact**

The Coronavirus (COVID 19) Pandemic continues to impact both communities and business throughout the world including

continued on next page ...

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## A1-1 Basis of preparation (continued)

Australia and the community where Council operates. This Pandemic has had a financial impact for Council in the financial year ended 30 June 2022, which was reported to Council in each quarterly budget review through the year. Minimal impact is expected in the following financial year.

As at the end of the current reporting period Council estimated a loss from COVID 19 of approximately \$2.9M. This was as a result of income losses from activities and facilities including Five Dock Leisure Centre, the hire of halls, venues, and sporting ovals and events; and income reductions from parking meters and fines. In 2020/21, the estimated a loss from COVID 19 of was approximately \$3.2M.

Council support provided to businesses by way of fee abatement for footpath dining and property leases is also accounted for in the cost impact and is reflected in the financial statements under the relevant income category.

No material changes have been noted in asset values and collection of rates.

### Monies and other assets received by Council

#### The Consolidated Fund

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

#### The Trust Fund

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

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

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

### Goods and Services Tax (GST)

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

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

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

### Volunteer services

Council does not have material dependence on volunteer services. Volunteers are utilised in Library Services, Community Services, Cultural Events & Sustainability. These services are not recognised due to their nature and are of a non-material value.

### New accounting standards and interpretations issued but not yet effective

#### New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2022 reporting period.

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

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

## A1-1 Basis of preparation (continued)

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### **New accounting standards adopted during the year**

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2022.

Those newly adopted standards did not have a material impact on Councils reported financial position, financial performance and/or associated financial statement disclosures.

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**B Financial Performance**  
**B1 Functions or activities**  
**B1-1 Functions or activities – income, expenses and assets**

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
<b>\$ '000</b>										
<b>Functions or activities</b>										
Inclusive, involved and prosperous	10,707	9,784	20,325	21,755	(9,618)	(11,971)	3,449	1,202	173,999	135,916
Environmentally responsible	18,851	17,724	34,513	33,534	(15,662)	(15,810)	733	570	508,021	382,365
Easy to get around	50,000	22,785	21,008	20,487	28,992	2,298	45,995	19,355	1,609,440	1,284,289
Engaged and future focussed	631	1,456	3,439	3,444	(2,808)	(1,988)	12	519	14,268	13,367
Visionary, smart and accountable	68,321	100,129	15,297	14,938	53,024	85,191	13,548	43,081	226,887	248,940
<b>Total functions and activities</b>	<b>148,510</b>	<b>151,878</b>	<b>94,582</b>	<b>94,158</b>	<b>53,928</b>	<b>57,720</b>	<b>63,737</b>	<b>64,727</b>	<b>2,532,615</b>	<b>2,064,877</b>

## B1-2 Components of functions or activities

---

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### **Inclusive, involved and prosperous**

Childrens and family services, Libraries, Bus Services, Recreation services, Community services, Local festivals and events, Arts and cultural development, Affordable housing, Place Management

### **Environmentally responsible**

Waste and resource recovery, Drainage, marine and stormwater management, Environmental education programs and initiatives, Protecting the natural environment, Management of parklands, gardens and open spaces, Maintenance and cleaning of town centres, Maintenance of seawalls and other marine structures, Community drop off centre, graffiti removal, Climate change initiatives, Economic development

### **Easy to get around**

Maintaining footpaths, kerbs, gutters, bridges and cycleways, Road and drainage works, Street and open space lighting

### **Engaged and future focussed**

Community engagement, Corporate strategy

### **Visionary, smart and accountable**

Customer Services, Governance and risk, Financial management, Communications, Records management, Information systems, Procurement, Human resources and organisational development, Civic Events and citizenship, Health, building and environmental compliance, Responsible pet ownership compliance, Parking controls, Development assessments, Strategic Planning, Protection of heritage buildings and items

## B2 Sources of income

### B2-1 Rates and annual charges

\$ '000	2022	2021
<b>Ordinary rates</b>		
Residential	36,133	35,136
Business	5,763	5,800
Less: pensioner rebates	(631)	(646)
<b>Rates levied to ratepayers</b>	<b>41,265</b>	<b>40,290</b>
Pensioner rate subsidies received	346	359
<b>Total ordinary rates</b>	<b>41,611</b>	<b>40,649</b>
<b>Annual charges</b>		
<small>(pursuant to s.496, s.496A, s.496B, s.501 &amp; s.511)</small>		
Domestic waste management services	16,448	15,764
Stormwater management services	738	734
Less: pensioner rebates	(263)	(267)
<b>Annual charges levied</b>	<b>16,923</b>	<b>16,231</b>
Pensioner subsidies received:		
– Other	144	148
<b>Total annual charges</b>	<b>17,067</b>	<b>16,379</b>
<b>Total rates and annual charges</b>	<b>58,678</b>	<b>57,028</b>

Council has used 01/07/2019 year valuations provided by the NSW Valuer General in calculating its rates.

#### Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**B2-2 User charges and fees**

\$ '000	Timing	2022	2021
<b>Specific user charges</b>			
(per s.502 - specific 'actual use' charges)			
Waste management services (non-domestic)	2	933	893
<b>Total specific user charges</b>		<b>933</b>	<b>893</b>
<b>Other user charges and fees</b>			
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>			
Building regulation	2	219	183
Planning and building regulation	2	1,163	1,759
Private works – section 67	2	229	407
Registration fees	2	58	56
Section 10.7 certificates (EP&A Act)	2	287	279
Section 603 certificates	2	167	165
Section 611 charges	2	65	65
Occupancy of public land	2	302	389
Hoardings	2	474	427
Shop inspections	2	230	(23)
<b>Total fees and charges – statutory/regulatory</b>		<b>3,194</b>	<b>3,707</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>			
Aged care	2	8	4
Child care	2	3,153	3,310
Leaseback fees – Council vehicles	2	411	387
Leisure centre	2	1,763	2,529
Park rents	2	271	435
Parking fees	2	612	724
Restoration charges	2	2,843	2,210
Admission and service fees	2	1,009	1,027
Golf course fees	2	1,904	2,082
Halls and meeting rooms	2	587	506
Library	2	13	13
Other	2	5	8
<b>Total fees and charges – other</b>		<b>12,579</b>	<b>13,235</b>
<b>Total other user charges and fees</b>		<b>15,773</b>	<b>16,942</b>
<b>Total user charges and fees</b>		<b>16,706</b>	<b>17,835</b>
<b>Timing of revenue recognition for user charges and fees</b>			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		16,706	17,835
<b>Total user charges and fees</b>		<b>16,706</b>	<b>17,835</b>

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## B2-2 User charges and fees (continued)

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### **Accounting policy**

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as Five Dock Leisure Centre and Council Golf Courses, the customer is required to pay on arrival. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as membership fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.



**B2-3 Other revenues**

<b>\$ '000</b>	<b>Timing</b>	<b>2022</b>	<b>2021</b>
Fines – parking	2	2,840	4,111
Fines – other	2	28	17
Legal fees recovery – rates and charges (extra charges)	2	35	16
Legal fees recovery – other	2	39	90
Commissions and agency fees	2	232	49
Diesel rebate	2	29	32
Insurance claims recoveries	2	–	43
Recycling income	2	226	219
Sale of abandoned vehicles	2	81	69
Sales – general	2	3	14
Fines – building compliance	2	64	101
Bus shelter advertising	2	931	896
Energy certificates	2	66	52
Other	2	95	78
Sponsorships	2	–	44
Waste management performance bonus	2	276	295
Incentive payment Lighting	2	–	48
<b>Total other revenue</b>		<b>4,945</b>	<b>6,174</b>
<b>Timing of revenue recognition for other revenue</b>			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		4,945	6,174
<b>Total other revenue</b>		<b>4,945</b>	<b>6,174</b>

**Accounting policy for other revenue**

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

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

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

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**B2-4 Grants and contributions**

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>General purpose grants and non-developer contributions (untied)</b>					
<b>General purpose (untied)</b>					
<b>Current year allocation</b>					
Financial assistance – general component	2	1,047	992	–	–
Financial assistance – local roads component	2	342	324	–	–
<b>Payment in advance - future year allocation</b>					
Financial assistance – general component	2	1,608	1,061	–	–
Financial assistance – local roads component	2	528	348	–	–
<b>Amount recognised as income during current year</b>		<b>3,525</b>	<b>2,725</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>					
<b>Cash contributions</b>					
<b>Previously specific grants:</b>					
<b>Pensioners' rates subsidies:</b>					
Fire and emergency services	2	487	355	–	–
Child care	2	126	–	–	–
Community care	2	154	188	–	–
Environmental programs	2	23	59	–	–
Heritage and cultural	2	44	87	20	–
Library	2	335	336	–	–
Library – special projects	2	2	–	–	–
LIRS subsidy	1	28	40	–	–
Recreation and culture	1	–	–	40,514	15,379
Environmental projects	2	1,076	202	–	26
Planning	1	100	547	–	–
Sport and recreation	2	–	–	1,274	256
Street lighting	2	171	171	–	–
Transport (road safety funding)	2	70	69	–	–
Traffic route subsidy	2	34	34	–	–
Transport (roads to recovery)	2	380	404	–	–
Transport (other roads and bridges funding)	2	323	19	–	226
<b>Previously contributions:</b>					
Drainage	2	51	51	–	–
Heritage/cultural	2	3	2	–	–
Other councils – joint works/services	2	372	326	–	–
Recreation and culture	2	265	10	–	–
Roads and bridges	2	109	666	2,906	1,536
Transport for NSW contributions (regional roads, block grant)	2	373	373	813	477
Other contributions	2	149	151	–	–
Environmental contributions	2	135	77	–	–
Insurance incentive scheme contribution	2	107	103	–	–
<b>Total special purpose grants and non-developer contributions – cash</b>		<b>4,917</b>	<b>4,270</b>	<b>45,527</b>	<b>17,900</b>
<b>Non-cash contributions</b>					
Other	2	–	–	–	56
<b>Total other contributions – non-cash</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>56</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>		<b>4,917</b>	<b>4,270</b>	<b>45,527</b>	<b>17,956</b>
<b>Total grants and non-developer contributions</b>		<b>8,442</b>	<b>6,995</b>	<b>45,527</b>	<b>17,956</b>

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City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>Comprising:</b>					
- Commonwealth funding		3,234	512	4,162	1,024
- State funding		4,415	5,766	41,347	16,876
- Other funding		793	717	18	56
		<b>8,442</b>	6,995	<b>45,527</b>	17,956

continued on next page ...

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**B2-4 Grants and contributions (continued)**
**Developer contributions**

\$ '000	Notes	Timing	Operating 2022	Operating 2021	Capital 2022	Capital 2021
<b>Developer contributions:</b>						
<b>(s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>						
<b>Cash contributions</b>						
S 7.4 – contributions using planning agreements		2	–	–	2,002	35,458
S 7.11 – contributions towards amenities/services		2	–	–	5,254	2,508
S 7.12 – fixed development consent levies		2	–	–	1,230	1,365
<b>Total developer contributions – cash</b>			<b>–</b>	<b>–</b>	<b>8,486</b>	<b>39,331</b>
<b>Non-cash contributions</b>						
S 7.4 – contributions using planning agreements		2	–	–	1,282	445
<b>Total developer contributions non-cash</b>			<b>–</b>	<b>–</b>	<b>1,282</b>	<b>445</b>
<b>Total developer contributions</b>			<b>–</b>	<b>–</b>	<b>9,768</b>	<b>39,776</b>
<b>Total contributions</b>			<b>–</b>	<b>–</b>	<b>9,768</b>	<b>39,776</b>
<b>Total grants and contributions</b>			<b>8,442</b>	<b>6,995</b>	<b>55,295</b>	<b>57,732</b>
<b>Timing of revenue recognition for grants and contributions</b>						
Grants and contributions recognised over time (1)			128	587	40,514	15,379
Grants and contributions recognised at a point in time (2)			8,314	6,408	14,781	42,353
<b>Total grants and contributions</b>			<b>8,442</b>	<b>6,995</b>	<b>55,295</b>	<b>57,732</b>

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**B2-4 Grants and contributions (continued)**
**Unspent grants and contributions**

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

<b>\$ '000</b>	<b>Operating 2022</b>	<b>Operating 2021</b>	<b>Capital 2022</b>	<b>Capital 2021</b>
<b>Unspent grants and contributions</b>				
Unspent funds at 1 July	401	578	4,781	4,882
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	1,709	135	-	-
<b>Add:</b> Funds received and not recognised as revenue in the current year	-	-	-	-
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	(382)	(312)	(759)	(101)
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	-	-	-	-
<b>Unspent funds at 30 June</b>	<b>1,728</b>	<b>401</b>	<b>4,022</b>	<b>4,781</b>
<b>Developer Contributions</b>				
Unspent funds at 1 July	-	-	67,583	35,353
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-	8,745	39,539
<b>Add:</b> contributions received and not recognised as revenue in the current year	-	-	-	-
<b>Add:</b> contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate	-	-	-	-
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	-	-	(23,921)	(7,309)
<b>Unspent contributions at 30 June</b>	<b>-</b>	<b>-</b>	<b>52,407</b>	<b>67,583</b>

**Accounting policy**
**Grants and contributions under AASB 15 – enforceable agreement with sufficiently specific performance obligations**

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue are recognised when control of each performance obligations is satisfied.

Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

**Grant income Under AASB 1058**

Assets arising from grants in the scope of AASB 1058 is recognised at the assets fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance

continued on next page ...

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## B2-4 Grants and contributions (continued)

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with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

### Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

### Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon 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 Council may apply contributions according to the priorities established in work schedules for the contribution plan.

### Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**B2-5 Interest and investment income**

\$ '000	2022	2021
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	141	81
– Cash and investments	1,225	1,243
Finance income on the net investment in the lease	–	–
<b>Total interest and investment income (losses)</b>	<b>1,366</b>	<b>1,324</b>
<b>Interest and investment income is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)	103	77
General Council cash and investments	1,001	1,040
<b>Restricted investments/funds – external:</b>		
Development contributions		
– Section 7.11 & 7.12	47	39
– Voluntary planning agreements	215	168
<b>Total interest and investment income</b>	<b>1,366</b>	<b>1,324</b>

**Accounting policy**

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

**B2-6 Other income**

\$ '000	Notes	2022	2021
<b>Reversal of impairment losses on receivables</b>			
Other		364	49
<b>Total reversal of impairment losses on receivables</b>	C1-4	<b>364</b>	<b>49</b>
<b>Fair value increment on investment properties</b>			
Fair value increment on investment properties		–	2,137
<b>Total fair value increment on investment properties</b>	C1-8	<b>–</b>	<b>2,137</b>
<b>Rental income</b>			
<b>Investment properties</b>			
Lease income (excluding variable lease payments not dependent on an index or rate)		241	217
<b>Total investment properties</b>		<b>241</b>	<b>217</b>
<b>Other lease income</b>			
Affordable housing		319	268
Council properties		1,939	1,957
Footpath dining		215	162
<b>Total other lease income</b>		<b>2,473</b>	<b>2,387</b>
<b>Total rental income</b>	C2-2	<b>2,714</b>	<b>2,604</b>
<b>Total other income</b>		<b>3,078</b>	<b>4,790</b>

## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

\$ '000	2022	2021
Salaries and wages	30,752	29,346
Travel expenses	3	2
Employee leave entitlements (ELE)	1,546	2,894
ELE on-costs	25	(4)
Superannuation – defined benefit plans	299	381
Superannuation – guarantee levy	2,669	2,802
Workers' compensation insurance	916	702
Fringe benefit tax (FBT)	232	208
Training costs (other than salaries and wages)	273	380
Protective clothing	37	50
Maternity leave	137	338
Other	176	170
<b>Total employee costs</b>	<b>37,065</b>	<b>37,269</b>
<b>Total employee costs expended</b>	<b>37,065</b>	<b>37,269</b>

#### Accounting policy

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

#### Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

#### Superannuation plans

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

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

### B3-2 Materials and services

\$ '000	Notes	2022	2021
Raw materials and consumables		2,393	2,061
Contractor and consultancy costs		–	3
– Cleaning		1,139	1,046
– Contractor and consultancy costs		73	10
– Golf course management		261	279
– Information systems		346	223
– Rate payment agencies		99	94
– Swimming pool management		373	355
– Waste management		9,254	8,748
– Contractor maintenance and repairs		4,080	5,867
– other contractor and consultancy costs		5,875	3,875
Audit Fees	E3-1	96	73
Infringement notice contract costs (SEINS)		365	550
<b>Previously other expenses:</b>			
Councillor and Mayoral fees and associated expenses	E1-2	258	240
Advertising		111	136
Bank charges		116	116
Information systems		1,283	1,357
Election expenses		571	–

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**B3-2 Materials and services (continued)**

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
Electricity and heating	879	882
Postage	164	143
Printing and stationery	245	236
Street lighting	941	1,270
Subscriptions and publications	420	427
Telephone and communications	480	373
Valuation fees	112	111
Travel expenses	12	9
Agency personnel	1,354	955
Other expenses	292	333
Fuel and oil	425	302
Insurance – excess	161	145
Insurance – premiums	1,490	1,438
Motor vehicle registrations	128	104
Strata levies	64	61
Water	224	327
<b>Legal expenses:</b>		
– Legal expenses: planning and development	579	290
– Legal expenses: debt recovery	38	16
– Legal expenses: other	184	186
Other	7	27
Expenses from leases of low value assets and short term leases	369	363
<b>Total materials and services</b>	<b>35,267</b>	<b>33,031</b>
<b>Total materials and services</b>	<b>35,267</b>	<b>33,031</b>

**Accounting policy**

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

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**B3-3 Borrowing costs**

\$ '000	2022	2021
<b>(i) Interest bearing liability costs</b>		
Interest on leases	5	7
Interest on loans	79	112
<b>Total interest bearing liability costs</b>	<b>84</b>	<b>119</b>
<b>Total interest bearing liability costs expensed</b>	<b>84</b>	<b>119</b>
<b>(ii) Other borrowing costs</b>		
Fair value adjustments on recognition of advances and deferred debtors		
<b>Total borrowing costs expensed</b>	<b>84</b>	<b>119</b>

**Accounting policy**

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

**B3-4 Depreciation, amortisation and impairment of non-financial assets**

\$ '000	Notes	2022	2021
<b>Depreciation and amortisation</b>			
Plant and equipment		1,011	974
Office equipment		27	25
Furniture and fittings		43	46
Land improvements (depreciable)		291	255
<b>Infrastructure:</b>	C1-7		
– Buildings – non-specialised		2,449	1,972
– Buildings – specialised		239	238
– Other structures		2,820	2,865
– Roads		4,020	4,260
– Bridges		130	72
– Footpaths		950	1,243
– Stormwater drainage		1,422	1,784
– Swimming pools		154	148
Right of use assets	C2-1	164	234
<b>Other assets:</b>			
– Heritage collections		27	27
– Library books		414	407
– Other		186	204
Intangible assets	C1-9	161	194
<b>Total gross depreciation and amortisation costs</b>		<b>14,508</b>	<b>14,948</b>
<b>Total depreciation and amortisation costs</b>		<b>14,508</b>	<b>14,948</b>
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>14,508</b>	<b>14,948</b>

**Accounting policy**
**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. In calculating depreciation, a review of the assets useful life and pattern of consumption is undertaken at each reporting date.

**Impairment of non-financial assets**

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

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### B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

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Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

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

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### B3-5 Other expenses

\$ '000	Notes	2022	2021
<b>Impairment of receivables</b>			
User charges and fees		13	–
Other		569	374
<b>Total impairment of receivables</b>	C1-4	<b>582</b>	<b>374</b>
<b>Other</b>			
Contributions/levies to other levels of government			
– Department of planning levy		181	179
– Emergency services levy		141	184
– NSW fire brigade levy		1,701	1,812
– Waste levy		3,243	3,174
– Donations, contributions and assistance		349	355
– Decrement of Operational Land Held for Sale		–	–
<b>Total other</b>		<b>5,615</b>	<b>5,704</b>
<b>Total other expenses</b>		<b>6,197</b>	<b>6,078</b>

#### Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**B4 Gains or losses**
**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2022	2021
<b>Gain (or loss) on disposal of property (excl. investment property)</b>			
Proceeds from disposal – property		3,487	–
Less: carrying amount of property assets sold/written off		<u>(1,841)</u>	<u>(39)</u>
<b>Gain (or loss) on disposal</b>		<u>1,646</u>	<u>(39)</u>
<b>Gain (or loss) on disposal of plant and equipment</b>			
	C1-7		
Proceeds from disposal – plant and equipment		520	270
Less: carrying amount of plant and equipment assets sold/written off		<u>(296)</u>	<u>(138)</u>
<b>Gain (or loss) on disposal</b>		<u>224</u>	<u>132</u>
<b>Gain (or loss) on disposal of infrastructure</b>			
	C1-7		
Less: carrying amount of infrastructure assets sold/written off		<u>(3,335)</u>	<u>(2,806)</u>
<b>Gain (or loss) on disposal</b>		<u>(3,335)</u>	<u>(2,806)</u>
<b>Gain (or loss) on disposal of furniture</b>			
Proceeds from disposal – Furniture and Fittings		4	–
<b>Gain (or loss) on disposal</b>		<u>4</u>	<u>–</u>
<b>Gain (or loss) on disposal of term deposits</b>			
	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		–	–
Less: carrying amount of term deposits sold/redeemed/matured		<u>–</u>	<u>–</u>
<b>Gain (or loss) on disposal</b>		<u>–</u>	<u>–</u>
<b>Net gain (or loss) from disposal of assets</b>		<u><b>(1,461)</b></u>	<u><b>(2,713)</b></u>

**Accounting policy**

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

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

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 15/06/2021 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** F = Favourable budget variation, U = Unfavourable budget variation.

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
<b>Revenues</b>				
<b>Rates and annual charges</b>	58,763	58,678	(85)	0% U
<b>User charges and fees</b>	18,882	16,706	(2,176)	(12)% U
User Fees and Charges were impacted by COVID restrictions. Most significant being: <ul style="list-style-type: none"> <li>• Five Dock Leisure Centre - Income down \$1.1M from original budget of \$3.2M</li> <li>• Park Hire - Income down \$172K from original budget of \$380K</li> <li>• Parking Meters - Income down \$123K from original budget of \$745K</li> <li>• Venue Hire - Income down \$121K from original budget of \$832K</li> </ul>				
<b>Other revenues</b>	6,669	4,945	(1,724)	(26)% U
Other revenues were impacted by COVID restrictions. Most significant being: <ul style="list-style-type: none"> <li>• Parking Infringements - Income down \$1.1M from original budget of \$4.8M</li> </ul>				
<b>Operating grants and contributions</b>	5,226	8,442	3,216	62% F
A number of new grants and additional funding over anticipated budget were received during the year. These include: <ul style="list-style-type: none"> <li>• Financial Assistance Grant advance increased from the anticipated 50% to 75% of the 2022/23 allocation. This resulted in an additional advance of \$778K up from the budgetted \$2.75M.</li> <li>• Emergency Services Levy of \$487K was received from the State Government to assist Council with its contribution towards the State Fire and Emergency Service costs for 2022/23.</li> </ul>				
<b>Capital grants and contributions</b>	51,712	55,295	3,583	7% F
<b>Interest and investment revenue</b>	1,020	1,366	346	34% F
The Reserve Bank changed its Interest rates forecast from remaining at a historically low rate until 2024, to an increasing trajectory, with rates likely to increase to over 2%. Maturing investments were able to be progressively reinvested at more higher rates which impacted favourably on Council's investment earnings for the year. A strategy to move into longer dated maturities at the beginning of the year also assisted with achieving better than anticipated returns.				
<b>Other income</b>	3,437	3,078	(359)	(10)% U
Other income was impacted by COVID restrictions. Most significant being: <ul style="list-style-type: none"> <li>• Leased Properties - Income down \$708K from original budget of \$3.4M</li> </ul>				
<b>Expenses</b>				
<b>Employee benefits and on-costs</b>	40,459	37,065	3,394	8% F
<b>Materials and services</b>	34,759	35,267	(508)	(1)% U

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**B5-1 Material budget variations (continued)**

\$ '000	2022 Budget	2022 Actual	2022 ----- Variance -----	
Borrowing costs	79	84	(5)	(6)% U
Depreciation, amortisation and impairment of non-financial assets	14,391	14,508	(117)	(1)% U
Other expenses	6,227	6,197	30	0% F
<b>Statement of cash flows</b>				
Cash flows from operating activities	62,727	45,809	(16,918)	(27)% U
Cash flows from investing activities	(92,339)	(53,519)	38,820	(42)% F
Cash flows from financing activities	14,419	14,255	(164)	(1)% U

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**C Financial position**
**C1 Assets we manage**
**C1-1 Cash and cash equivalents**

<b>\$ '000</b>	<b>2022</b>	2021
<b>Cash assets</b>		
Cash on hand and at bank	2,914	3,263
Cash equivalent assets		
– Deposits at call	11,910	9,016
– Short-term deposits	4,000	–
<b>Total cash and cash equivalents</b>	<b>18,824</b>	<b>12,279</b>

**Reconciliation of cash and cash equivalents**

Total cash and cash equivalents per Statement of Financial Position	18,824	12,279
<b>Balance as per the Statement of Cash Flows</b>	<b>18,824</b>	<b>12,279</b>

**Accounting policy**

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

**C1-2 Financial investments**

<b>\$ '000</b>	<b>2022</b>	<b>2022</b>	2021	2021
	<b>Current</b>	<b>Non-current</b>	<b>Current</b>	<b>Non-current</b>
<b>Debt securities at amortised cost</b>				
Long term deposits	71,000	29,500	122,500	13,000
Government and semi-government bonds	2,000	8,000	–	6,000
NCD's, FRN's (with maturities > 3 months)	9,000	13,850	3,000	19,346
<b>Total</b>	<b>82,000</b>	<b>51,350</b>	<b>125,500</b>	<b>38,346</b>
<b>Total financial investments</b>	<b>82,000</b>	<b>51,350</b>	<b>125,500</b>	<b>38,346</b>
<b>Total cash assets, cash equivalents and investments</b>	<b>100,824</b>	<b>51,350</b>	<b>137,779</b>	<b>38,346</b>

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## C1-2 Financial investments (continued)

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### Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

### Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

### Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

### Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**C1-3 Restricted and allocated cash, cash equivalents and investments**

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
(a) Externally restricted cash, cash equivalents and investments		
<b>Total cash, cash equivalents and investments</b>	<b>152,174</b>	<b>176,125</b>
Less: Externally restricted cash, cash equivalents and investments	<u>(100,816)</u>	<u>(120,175)</u>
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>51,358</b>	<b>55,950</b>
<b>External restrictions</b>		
<b>External restrictions – included in liabilities</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended loans – general	4,673	3,208
Contract Liabilities	<u>22,414</u>	<u>26,306</u>
<b>External restrictions – included in liabilities</b>	<b>27,087</b>	<b>29,514</b>
<b>External restrictions – other</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	52,408	67,583
Specific purpose unexpended grants (recognised as revenue) – general fund	1,702	286
Stormwater management	225	168
Domestic waste management	<u>19,394</u>	<u>22,624</u>
<b>External restrictions – other</b>	<b>73,729</b>	<b>90,661</b>
<b>Total external restrictions</b>	<b>100,816</b>	<b>120,175</b>

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
(b) Internal allocations		
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>51,358</b>	<b>55,950</b>
Less: Internally restricted cash, cash equivalents and investments	<u>(46,291)</u>	<u>(35,097)</u>
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>5,067</b>	<b>20,853</b>

**Internal allocations**

At 30 June, Council has internally allocated funds to the following:

Plant and vehicle replacement	3,049	1,799
Infrastructure replacement – parking	1,092	935
Employees leave entitlement	2,206	1,706
Carry over works	6,421	5,921
Deposits, retentions and bonds	11,429	11,052
Affordable housing	3,620	3,317
Building reserve	281	311
Concord library and childcare centre	815	737
Concord oval	86	86
Drummoine oval lights reserve	55	55
Election of councillors	–	450
Energy efficiency reserve	32	58
Financial assistance grant advance	<b>2,136</b>	<b>1,408</b>

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City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**C1-3 Restricted and allocated cash, cash equivalents and investments (continued)**

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
Financial sustainability	1,633	2,230
Five dock leisure centre	97	97
Investment fund	7,279	3,974
Massey park golf course	62	25
Parramatta River Catchment	341	295
Victoria avenue childcare	192	102
Water for the community	392	392
Workers compensation	147	147
Commercial Waste	4,926	-
<b>Total internal allocations</b>	<b>46,291</b>	<b>35,097</b>

Internal restrictions over cash, cash equivalents and investments are those assets restricted by Council.

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
<b>(c) Unrestricted and unallocated</b>		
<b>Unrestricted and unallocated cash, cash equivalents and investments</b>	<b>5,067</b>	<b>20,853</b>

**C1-4 Receivables**

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Rates and annual charges	2,280	100	2,468	94
Interest and extra charges	133	40	104	33
User charges and fees	299	–	277	–
Private works	5	–	–	–
Accrued revenues				
– Interest on investments	466	–	402	–
Net investment in finance lease	–	–	–	–
Government grants and subsidies	1,995	–	4,667	–
Net GST receivable	885	–	878	–
Employee advances	12	–	13	–
General debtors	5,889	–	865	–
Infringements	872	–	1,107	–
Property leases	1,442	–	852	–
Road restorations	288	–	233	–
<b>Total</b>	<b>14,566</b>	<b>140</b>	<b>11,866</b>	<b>127</b>
<b>Less: provision for impairment</b>				
Rates and annual charges	–	(100)	–	(94)
Interest and extra charges	–	(40)	–	(33)
Other debtors	(852)	–	(688)	–
<b>Total provision for impairment – receivables</b>	<b>(852)</b>	<b>(140)</b>	<b>(688)</b>	<b>(127)</b>
<b>Total net receivables</b>	<b>13,714</b>	<b>–</b>	<b>11,178</b>	<b>–</b>

\$ '000	2022	2021
<b>Movement in provision for impairment of receivables</b>		
Balance at the beginning of the year (calculated in accordance with AASB 139)	815	490
+ new provisions recognised during the year	556	429
– amounts already provided for and written back this year	(41)	(55)
– amounts provided for but recovered during the year	(338)	(49)
<b>Balance at the end of the year</b>	<b>992</b>	<b>815</b>

**Accounting policy**

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

**Impairment**

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 5 years past due, whichever occurs first.

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#### C1-4 Receivables (continued)

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In some cases, receivables that have been written off, may remain the subject of enforcement and recovery activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

## C1-5 Inventories

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
<b>(i) Inventories at cost</b>				
Stores and materials	251	–	37	–
<b>Total inventories at cost</b>	<b>251</b>	<b>–</b>	<b>37</b>	<b>–</b>
<b>Total inventories</b>	<b>251</b>	<b>–</b>	<b>37</b>	<b>–</b>

### Externally restricted assets

There are no restrictions applicable to the above assets.

### Accounting policy

#### Raw materials and stores, work in progress and finished goods

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

## C1-6 Contract assets and Contract cost assets

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Contract assets	4,864	–	–	–
<b>Total contract assets and contract cost assets</b>	<b>4,864</b>	<b>–</b>	<b>–</b>	<b>–</b>

Work relating to infrastructure grants 4,864 – – –

**Significant changes in contract assets**  
Council has a number of contract assets relating to projects for the Redevelopment of Concord Oval, Local Roads and Community Infrastructure, Five Dock Public Domain, Goddard Park Amenities.

There are no restrictions applicable to the above assets.

### Accounting policy

#### Contract assets

Contract assets represent Councils right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**C1-7 Infrastructure, property, plant and equipment**

By aggregated asset class	Asset movements during the reporting period											
	At 1 July 2021					At 30 June 2022						
\$ '000	Gross carrying amount Restated	Accumulated depreciation and impairment Restated	Net carrying amount Restated	Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Plant and equipment:	8,923	(4,175)	4,748	-	1,116	(296)	(1,011)	-	-	9,141	(4,584)	4,557
Office equipment	585	(411)	174	-	56	-	(27)	-	-	641	(438)	203
Furniture and fittings	1,073	(766)	307	-	40	-	(43)	-	-	1,105	(801)	304
<b>Land:</b>												
- Operational land	162,250	-	162,250	-	-	(1,543)	-	-	23,175	163,882	-	163,882
- Community land	131,754	-	131,754	-	638	-	-	-	42,325	174,717	-	174,717
- Land under roads (pre 1/7/08)	823,959	-	823,959	-	-	-	-	-	263,991	1,087,950	-	1,087,950
- Land under roads (post 30/6/08)	14,862	-	14,862	-	-	-	-	-	4,768	19,650	-	19,650
Land improvements – depreciable	9,943	(1,844)	8,099	206	35	(13)	(291)	15	2,538	13,131	(2,542)	10,589
<b>Infrastructure:</b>												
- Buildings – non-specialised	189,815	(57,417)	132,398	2,205	59,754	(287)	(2,449)	(248)	11,818	256,490	(53,309)	203,181
- Buildings – specialised	10,453	(5,244)	5,209	-	-	-	(239)	-	1,042	11,898	(5,886)	6,012
- Other structures	151,537	(48,864)	102,673	4,538	3,529	(745)	(2,820)	233	23,141	185,063	(54,514)	130,549
- Roads	393,144	(116,486)	276,658	8,312	138	(1,701)	(4,020)	12	24,316	423,793	(120,078)	303,715
- Bridges	14,768	(4,005)	10,761	87	-	-	(130)	-	958	15,989	(4,313)	11,676
- Footpaths	80,438	(15,028)	65,410	6,546	49	(508)	(950)	(12)	5,702	92,404	(16,167)	76,237
- Stormwater drainage	145,612	(56,069)	89,543	908	148	(369)	(1,422)	-	9,334	159,234	(61,094)	98,140
- Swimming pools	13,665	(6,831)	6,834	201	-	-	(154)	-	685	14,955	(7,389)	7,566
<b>Other assets:</b>												
- Public Art	1,111	(132)	979	-	-	-	(27)	-	-	1,111	(159)	952
- Library books	6,044	(4,809)	1,235	-	462	-	(414)	-	-	6,506	(5,223)	1,283
- Other	1,435	(797)	638	-	-	-	(186)	-	-	1,435	(983)	452
<b>Total infrastructure, property, plant and equipment</b>	<b>2,161,389</b>	<b>(322,878)</b>	<b>1,838,511</b>	<b>23,003</b>	<b>65,963</b>	<b>(5,472)</b>	<b>(14,183)</b>	<b>-</b>	<b>413,793</b>	<b>2,659,095</b>	<b>(337,480)</b>	<b>2,321,615</b>

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

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**C1-7 Infrastructure, property, plant and equipment (continued)**

By aggregated asset class	Asset movements during the reporting period														
	At 1 July 2020					At 30 June 2021									
	Gross carrying amount Restated	Accumulated depreciation and impairment amount Restated	Net carrying amount Restated	Additions renewals <sup>(1)</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Tf/s from/(to) investment properties	Revaluation increments to equity (ARR)	Revaluation decrements to equity (ARR)	Gross carrying amount Restated	Accumulated depreciation and impairment amount Restated	Net carrying amount Restated
Capital work in progress	25	-	25	-	-	-	-	(25)	-	-	-	-	-	-	-
Plant and equipment	8,800	(3,453)	5,347	-	513	(138)	(974)	-	-	-	-	-	8,923	(4,175)	4,748
Office equipment	538	(386)	152	-	47	-	(25)	-	-	-	-	-	585	(411)	174
Furniture and fittings	1,076	(757)	319	-	34	-	(46)	-	-	-	-	-	1,073	(766)	307
<b>Land:</b>															
- Operational land	163,311	-	163,311	-	1,754	-	-	-	-	(2,815)	-	-	162,250	-	162,250
- Community land	131,508	-	131,508	-	246	-	-	-	-	-	-	-	131,754	-	131,754
- Land under roads (pre 1/7/02)	823,959	-	823,959	-	-	-	-	-	-	-	-	-	823,959	-	823,959
- Land under roads (post 30/6/08)	14,882	-	14,882	-	-	-	-	-	-	-	-	-	14,882	-	14,882
Land improvements – depreciable	9,140	(1,852)	7,488	122	876	(60)	(255)	-	(74)	-	-	-	9,943	(1,844)	8,099
<b>Infrastructure:</b>															
- Buildings – non-specialised	165,107	(54,575)	110,532	1,117	22,755	(39)	(1,972)	26	-	-	-	-	189,815	(57,417)	132,398
- Buildings – specialised	10,403	(5,007)	5,396	51	-	-	(238)	-	-	-	-	-	10,453	(5,244)	5,209
- Other structures	149,651	(48,657)	102,994	1,250	2,995	(1,677)	(2,865)	-	(24)	-	-	-	151,537	(48,864)	102,673
- Roads	445,016	(88,904)	356,112	2,510	453	(869)	(4,260)	-	136	-	(77,424)	-	393,144	(116,486)	276,658
- Bridges	6,581	(1,519)	5,062	-	-	-	(72)	-	-	-	-	5,771	14,766	(4,005)	10,761
- Footpaths	92,589	(22,995)	69,594	3,721	634	(141)	(1,243)	-	(69)	-	(7,086)	-	80,438	(15,028)	65,410
- Stormwater drainage	172,943	(77,795)	95,148	684	120	-	(1,784)	-	31	-	(4,656)	-	145,612	(56,069)	89,543
- Swimming pools	13,148	(6,684)	6,464	415	161	(58)	(148)	-	-	-	-	-	13,665	(6,831)	6,834
<b>Other assets:</b>															
- Heritage collections	1,111	(105)	1,006	-	-	-	(27)	-	-	-	-	-	1,111	(132)	979
- Library books	5,600	(4,402)	1,198	-	444	-	(407)	-	-	-	-	-	6,044	(4,809)	1,235
- Other	1,437	(592)	845	-	-	(3)	(204)	-	-	-	-	-	1,435	(757)	638
<b>Total infrastructure, property, plant and equipment</b>	<b>2,216,825</b>	<b>(315,463)</b>	<b>1,901,342</b>	<b>9,870</b>	<b>31,014</b>	<b>(2,985)</b>	<b>(14,520)</b>	<b>-</b>	<b>-</b>	<b>(2,815)</b>	<b>(89,166)</b>	<b>5,771</b>	<b>2,161,389</b>	<b>(322,878)</b>	<b>1,838,511</b>

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

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## C1-7 Infrastructure, property, plant and equipment (continued)

### Accounting policy

#### Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

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.

#### Useful lives of IPPE

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

	Useful lives
Equipment, furniture and fittings	2-15
Land improvements	5-100
Infrastructure:	
– Buildings	15-90
– Roads, bridges and footpaths	15-200
– Stormwater drainage	80-120
– Other Structures Open space / recreational assets	5-80
– Other infrastructure	5-80
Other assets	5-20

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

#### Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 3 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

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

#### Land under roads

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

Council has elected to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

#### Crown reserves

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

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

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### C1-8 Investment properties

\$ '000	2022	2021
<b>Owned investment property</b>		
Investment property on hand at fair value	37,965	37,965
<b>Total owned investment property</b>	<b>37,965</b>	<b>37,965</b>
<b>Owned investment property</b>		
<b>At fair value</b>		
Opening balance at 1 July	37,965	33,013
Net gain/(loss) from fair value adjustments	-	2,137
Transfers from/(to) owner-occupied property (Note C1-7)	-	2,815
<b>Closing balance at 30 June</b>	<b>37,965</b>	<b>37,965</b>

#### Accounting policy

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

**C1-9 Intangible assets**

Intangible assets are as follows:

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
<b>Software</b>		
<b>Opening values at 1 July</b>		
Gross book value	806	4,039
Accumulated amortisation	<u>(241)</u>	<u>(3,556)</u>
<b>Net book value – opening balance</b>	<b>565</b>	<b>483</b>
<b>Movements for the year</b>		
Purchases	343	275
Amortisation charges	(161)	(194)
Gross book value written off	(147)	(3,508)
Accumulated amortisation charges written off	(147)	(3,508)
<b>Closing values at 30 June</b>		
Gross book value	1,002	806
Accumulated amortisation	<u>(256)</u>	<u>(241)</u>
<b>Total software – net book value</b>	<b><u>746</u></b>	<b><u>565</u></b>
<b>Total intangible assets – net book value</b>	<b><u>746</u></b>	<b><u>565</u></b>

**Accounting policy**
**IT development and software**

Software development costs include only those costs directly attributable to the development phase (including external direct costs of materials and services, direct payroll, and payroll-related costs of employees' time spent on the project) and are only recognised following completion of technical feasibility, and where the Council has an intention and ability to use the asset. Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.

## C2 Leasing activities

### C2-1 Council as a lessee

Council has leases over a range of assets including land and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below. Council has also leases for the asset class land, with Ardill House and Transport NSW, (access to waterways). Information relating to the leases in place and associated balances and transactions is provided below.

#### Office and IT equipment

Leases for IT equipment are generally for low value assets, except for significant items such as photocopiers and servers. The leases are for between 2 and 5 years with no renewal option, the payments are fixed, however some of the leases include variable payments based on usage.

#### Land

Council leases land for a car park, and has a number of leases with Transport for NSW ( Maritime) for access to the foreshore, so the community can access the waterways. These leases are classified as short term leases.

#### (a) Right of use assets

\$ '000	Office and IT Equipment	Total
<b>2022</b>		
Opening balance at 1 July	240	240
<b>Additions to right-of-use assets</b>	<b>17</b>	<b>17</b>
Depreciation charge	(164)	(164)
<b>Balance at 30 June</b>	<b>93</b>	<b>93</b>
<b>2021</b>		
Opening balance at 1 July	336	336
Additions to right-of-use assets	138	138
Depreciation charge	(234)	(234)
<b>Balance at 30 June</b>	<b>240</b>	<b>240</b>

#### (b) Lease liabilities

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
Lease liabilities	30	63	161	79
<b>Total lease liabilities</b>	<b>30</b>	<b>63</b>	<b>161</b>	<b>79</b>

#### (c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
<b>2022</b>					
Cash flows	30	63	–	93	93
<b>2021</b>					
Cash flows	161	79	–	240	240

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City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**C2-1 Council as a lessee (continued)**

\$ '000	2022		2021	2021
	Current	Non-current	Current	Non-current
<b>Total lease liabilities relating to unrestricted assets</b>	<b>30</b>	<b>63</b>	161	79
<b>Total lease liabilities</b>	<b>30</b>	<b>63</b>	<b>161</b>	<b>79</b>

**(d) Income Statement**

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2022	2021
Interest on lease liabilities	5	7
Depreciation of right of use assets	164	234
Expenses relating to short-term leases	32	32
Expenses relating to low-value leases	337	329
	<b>538</b>	<b>602</b>

**(e) Statement of Cash Flows**

Total cash outflow for leases	<b>570</b>	636
	<b>570</b>	<b>636</b>

**(f) Leases at significantly below market value – concessionary / peppercorn leases**

Council has a number of leases at significantly below market for land which are used for:

- recreational jetties
- boat ramp

The leases are with Transport for NSW, and generally have been in place for many years and require payments of a maximum amount of \$520 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

**Accounting policy**

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

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## C2-1 Council as a lessee (continued)

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

### Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

## C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

- investment property – where the asset is held predominantly for rental or capital growth purposes (refer note C1-8)
- property, plant and equipment – where the rental is incidental, or the asset is held to meet Councils service delivery objective (refer note C1-7).

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>
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#### (i) Assets held as investment property

Investment property operating leases comprise of commercial, community and residential arrangements.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	241	217
<b>Total income relating to operating leases for investment property assets</b>	<b>241</b>	<b>217</b>

#### Operating lease expenses

Direct operating expenses that generated rental income	(40)	(33)
<b>Total expenses relating to operating leases</b>	<b>(40)</b>	<b>(33)</b>

Lease income (excluding variable lease payments not dependent on an index or rate)	2,473	2,387
<b>Total income relating to operating leases for Council assets</b>	<b>2,473</b>	<b>2,387</b>

#### (iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	3,981	3,723
1–2 years	2,678	2,522
2–3 years	2,587	2,333
3–4 years	2,349	2,278
4–5 years	1,055	1,943
> 5 years	1,911	1,884
<b>Total undiscounted lease payments to be received</b>	<b>14,561</b>	<b>14,683</b>

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## C2-2 Council as a lessor (continued)

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### Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

### C3 Liabilities of Council

#### C3-1 Payables

\$ '000	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Payables</b>				
Prepaid rates	459	–	543	–
Goods and services – operating expenditure	611	–	7,017	–
Accrued expenses:				
– Salaries and wages	1,524	–	1,070	–
– Other expenditure accruals	11,497	–	4,065	–
Security bonds, deposits and retentions	11,639	–	11,053	–
<b>Total payables</b>	<b>25,730</b>	<b>–</b>	<b>23,748</b>	<b>–</b>
<b>Total payables</b>	<b>25,730</b>	<b>–</b>	<b>23,748</b>	<b>–</b>

#### Current payables not anticipated to be settled within the next twelve months

\$ '000	2022	2021
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	8,147	7,736
<b>Total payables</b>	<b>8,147</b>	<b>7,736</b>

#### Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

#### Payables

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

#### C3-2 Contract Liabilities

\$ '000	Notes	2022 Current	2022 Non-current	2021 Current	2021 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	16,992	4,384	24,391	11,123
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	225	–	460	–
<b>Total grants received in advance</b>		<b>17,217</b>	<b>4,384</b>	<b>24,851</b>	<b>11,123</b>
<b>User fees and charges received in advance:</b>					
Upfront fees – leisure centre	(iii)	–	–	22	–
<b>Income Received in advance</b>					
User Fees and charges received in advance	(iii)	1,375	–	1,938	30
Other		–	–	–	–
<b>Total user fees and charges received in advance</b>		<b>1,375</b>	<b>–</b>	<b>1,960</b>	<b>30</b>
<b>Total contract liabilities</b>		<b>18,592</b>	<b>4,384</b>	<b>26,811</b>	<b>11,153</b>

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**C3-2 Contract Liabilities (continued)**
**Notes**

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Prepaid rates and membership fees and other payments received in advance that are yet to satisfy performance obligation.

**Revenue recognised that was included in the contract liability balance at the beginning of the period**

\$ '000	2022	2021
<b>Grants and contributions received in advance:</b>		
Capital grants (to construct Council controlled assets)	22,302	15,305
Operating grants (received prior to performance obligation being satisfied)	280	473
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>	<b>22,582</b>	<b>15,778</b>

**Significant changes in contract liabilities**

Funding from State and Commonwealth governments relates to contract obligations that have yet to be met. The majority of the contract liabilities relate to funding for Regional Cycleway, Mcllwaine Reserve, Charles Heath Reserve, Majors Bay Reserve and Howley Park Reserve

**Accounting policy**

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

**C3-3 Borrowings**

\$ '000	2022	2022	2021	2021
	Current	Non-current	Current	Non-current
Loans – secured	1,341	14,689	581	1,030
<b>Total borrowings</b>	<b>1,341</b>	<b>14,689</b>	<b>581</b>	<b>1,030</b>

**Borrowings relating to restricted assets**

\$ '000	2022	2022	2021	2021
	Current	Non-current	Current	Non-current
<b>Total borrowings relating to unrestricted assets</b>	<b>1,341</b>	<b>14,689</b>	<b>581</b>	<b>1,030</b>
<b>Total borrowings</b>	<b>1,341</b>	<b>14,689</b>	<b>581</b>	<b>1,030</b>

**Current borrowings not anticipated to be settled within the next twelve months**

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

**(a) Changes in liabilities arising from financing activities**

2021	Non-cash movements	2022

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**C3-3 Borrowings (continued)**

\$ '000	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,511	(581)	15,000	–	–	–	16,030
Lease liability (Note C2-1b)	240	(147)	–	–	–	–	93
<b>Total liabilities from financing activities</b>	<b>1,851</b>	<b>(728)</b>	<b>15,000</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>16,123</b>

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	2,159	(548)	–	–	–	–	1,611
Lease liability (Note C2-1b)	336	(234)	138	–	–	–	240
<b>Total liabilities from financing activities</b>	<b>2,495</b>	<b>(782)</b>	<b>138</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,851</b>

**(b) Financing arrangements**

\$ '000	2022	2021
<b>Total facilities</b>		
Bank overdraft facilities <sup>1</sup>	500	500
Credit cards/purchase cards	150	150
<b>Total financing arrangements</b>	<b>650</b>	<b>650</b>
<b>Undrawn facilities</b>		
– Bank overdraft facilities	500	500
– Credit cards/purchase cards	150	150
<b>Total undrawn financing arrangements</b>	<b>650</b>	<b>650</b>

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

**Additional financing arrangements information**
**Breaches and defaults**

During the current and prior year, there were no defaults or breaches on any of the loans.

**Accounting policy**

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

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

**C3-4 Employee benefit provisions**

\$ '000	2022		2021	
	Current	Non-current	Current	Non-current
Annual leave	3,142	–	3,063	–
Sick leave	163	–	190	–
Long service leave	4,808	594	5,988	740
<b>Total employee benefit provisions</b>	<b>8,113</b>	<b>594</b>	<b>9,241</b>	<b>740</b>

**Current employee benefit provisions not anticipated to be settled within the next twelve months**

\$ '000	2022	2021
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	4,936	5,666
	<b>4,936</b>	<b>5,666</b>

**Description of and movements in provisions**

\$ '000	ELE provisions			Total
	Annual leave	Sick leave	Long service leave	
<b>2022</b>				
At beginning of year	3,063	190	6,728	9,981
Additional provisions	2,466	17	748	3,231
Amounts used (payments)	(2,194)	–	(593)	(2,787)
Other	(193)	(44)	(1,481)	(1,718)
Total ELE provisions at end of year	3,142	163	5,402	8,707
<b>2021</b>				
At beginning of year	3,083	238	6,976	10,297
Additional provisions	2,369	–	295	2,664
Amounts used (payments)	(2,389)	(48)	(543)	(2,980)
Total ELE provisions at end of year	3,063	190	6,728	9,981

**Accounting policy**

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

**Short-term obligations**

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

**Other long-term employee benefit obligations**

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

**On-costs**

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

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**C3-4 Employee benefit provisions (continued)**

These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

**C3-5 Provisions**

\$ '000	2022		2021	2021
	Current	Non-Current	Current	Non-Current
<b>Other provisions</b>				
Workers compensation On Costs	228	17	204	16
<b>Sub-total – other provisions</b>	<b>228</b>	<b>17</b>	<b>204</b>	<b>16</b>
<b>Total provisions</b>	<b>228</b>	<b>17</b>	<b>204</b>	<b>16</b>
<b>Total provisions relating to unrestricted assets</b>				
	<b>228</b>	<b>17</b>	<b>204</b>	<b>16</b>
<b>Total provisions</b>	<b>228</b>	<b>17</b>	<b>204</b>	<b>16</b>

**Current provisions not anticipated to be settled within the next twelve months**

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

**Description of and movements in provisions**

\$ '000	Other provisions	
	Workers Comp On-Cost	Total
<b>2022</b>		
At beginning of year	220	220
Other	25	25
Total other provisions at end of year	245	245
<b>2021</b>		
At beginning of year	224	224
Other	(4)	(4)
Total other provisions at end of year	220	220

**Nature and purpose of provisions**
**Workers Compensation On Costs**

Workers Compensation On Cost is an accrued expense associated with the future payment in service of accrued employee leave entitlements.

**Accounting policy**

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

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

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

## C4 Reserves

### C4-1 Nature and purpose of reserves

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#### **IPPE Revaluation reserve**

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

## D Risks and accounting uncertainties

### D1-1 Risks relating to financial instruments held

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

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

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

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

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

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

\$ '000	Carrying value 2022	Carrying value 2021	Fair value 2022	Fair value 2021
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	18,824	12,279	18,824	12,279
Receivables	13,714	11,178	13,714	11,178
Investments				
– Debt securities at amortised cost	133,350	163,846	136,803	163,846
<b>Total financial assets</b>	<b>165,888</b>	<b>187,303</b>	<b>169,341</b>	<b>187,303</b>
<b>Financial liabilities</b>				
Payables	25,730	23,748	25,648	23,205
Loans/advances	16,030	1,611	14,879	1,731
<b>Total financial liabilities</b>	<b>41,760</b>	<b>25,359</b>	<b>40,527</b>	<b>24,936</b>

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and measure at amortised cost 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 and loss** or (ii) **at fair value through other comprehensive income** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

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

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

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and it's staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.

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## D1-1 Risks relating to financial instruments held (continued)

- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
  - **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.
- Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

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

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

\$ '000	2022	2021
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,521	1,761
Impact of a 10% movement in price of investments		
– Equity / Income Statement	86	124

### (b) Credit risk

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

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

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

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

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

**D1-1 Risks relating to financial instruments held (continued)**
**Credit risk profile**
**Receivables – rates and annual charges**

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

\$ '000	Not yet overdue rates and annual charges			Total
	overdue	< 5 years	≥ 5 years	
<b>2022</b>				
Gross carrying amount	–	2,354	26	2,380
<b>2021</b>				
Gross carrying amount	–	2,543	19	2,562

**Receivables - non-rates and annual charges and contract assets**

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
<b>2022</b>						
Gross carrying amount	17,190	–	–	–	–	17,190
Expected loss rate (%)	0.00%	0.48%	0.97%	1.02%	7.37%	0.00%
ECL provision	–	–	–	–	–	–
<b>2021</b>						
Gross carrying amount	3,116	4,780	451	309	775	9,431
Expected loss rate (%)	0.00%	0.48%	0.97%	1.02%	7.37%	0.93%
ECL provision	–	23	4	3	57	87



**D1-1 Risks relating to financial instruments held (continued)**
**(c) Liquidity risk**

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, 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 by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 - 5 Years	> 5 Years		
<b>2022</b>							
Payables	0.00%	11,639	–	–	–	11,639	25,730
Borrowings	5.08%	–	1,341	4,555	10,134	16,030	16,030
<b>Total financial liabilities</b>		<b>11,639</b>	<b>1,341</b>	<b>4,555</b>	<b>10,134</b>	<b>27,669</b>	<b>41,760</b>
<b>2021</b>							
Payables	0.00%	11,053	12,152	–	–	23,205	23,748
Borrowings	5.69%	–	581	1,030	–	1,611	1,611
<b>Total financial liabilities</b>		<b>11,053</b>	<b>12,733</b>	<b>1,030</b>	<b>–</b>	<b>24,816</b>	<b>25,359</b>

**Loan agreement breaches**

Detail here any breaches to loan agreements which have occurred during the reporting year.

## D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

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

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

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

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

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

The table below shows the assigned level for each asset and liability held at fair value by Council:

Fair value measurement hierarchy							
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2022	2021 Restated	2022	2021 Restated	2022	2021 Restated
<b>Recurring fair value measurements</b>							
<b>Investment property</b> C1-8							
		37,965	37,965	–	–	37,965	37,965
		<b>37,965</b>	<b>37,965</b>	<b>–</b>	<b>–</b>	<b>37,965</b>	<b>37,965</b>
<b>Infrastructure, property, plant and equipment</b> C1-7							
		–	–	4,557	4,748	4,557	4,748
		–	–	203	174	203	174
		–	–	304	307	304	307
		183,882	162,250	–	–	183,882	162,250
		–	–	174,717	131,754	174,717	131,754
		–	–	1,107,600	838,841	1,107,600	838,841
		–	–	10,589	8,099	10,589	8,099
		–	–	209,193	137,607	209,193	137,607
		–	–	130,549	102,673	130,549	102,673
		–	–	391,628	352,829	391,628	352,829
		–	–	7,566	6,834	7,566	6,834
		–	–	98,140	89,543	98,140	89,543
		–	–	952	979	952	979
		–	–	1,283	1,235	1,283	1,235
		–	–	452	638	452	638
		<b>183,882</b>	<b>162,250</b>	<b>2,137,733</b>	<b>1,676,261</b>	<b>2,321,615</b>	<b>1,838,511</b>
<b>Non-current assets classified as held for sale</b>							
		–	–	–	–	–	–
		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

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## D2-1 Fair value measurement (continued)

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### Investment property

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

On an annual basis, Council reviews relevant indices in between the full revaluations, as a potential indicator to assess whether assets are not at fair value. The last full revaluation of Council's investment Properties was as at 30 June 2021 and was determined by PDA Hill Consultants. The value of investment property as at 30 June 2021 was determined using the market approach.

All investment property valuations are included in level 2 of the fair value hierarchy.

#### Infrastructure, property, plant and equipment (IPPE)

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

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

#### Plant & Equipment, Office equipment and Furniture & Fittings

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

These asset categories include:

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

The unobservable level 3 inputs used include:

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

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

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

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

A comprehensive valuation of Operational land was undertaken by Scott Fullarton Valuations Pty Ltd as at 30 June 2022. Operational Land has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price, including but not limited to:

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

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## D2-1 Fair value measurement (continued)

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

Community land valuations are based on the Valuer General's valuation of land for rating purposes, 01/07/2019 + an adjustment of 32%, which was determined to be the movement to the based date of 01/07/2021. The Valuer General's valuations reflect the restricted use of Community Land.

Land Under Roads is valued based the latest Valuer General's Valuation of Base Date of 1/07/2019 + an adjustment of 32%, which was determined to be the movement to 01/07/2021. A discounted municipal average of \$269.37 per square meter representing a discount of 90% of Municipal Average of Land Values reflects the restricted nature of Land Under Roads. The 90% discounting method relates to the Englobo valuation methodology.

### Land Improvements – Depreciable

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

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

### Buildings

A comprehensive valuation of Buildings was undertaken by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, API Membership No 67557 as at 30 June 2022 using the cost approach.

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

The key unobservable input is the rate per square metre which has been benchmarked to construction costs of similar properties across the industry.

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

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

### Other Structures

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

Other Structures were valued using the cost approach in collaboration between APV Valuers and Asset Management and Council's experienced engineering staff.

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

### Roads, Bridges and Footpaths

The road carriageway is defined as the trafficable portion of a road, between, but not including the kerb and gutter. This asset class includes Footpaths, Kerb and Gutter, Roundabouts, Speed humps, Traffic calming devices, Street Furniture, Bus Shelters and Guard rail fencing.

Council's roads are componentised into surface and pavement and further separated into segments for inspection and valuation. Footpaths and Kerb and Gutter are segmented to match the adjacent road segment where possible. The cost approach was utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. Inputs such as estimated pattern of consumption, asset condition and useful life, requiring extensive professional judgement, impacted significantly on the final determination of fair value.

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## D2-1 Fair value measurement (continued)

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

### Swimming Pools

Assets within this class comprise Cabarita Swimming Centre and Drummoyne Swimming Centre. The pools were valued by Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, API Membership No 67557 as at 30 June 2022 using the cost approach.

The Gross Value of each building is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. While the swimming centres were physically inspected, inputs such as estimates of patterns of consumption, asset condition and useful life required extensive professional judgement.

The key unobservable input is the rate per square metre which has been benchmarked to construction costs of similar properties across the industry.

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

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

### Stormwater Drainage

The Stormwater Drainage asset class consists of basins, pits and pipes, gross pollutant traps, open channels and culverts. The valuation for this asset class was performed by the Council's internal engineering team. The gross value of the infrastructure assets are determined using rates stipulated in contracts with third party suppliers, which is a key observable input.

Stormwater Drainage assets were last valued as at 30 June 2021. The valuations also included assessment of the overall useful life of each type of asset and the subsequent determination of the remaining useful life of each asset.

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

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

### Other Assets – Library Books'

Assets included in this asset category consist of library books, Ebooks, Online journals, magazines, CDs and DVDs which are recognised and valued at cost. Council assumes that the carrying amount reflects the fair value of the assets due to the nature of the items. There are no major variances between the fair value and carrying amount of these assets. Therefore these assets are disclosed at fair value in the notes.

Whilst these assets are recognised at cost with supporting supplier invoices (observable input), the remaining significant inputs (useful life, pattern of consumption, and asset condition) are unobservable and therefore categorised as level 3.

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

## Fair value measurements using significant unobservable inputs (level 3)

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
<b>Investment properties</b>		
Investment Property	Review of market conditions by an Independent Qualified Valuer (Market approach)	Estimated rental value (/m2) Rental yield (per annum)
<b>Infrastructure, property, plant and equipment</b>		
Plant & Equip, Office Equipment, Furn & Fittings	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Residual Value Remaining Useful Life
Operational Land	Qualified Valuer (Cost approach)	Price per square metre

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**D2-1 Fair value measurement (continued)**

	Valuation technique/s	Unobservable inputs
Community Land	Land Values obtained from NSW Valuer General (Cost approach)	Land Value, Land Area
Land under Roads	Municipal average m2 rate of properties land values as determined by the NSW Valuer General. A 90% discount rate is applied to reflect the restricted nature of LUR (Cost approach)	Land Value, Land Area
Land Improvements - Depreciable	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Buildings	Qualified Valuer (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Other structures	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Roads bridges footpaths	Unit rates per m2 or length (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Swimming pools	Qualified Valuer (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Stormwater drainage	Unit rates per m2 or length (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life
Other assets -Library Books -Public Art -Other	Cost used to approximate fair value (Cost approach)	Gross Replacement Useful Life Asset Condition Remaining Useful Life

**A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:**

\$ '000	Plant & Equip, Office Equipment, Furn & Fittings		Operational Land		Community Land		Land under Roads	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Opening balance</b>	<b>5,229</b>	<b>5,818</b>	<b>162,250</b>	<b>163,311</b>	<b>131,754</b>	<b>131,508</b>	<b>838,841</b>	<b>838,841</b>
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Transfers from/(to) another asset class	-	-	-	(2,815)	-	-	-	-
Purchases (GBV)	1,212	594	-	1,754	638	246	-	-
Disposals (WDV)	(296)	(138)	(1,543)	-	-	-	-	-
Depreciation and impairment	(1,081)	(1,045)	-	-	-	-	-	-
Revaluations	-	-	23,175	-	42,325	-	268,759	-
<b>Closing balance</b>	<b>5,064</b>	<b>5,229</b>	<b>183,882</b>	<b>162,250</b>	<b>174,717</b>	<b>131,754</b>	<b>1,107,600</b>	<b>838,841</b>

\$ '000	Land Improvements - Depreciable		Buildings		Other structures		Roads bridges footpaths	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Opening balance</b>	<b>8,099</b>	<b>7,488</b>	<b>137,607</b>	<b>113,044</b>	<b>102,673</b>	<b>101,592</b>	<b>352,829</b>	<b>430,115</b>

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**D2-1 Fair value measurement (continued)**

\$ '000	Land Improvements - Depreciable		Buildings		Other structures		Roads bridges footpaths	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Transfers from/(to) another asset class	15	(74)	(248)	25	233	(24)	–	67
Purchases (GBV)	241	1,000	61,959	23,903	8,067	4,245	15,132	7,318
Disposals (WDV)	(13)	(60)	(297)	(39)	(745)	(1,677)	(2,209)	(1,010)
Depreciation and impairment	(291)	(255)	(2,688)	(2,210)	(2,820)	(2,865)	(5,100)	(5,575)
Revaluations	2,538	–	12,860	2,884	23,141	1,402	30,976	(78,086)
<b>Closing balance</b>	<b>10,589</b>	<b>8,099</b>	<b>209,193</b>	<b>137,607</b>	<b>130,549</b>	<b>102,673</b>	<b>391,628</b>	<b>352,829</b>

\$ '000	Swimming pools		Stormwater drainage		Other assets		Investment Property	
	2022	2021	2022	2021	2022	2021	2022	2021
<b>Opening balance</b>	<b>6,834</b>	<b>6,464</b>	<b>89,543</b>	<b>94,065</b>	<b>2,852</b>	<b>3,074</b>	<b>37,965</b>	<b>33,013</b>
<b>Total gains or losses for the period</b>								
<b>Other movements</b>								
Transfers from/(to) another asset class	–	–	–	31	–	(25)	–	2,815
Purchases (GBV)	201	576	1,054	804	462	444	–	–
Disposals (WDV)	–	(58)	(369)	–	–	(3)	–	–
Depreciation and impairment	(154)	(148)	(1,422)	(1,784)	(627)	(638)	–	–
Revaluations	685	–	9,334	(3,573)	–	–	–	2,137
<b>Closing balance</b>	<b>7,566</b>	<b>6,834</b>	<b>98,140</b>	<b>89,543</b>	<b>2,687</b>	<b>2,852</b>	<b>37,965</b>	<b>37,965</b>

\$ '000	Total	
	2022	2021
<b>Opening balance</b>	<b>1,876,476</b>	<b>1,928,333</b>
Purchases (GBV)	88,966	40,884
Disposals (WDV)	(5,472)	(2,985)
Depreciation and impairment	(14,183)	(14,520)
Revaluations	413,793	(75,236)
<b>Closing balance</b>	<b>2,359,580</b>	<b>1,876,476</b>

**Highest and best use**

The following non-financial assets of Council are being utilised at other than their highest and best use:

**Car Parks**

Land could be redeveloped.

All other non-financial assets are considered to be utilised for their highest and best use.

## D3-1 Contingencies

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 is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

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

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

##### *Description of the funding arrangements.*

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

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

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

\* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending 30 June 2021( Increasing to 7.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2020 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2020. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

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

##### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

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

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

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



### D3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$296,147.93. The last valuation of the Scheme was performed by Fund Actuary, Richard Boyfield FIAA] on 30 June 2020.

The amount of additional contributions included in the total employer contribution advised above is \$201,800.04. Council's expected contribution to the plan for the next annual reporting period is \$262,865.16.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

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

Council's share of any surplus or 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 Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

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

Investment return	5.75% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2021.

An indication of the level of participation of the entity in the plan compared with other participating entities. An employer's past service contribution per annum as a percentage of the total past service contribution for all Pooled Employers (of \$40M for each year from 1 July 2019 to 30 June 2021) provides an indication of the level of participation of that employer compared with other employers in the Pooled Employer sub-group.

#### (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.

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## D3-1 Contingencies (continued)

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### **(iv) Other guarantees**

Council has provided no other guarantees other than those listed above.

## **2. Other liabilities**

### **(i) Third party claims**

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

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

### **(ii) Potential land acquisitions due to planning restrictions imposed by Council**

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

**E People and relationships**  
**E1 Related party disclosures**  
**E1-1 Key management personnel (KMP)**

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2022	2021
<b>Compensation:</b>		
Short-term benefits	1,508	1,384
Other long-term benefits	292	42
<b>Total</b>	<b>1,800</b>	<b>1,426</b>

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## E1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2022	2021
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	45	44
Councillors' fees	178	183
Other Councillors' expenses (including Mayor)	35	13
<b>Total</b>	<b>258</b>	<b>240</b>

## E2 Other relationships

### E2-1 Audit fees

\$ '000	2022	2021
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

#### Auditors of the Council - NSW Auditor-General:

##### (i) Audit and other assurance services

Audit and review of financial statements

71	69
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**Remuneration for audit and other assurance services**

71	69
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**Total Auditor-General remuneration**

71	69
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#### Non NSW Auditor-General audit firms

##### (i) Audit and other assurance services

Other audit and assurance services

25	4
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**Remuneration for audit and other assurance services**

25	4
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**Total remuneration of non NSW Auditor-General audit firms**

25	4
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**Total audit fees**

96	73
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## F Other matters

### F1-1 Statement of Cash Flows information

#### Reconciliation of net operating result to cash provided from operating activities

\$ '000	2022	2021
<b>Net operating result from Income Statement</b>	<b>53,928</b>	57,720
<b>Add / (less) non-cash items:</b>		
Depreciation and amortisation	14,508	14,948
(Gain) / loss on disposal of assets	1,461	2,713
Non-cash capital grants and contributions	(1,282)	–
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	–	(2,137)
<b>Movements in operating assets and liabilities and other cash items:</b>		
(Increase) / decrease of receivables	(2,713)	31,386
Increase / (decrease) in provision for impairment of receivables	177	325
(Increase) / decrease of inventories	(214)	(17)
(Increase) / decrease of other current assets	(937)	235
(Increase) / decrease of contract asset	(4,864)	–
Increase / (decrease) in payables	(6,406)	6,093
Increase / (decrease) in other accrued expenses payable	7,886	788
Increase / (decrease) in other liabilities	502	(602)
Increase / (decrease) in contract liabilities	(14,988)	(7,673)
Increase / (decrease) in employee benefit provision	(1,274)	(316)
Increase / (decrease) in other provisions	25	(4)
<b>Net cash flows from operating activities</b>	<b>45,809</b>	103,459

## F2-1 Commitments

### Capital commitments (exclusive of GST)

\$ '000	2022	2021
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Buildings	7,837	153
Recreational projects	664	736
Roads, bridges and footpaths	1,208	1,597
Stormwater drainage	243	186
Seawalls	47	10
Other	706	1,083
<b>Total commitments</b>	<b>10,705</b>	<b>3,765</b>
<b>These expenditures are payable as follows:</b>		
Within the next year	10,705	3,765
<b>Total payable</b>	<b>10,705</b>	<b>3,765</b>
<b>Sources for funding of capital commitments:</b>		
Section 7.11 and 64 funds/reserves	6,445	1,182
Unexpended grants	2,122	679
Externally restricted reserves	-	680
Internally restricted reserves	1,880	1,224
Unexpended loans	205	-
Stormwater Levy	53	-
<b>Total sources of funding</b>	<b>10,705</b>	<b>3,765</b>

#### Details of capital commitments

Capital expenditure commitments relate to projects budgetted for in 2021/2022 but which had not been completed by June 30. The unexpended budget amount has been carried forward to 2022/23 to enable these projects to be completed.

## F3 Changes from prior year statements

### F3-1 Correction of errors

#### Nature of prior period error

Infrastructure assets were discovered as part of Council asset inspections, such as Lighting, Stormwater. Council recognised Five Dock Bowling Club, Concord Bowling Club as part of its building assets, for the first time.

The errors identified above have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2020) and taking the adjustment through to revaluation reserve at that date.

\$ '000	Original Balance 1 July, 2020	Impact Increase/ (decrease)	Restated Balance 1 July, 2020
Infrastructure, property, plant and equipment	1,895,320	6,022	1,901,342
<b>Total non-current assets</b>	<b>1,963,128</b>	<b>6,022</b>	<b>1,969,150</b>
<b>Total assets</b>	<b>2,086,888</b>	<b>6,022</b>	<b>2,092,910</b>
<b>Net assets</b>	<b>2,010,766</b>	<b>6,022</b>	<b>2,016,788</b>
Accumulated Surplus	1,184,308	6,022	1,190,330

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**F3-1 Correction of errors (continued)**

\$ '000	Original Balance 1 July, 2020	Impact Increase/ (decrease)	Restated Balance 1 July, 2020
<b>Total equity</b>	<b>2,010,766</b>	<b>6,022</b>	<b>2,016,788</b>

**Adjustments to the comparative figures for the year ended 30 June 2021**
**Statement of Financial Position**

\$ '000	Original Balance 30 June, 2021	Impact Increase/ (decrease)	Restated Balance 30 June, 2021
Infrastructure, property, plant and equipment	1,832,489	6,022	1,838,511
<b>Total non-current assets</b>	<b>1,909,605</b>	<b>6,022</b>	<b>1,915,627</b>
<b>Total assets</b>	<b>2,058,855</b>	<b>6,022</b>	<b>2,064,877</b>
<b>Total liabilities</b>	<b>73,764</b>	<b>-</b>	<b>73,764</b>
<b>Net assets</b>	<b>1,985,091</b>	<b>6,022</b>	<b>1,991,113</b>
Accumulated Surplus	1,242,028	6,022	1,248,050
<b>Total equity</b>	<b>1,985,091</b>	<b>6,022</b>	<b>1,991,113</b>



City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

## F4 Statement of developer contributions as at 30 June 2022

### F4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Roads	2,780	128	-	-	(7)	-	2,901	-
Parking	62	(38)	-	-	-	-	24	-
Open space	20,622	1,514	-	13	(1,422)	-	20,727	-
Community facilities	2,693	411	-	3	(385)	-	2,722	-
Other	(3)	-	-	-	-	-	(3)	-
Community infrastructure	(2,265)	755	-	16	(2,302)	-	(3,796)	-
Administration	321	73	-	-	(50)	-	344	-
Active Transport	-	37	-	1	(113)	-	(75)	-
Public Domain	-	2,373	-	10	(182)	-	2,201	-
<b>S7.11 contributions – under a plan</b>	<b>24,210</b>	<b>5,253</b>	<b>-</b>	<b>43</b>	<b>(4,461)</b>	<b>-</b>	<b>25,045</b>	<b>-</b>
<b>S7.12 levies – under a plan</b>	<b>2,746</b>	<b>1,229</b>	<b>-</b>	<b>4</b>	<b>(2,043)</b>	<b>-</b>	<b>1,936</b>	<b>-</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>26,956</b>	<b>6,482</b>	<b>-</b>	<b>47</b>	<b>(6,504)</b>	<b>-</b>	<b>26,981</b>	<b>-</b>
S7.4 planning agreements	40,627	2,002	-	215	(17,417)	-	25,427	-
<b>Total contributions</b>	<b>67,583</b>	<b>8,484</b>	<b>-</b>	<b>262</b>	<b>(23,921)</b>	<b>-</b>	<b>52,408</b>	<b>-</b>

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

### F4-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2021	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
<b>Contribution Plan - Canada Bay</b>								
Open Space	17,801	439	-	9	(1,339)	-	16,910	-
Community facilities	2,105	119	-	2	(363)	-	1,863	-
Community infrastructure	(2,265)	755	-	16	(2,302)	-	(3,796)	-
Administration	321	15	-	-	(46)	-	290	-
Active Transport	-	37	-	1	(113)	-	(75)	-
< Enter Description >	-	-	-	-	-	-	-	-
<b>Total</b>	<b>17,962</b>	<b>1,365</b>	<b>-</b>	<b>28</b>	<b>(4,163)</b>	<b>-</b>	<b>15,192</b>	<b>-</b>

continued on next page ...

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City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**F4-2 Developer contributions by plan (continued)**

\$ '000	Opening balance at 1 July 2021	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2022	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash						
<b>CONTRIBUTION PLAN - Concord area (Rhodes)</b>									
Roads	2,741	128	-	-	-	(7)	-	2,862	-
Parking	38	(38)	-	-	-	-	-	-	-
Open space	1,581	1,075	-	4	(83)	-	-	2,577	-
Community facilities	1,868	292	-	1	(22)	-	-	2,139	-
Administration	-	58	-	-	(4)	-	-	54	-
Traffic facilities	-	-	-	-	-	-	-	-	-
Public Domain	-	2,373	-	10	(182)	-	-	2,201	-
<b>Total</b>	<b>6,228</b>	<b>3,888</b>	<b>-</b>	<b>15</b>	<b>(298)</b>	<b>-</b>	<b>-</b>	<b>9,833</b>	<b>-</b>
<b>CONTRIBUTION PLAN - Concord area (Strathfield triangle)</b>									
Roads	39	-	-	-	-	-	-	39	-
Parking	24	-	-	-	-	-	-	24	-
Open space	1,240	-	-	-	-	-	-	1,240	-
Community facilities	(1,299)	-	-	-	-	-	-	(1,299)	-
Other	(3)	-	-	-	-	-	-	(3)	-
Land Acquisition	-	-	-	-	-	-	-	-	-
< Enter Description >	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>
<b>CONTRIBUTION PLAN - Breakfast point community enhancement</b>									
Community facilities	19	-	-	-	-	-	-	19	-
Active Transport	-	-	-	-	-	-	-	-	-
< Enter Description >	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19</b>	<b>-</b>
<b>S7.12 Levies – under a plan</b>									
<b>CONTRIBUTION PLAN</b>									
Other	2,746	1,229	-	4	(2,043)	-	-	1,936	-
<b>Total</b>	<b>2,746</b>	<b>1,229</b>	<b>-</b>	<b>4</b>	<b>(2,043)</b>	<b>-</b>	<b>-</b>	<b>1,936</b>	<b>-</b>

City of Canada Bay Council | Notes to the Financial Statements 30 June 2022

**F5 Statement of performance measures**
**F5-1 Statement of performance measures – consolidated results**

\$ '000	Amounts 2022	Indicator 2022	2021	Indicators 2020	2019	Benchmark
<b>1. Operating performance ratio</b>						
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>312</b>	<b>0.34%</b>	0.97%	1.10%	4.02%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>92,851</b>					
<b>2. Own source operating revenue ratio</b>						
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	<b>84,409</b>	<b>56.98%</b>	56.76%	83.60%	82.01%	> 60.00%
Total continuing operating revenue	<b>148,146</b>					
<b>3. Unrestricted current ratio</b>						
Current assets less all external restrictions	<b>71,380</b>	<b>2.99x</b>	2.68x	1.59x	3.39x	> 1.50x
Current liabilities less specific purpose liabilities	<b>23,869</b>					
<b>4. Debt service cover ratio</b>						
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>14,904</b>	<b>17.98x</b>	17.71x	17.65x	27.03x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<b>829</b>					
<b>5. Rates and annual charges outstanding percentage</b>						
Rates and annual charges outstanding	<b>2,413</b>	<b>3.93%</b>	4.36%	3.28%	2.96%	< 5.00%
Rates and annual charges collectable	<b>61,426</b>					
<b>6. Cash expense cover ratio</b>						
Current year's cash and cash equivalents plus all term deposits	<b>119,324</b>	<b>16.44</b>	21.36	11.41	11.43	> 3.00
Monthly payments from cash flow of operating and financing activities	<b>7,259</b>	<b>months</b>	months	months	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

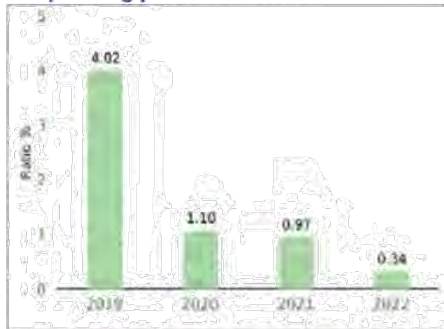
(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

**End of the audited financial statements**

G Additional Council disclosures (unaudited)

G1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



**Purpose of operating performance ratio**

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

**Commentary on 2021/22 result**

2021/22 ratio 0.34%

The operating performance ratio remains above the 0% benchmark set by the Office of Local Government.

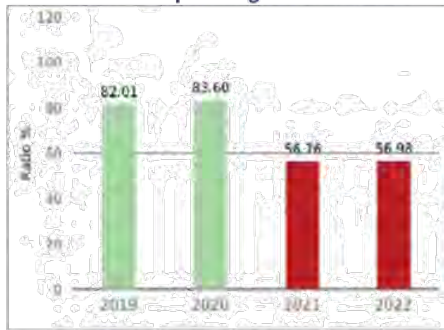
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



**Purpose of own source operating revenue ratio**

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

**Commentary on 2021/22 result**

2021/22 ratio 56.98%

The ratio has been impacted by a further year of significant grants and contributions being received. These contributions relate to specific capital projects - in particular State and Commonwealth funding of the redevelopment of Concord Oval.

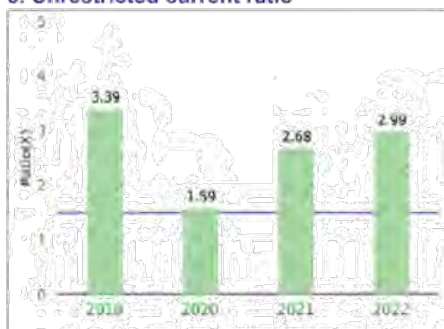
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



**Purpose of unrestricted current ratio**

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

**Commentary on 2021/22 result**

2021/22 ratio 2.99x

The unrestricted current ratio excludes cash and reserves that are restricted for specific purposes and which cannot be used to meet short term obligations for accounts payable and loan servicing.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

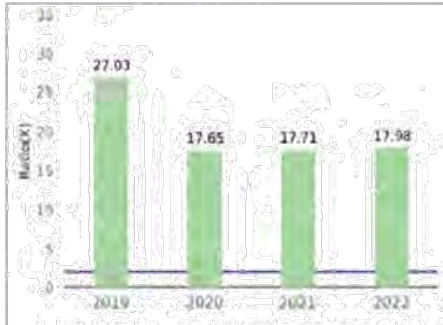
Ratio is outside benchmark

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G1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2021/22 result

2021/22 ratio 17.98x

Council borrowed \$15M during the year as part of the funding strategy for the redevelopment of Concord Oval.

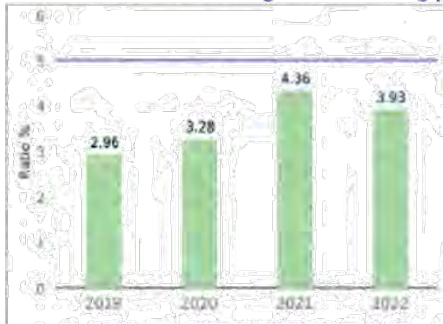
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2021/22 result

2021/22 ratio 3.93%

This ratio remains better than the industry benchmark of 5%. Council's debt collection activities have increased whilst remaining supportive of payment plans where reasonable. Outstanding rates and annual charges improved by \$164K from \$2.572M as at 30/6/21 to \$2.468M as at 30/6/22.

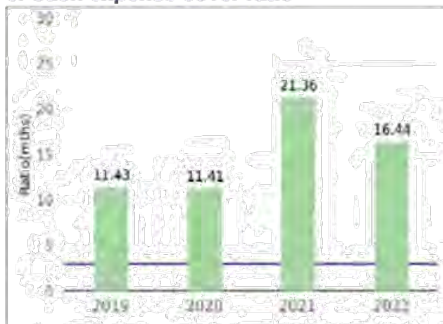
Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



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 2021/22 result

2021/22 ratio 16.44 months

This ratio remains significantly better than the minimum benchmark of 3 months and is regarded as strong. It indicates the period of time that Council could operate without additional cash flow.

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

**G1-2 Financial review**
**Key financial figures of Council over the past 5 years**

<b>\$ '000</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
<b>Inflows:</b>					
Rates and annual charges revenue	<b>58,678</b>	57,028	55,276	54,009	51,003
User charges revenue	<b>16,706</b>	17,835	17,712	18,626	18,138
Interest and investment revenue (losses)	<b>1,366</b>	1,324	2,294	3,143	2,702
Grants income – operating and capital	<b>53,969</b>	24,951	11,461	7,757	10,566
Total income from continuing operations	<b>148,510</b>	151,878	101,706	104,311	98,000
Sale proceeds from IPPE	<b>4,011</b>	270	560	883	1,021
New loan borrowings and advances	<b>15,000</b>	–	–	–	–
<b>Outflows:</b>					
Employee benefits and on-cost expenses	<b>37,065</b>	37,269	36,205	35,253	34,954
Borrowing costs	<b>84</b>	119	149	170	197
Materials and contracts expenses	<b>35,267</b>	33,031	34,805	23,917	22,658
Total expenses from continuing operations	<b>94,582</b>	94,158	93,470	88,404	86,601
Total cash purchases of IPPE	<b>87,684</b>	38,067	24,513	20,544	16,671
Total loan repayments (incl. finance leases)	<b>745</b>	782	725	489	463
Operating surplus/(deficit) (excl. capital income)	<b>(1,367)</b>	(12)	(1,733)	3,212	22
<b>Financial position figures</b>					
Current assets	<b>120,846</b>	149,250	123,760	91,732	94,445
Current liabilities	<b>54,034</b>	60,746	61,118	28,611	27,584
Net current assets	<b>66,812</b>	88,504	62,642	63,121	66,861
Available working capital (Unrestricted net current assets)	<b>9,050</b>	14,826	4,461	7,501	483
Cash and investments – unrestricted	<b>5,067</b>	20,853	13,583	7,966	10,386
Cash and investments – internal restrictions	<b>46,291</b>	35,097	31,600	33,489	31,298
Cash and investments – total	<b>152,174</b>	176,125	114,336	108,038	99,921
Total borrowings outstanding (loans, advances and finance leases)	<b>16,030</b>	1,611	2,159	2,677	3,166
Total value of IPPE (excl. land and earthworks)	<b>1,192,896</b>	1,028,544	1,073,160	869,258	850,462
Total accumulated depreciation	<b>337,480</b>	322,878	311,500	265,747	254,866
Indicative remaining useful life (as a % of GBV)	<b>72%</b>	69%	71%	69%	70%

**Source:** published audited financial statements of Council (current year and prior year)

### G1-3 Council information and contact details

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**Principal place of business:**

1A Marlborough Street  
Drummoyne NSW 2047

**Contact details****Mailing Address:**

Locked Bag 1470  
Drummoyne NSW 1470

**Telephone:** 02 9911 6555

**Opening hours:**

8:30am - 4:30pm  
Monday to Friday

**Internet:** [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au)

**Email:** [council@canadabay.nsw.gov.au](mailto:council@canadabay.nsw.gov.au)

**Officers****General Manager**

John Clark

**Responsible Accounting Officer**

Evan Hutchings

**Public Officer**

Mrs Melissa Lee

**Auditors**

Audit Office of New South Wales  
Level 19, Darling Park Tower 2  
201 Sussex Street, Sydney NSW 2000  
GPO Box 12, Sydney NSW 2001  
[audit.nsw.gov.au](http://audit.nsw.gov.au)

**Elected members****Mayor**

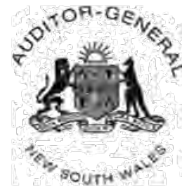
Angelo Tsirekas

**Councillors**

Cr. Anthony Bazouni  
Cr. Joe Cordaro  
Cr. Stephanie Di Pasqua  
Cr. Andrew Ferguson  
Cr. Charles Jago  
Cr. Julia Little  
Cr. Michael Megna  
Cr. Carmel Ruggeri

**Other information**

**ABN:** 79 130 029 350



**INDEPENDENT AUDITOR'S REPORT**  
**Report on the general purpose financial statements**  
**City of Canada Bay Council**

To the Councillors of City of Canada Bay Council

**Opinion**

I have audited the accompanying financial statements of City of Canada Bay Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2022, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

**Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.



Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Other Information**

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

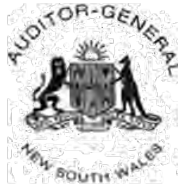
The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

*DMobilia*

Daniel Mobilia  
Delegate of the Auditor-General for New South Wales

31 October 2022  
SYDNEY



Mr Angelo Tsirekas  
Mayor  
City of Canada Bay Council  
Locked Bag 1470  
DRUMMOYNE NSW 1470

Contact: Daniel Mobilia  
Phone no: 02 9275 7379  
Our ref: D2222921/1707

31 October 2022

Dear Mayor

**Report on the Conduct of the Audit  
for the year ended 30 June 2022  
City of Canada Bay Council**

I have audited the general-purpose financial statements (GPFS) of the City of Canada Bay Council (the Council) for the year ended 30 June 2022 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2022 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

## INCOME STATEMENT

### Operating result

	2022	2021	Variance
	\$m	\$m	%
Rates and annual charges revenue	58.7	57.0	↑ 3
Grants and contributions revenue	63.7	64.7	↓ (2)
Operating result from continuing operations	53.9	57.7	↓ (7)
Net operating result before capital grants and contributions	-1.4	-0.01	↓ (11)K

The Council's operating result from continuing operations (\$53.9 million including depreciation and amortisation and impairment of non-financial assets expense of \$14.5 million) was \$3.8 million lower than the 2020–21 result.

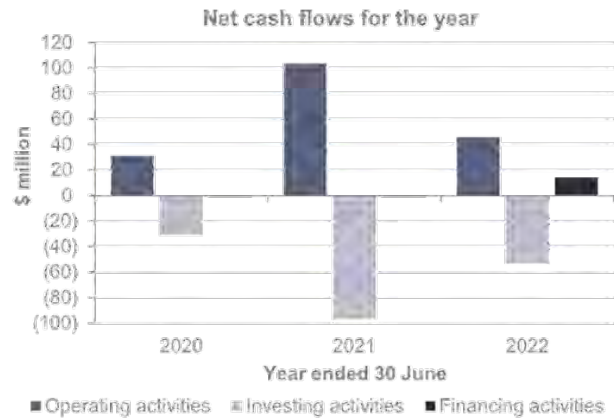
The decrease in operating result from continuing operations is mainly due to reduced grants and contributions revenue (\$63.7 million) which has decreased by \$0.9 million (2%) in 2021–22 due to reduction in grant funding received for milestone capital projects. Further, this result includes an increase in rates and annual charges (\$1.6 million), offset by a decrease in user charges and fees (\$1.1 million), a decrease in other income of (\$1.7 million), and a decrease in other revenue (\$1.2 million).

The decrease in other income is mainly due to there being no increment in the fair value of investment property. In the prior year a \$2 million fair value increment on investment properties was recorded.

The net operating result before capital grants and contributions was \$1.4 million lower than the 2020–21 result. This result includes an increase in material and services (\$2.2 million), relatively stable employee expenses (\$0.2 million increase) and other expenses (\$0.1 million increase).

## STATEMENT OF CASH FLOWS

- Cash flows from operating activities decreased by \$57.7 million in 2021–22 due to a decrease in receipts of grants & contributions income during the year.
- Council's cash outflows from investing activities decreased by \$43.6 million in 2021–22 due to a decrease in the purchase of investments during the year.
- Net cash from financing activities in 2021–22 increased by \$15.0 million due to proceeds from borrowings.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2022	2021	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>152.2</b>	<b>176.1</b>	<ul style="list-style-type: none"> <li>• Externally restricted cash and investments are restricted in their use by externally imposed requirements. Externally restricted funds reduced by \$19 million as a result of a decline in developer contributions.</li> <li>• Internally restricted cash and investments have been restricted in use by resolution or by a policy of Council to reflect identified programs of works and any forward plans identified by Council. Internal restrictions for carry over works have been increased.</li> <li>• Council's unrestricted cash balance is lower due to factors noted above in the comments on the cash flows.</li> </ul>
Restricted cash and investments:			
• External restrictions	100.8	120.2	
• Internal restrictions	46.3	35.1	
• Unrestricted	5.1	20.8	

### Debt

At 30 June 2022, Council recognised \$16.0 million in loans (30 June 2021: \$1.6 million). The loan is for the purpose of refurbishment of certain infrastructure, property, plant and equipment under the operational plan. Council's loans are secured over the general rating income of Council.

## PERFORMANCE

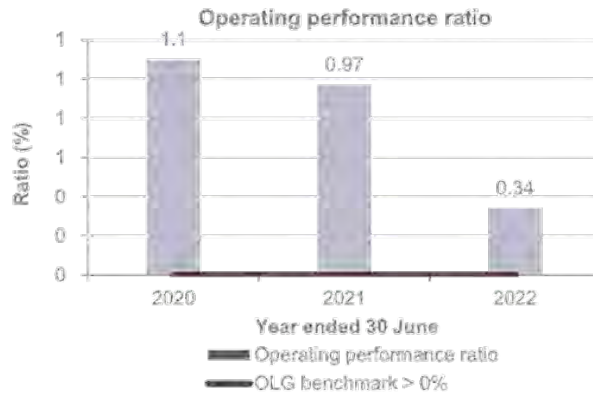
### Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

#### Operating performance ratio

The Council exceeded the OLG benchmark for the current reporting period.

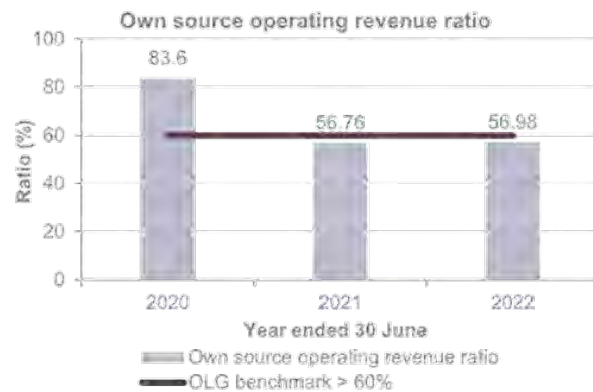
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



#### Own source operating revenue ratio

The Council did not meet the OLG benchmark for the current reporting period.

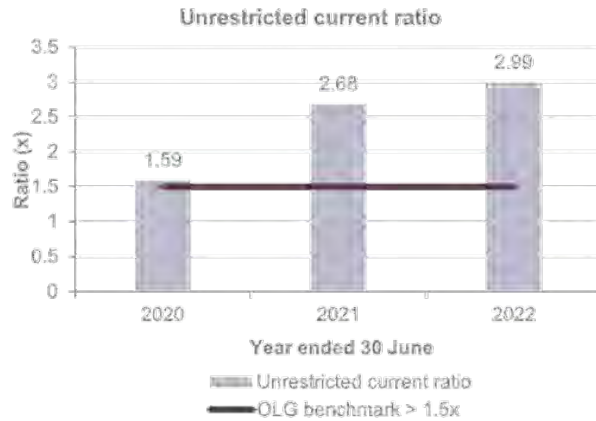
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



**Unrestricted current ratio**

The Council exceeded the OLG benchmark for the current reporting period.

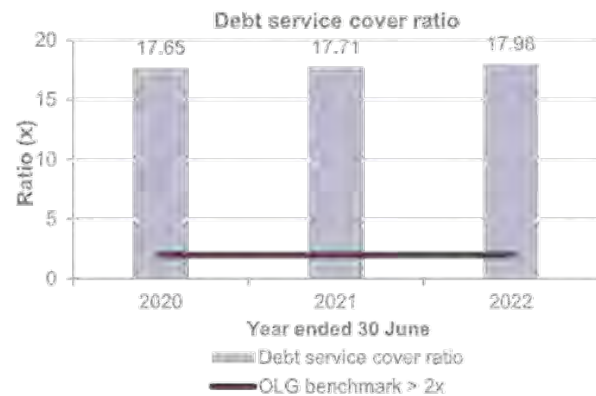
The 'unrestricted current ratio' is specific to local government and represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



**Debt service cover ratio**

The Council exceeded the OLG benchmark for the current reporting period.

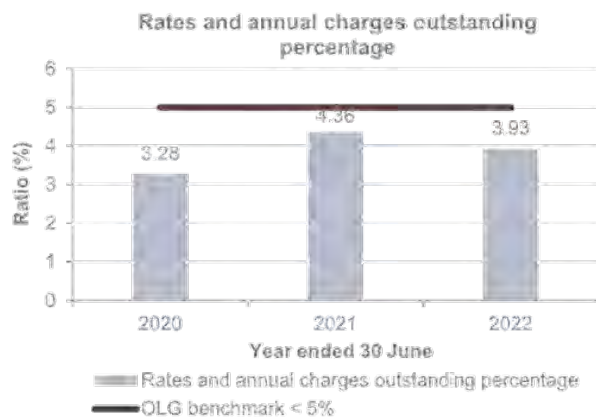
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



**Rates and annual charges outstanding percentage**

The Council exceeded the OLG benchmark for the current reporting period.

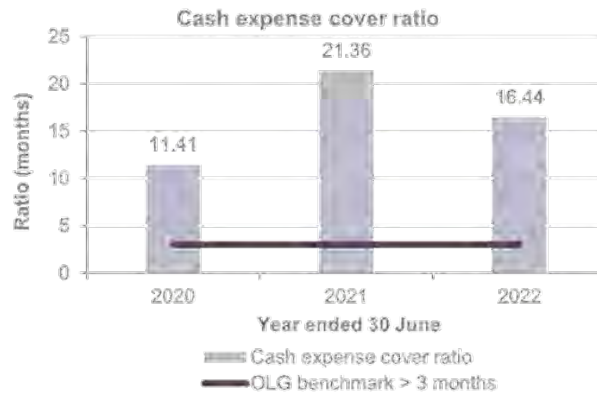
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.



### Cash expense cover ratio

The Council exceeded the OLG benchmark for the current reporting period.

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



### Infrastructure, property, plant and equipment renewals

During the 30 June 2022 financial year, Council recognised \$23 million in additions and renewals (30 June 2021: \$10 million). Council also performed a comprehensive revaluation of specialised and non-specialised building, operational land, swimming pools and other recreational assets.

### Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

*DMobilia*

Daniel Mobilia  
Delegate of the Auditor-General for New South Wales

cc: Mr John Clark, General Manager  
Mr Dennis Vaccher, Chair of Audit, Risk and Improvement Committee  
Mr Michael Cassel, Secretary of the Department of Planning, Industry and Environment



# City of Canada Bay Council

SPECIAL SCHEDULES  
for the year ended 30 June 2022

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## City of Canada Bay Council

## Special Schedules

for the year ended 30 June 2022

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## City of Canada Bay Council

### Permissible income for general rates

\$ '000	Notes	Calculation 2021/22	Calculation 2022/23
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	40,852	42,034
Plus or minus adjustments <sup>2</sup>	b	369	49
<b>Notional general income</b>	<b>c = a + b</b>	<b>41,221</b>	<b>42,083</b>
<b>Permissible income calculation</b>			
Or rate peg percentage	e	2.00%	2.50%
Or plus rate peg amount	$i = e \times (c + g)$	825	1,052
<b>Sub-total</b>	<b>k = (c + g + h + i + j)</b>	<b>42,046</b>	<b>43,135</b>
Plus (or minus) last year's carry forward total	l	3	11
<b>Sub-total</b>	<b>m = (l + n)</b>	<b>3</b>	<b>11</b>
<b>Total permissible income</b>	<b>c = k + n</b>	<b>42,049</b>	<b>43,146</b>
Less notional general income yield	p	42,034	43,141
<b>Catch-up or (excess) result</b>	<b>q = c - p</b>	<b>15</b>	<b>5</b>
Less unused catch-up <sup>5</sup>	s	(4)	-
<b>Carry forward to next year <sup>6</sup></b>	<b>t = q + r + s</b>	<b>11</b>	<b>5</b>

#### Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (5) Unused catch-up amounts or the rate peg balance amounts will be deducted if they are not caught up within ten years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for when setting the rates in a future year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



**INDEPENDENT AUDITOR'S REPORT**  
**Special Schedule – Permissible income for general rates**  
**City of Canada Bay Council**

To the Councillors of City of Canada Bay Council

**Opinion**

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of City of Canada Bay Council (the Council) for the year ending 30 June 2023.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2021–22 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

**Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

### Other Information

The Council's annual report for the year ended 30 June 2022 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2022'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

*DMobilia*

Daniel Mobilia  
Delegate of the Auditor-General for New South Wales

31 October 2022  
SYDNEY

City of Canada Bay Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

## City of Canada Bay Council

### Report on infrastructure assets as at 30 June 2022

Asset Class	Asset Category	Estimated cost to bring assets agreed level of to satisfactory service set by Council maintenance <sup>a</sup>		2021/22 Actual maintenance \$'000	Net carrying amount \$'000	Gross replacement cost (GRC) \$'000	Assets in condition as a percentage of gross replacement cost						
		Estimated cost to bring to the standard \$'000	2021/22 Required maintenance \$'000				1	2	3	4	5		
<b>Buildings</b>	Childcare Centres	-	213	221	8,414	15,086	26.9%	42.9%	30.3%	0.0%	0.0%	0.0%	
	Community Centres	-	-	1,980	56,567	70,695	49.4%	4.3%	46.3%	0.0%	0.0%	0.0%	
	Council Offices/Administration Centres	-	623	450	7,612	16,650	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	
	Leased/Commercial	-	213	304	33,473	39,426	69.0%	14.3%	16.8%	0.0%	0.0%	0.0%	
	Leisure Centre	-	220	256	3,925	9,813	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	
	Operational	-	271	406	8,692	16,267	28.7%	6.6%	64.7%	0.0%	0.0%	0.0%	
	Parks	2	2,065	1,841	87,710	96,479	12.9%	0.8%	86.3%	0.0%	0.0%	0.0%	
	Public Toilets	-	412	463	2,800	3,972	49.9%	9.1%	41.0%	0.0%	0.0%	0.0%	
	<b>Sub-total</b>	<b>2</b>	<b>5,987</b>	<b>5,921</b>	<b>209,193</b>	<b>268,388</b>	<b>31.8%</b>	<b>6.5%</b>	<b>61.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
	<b>Other structures</b>	Marine – Structures	-	22	25	5,068	6,488	49.0%	42.1%	8.9%	0.0%	0.0%	0.0%
Marine – Sea Walls		7,992	7,992	240	61,470	91,390	0.0%	8.5%	47.0%	31.8%	12.7%	0.0%	
Parks – Civil/Landscaping		255	1,271	1,307	23,255	30,068	39.1%	35.3%	18.9%	6.6%	0.1%	0.0%	
Parks – Furniture / Monuments etc		297	297	-	21,894	32,024	25.9%	43.4%	24.4%	5.7%	0.6%	0.0%	
Parks – Playgrounds		4	109	110	256	322	69.4%	9.1%	10.4%	11.0%	0.0%	0.0%	
Parks – Playing Fields etc		14	3,089	2,946	15,923	21,210	42.1%	14.7%	42.8%	0.5%	0.0%	0.0%	
Parks – Playing Courts		13	3	4	2,683	3,562	10.2%	77.8%	9.0%	3.0%	0.0%	0.0%	
<b>Sub-total</b>		<b>8,575</b>	<b>8,575</b>	<b>4,573</b>	<b>130,549</b>	<b>185,064</b>	<b>17.7%</b>	<b>22.1%</b>	<b>35.9%</b>	<b>17.9%</b>	<b>6.4%</b>	<b>0.0%</b>	
<b>Roads</b>		Roads	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
		Sealed Roads Surface	925	925	2,751	58,607	84,052	28.0%	22.8%	42.7%	5.4%	1.1%	0.0%
	Road Pavement	2,035	2,035	-	127,669	184,886	11.6%	47.9%	32.1%	8.2%	0.2%	0.0%	
	Bridges	37	37	-	11,676	15,989	9.0%	57.9%	32.4%	0.0%	0.6%	0.0%	
	Footpaths/Cycleways	62	1,038	889	76,236	92,404	19.3%	65.4%	14.8%	0.5%	0.0%	0.0%	
	Kerb and Gutter	35	116	408	50,870	82,343	1.9%	23.3%	74.5%	0.3%	0.0%	0.0%	
	Roadside Assets	89	880	951	4,875	6,930	18.7%	40.9%	33.7%	5.0%	1.8%	0.0%	
	Traffic Facilities	45	216	299	13,049	16,508	21.4%	58.0%	18.6%	1.8%	0.2%	0.0%	
	Road Structures	5	76	40	1,164	1,535	35.7%	27.6%	34.5%	2.0%	0.1%	0.0%	
	Road Subbase	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Road Formation	-	-	-	47,482	47,539	97.5%	0.0%	2.5%	0.0%	0.0%	0.0%		
Other road assets (incl. bulk earth works)	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
<b>Sub-total</b>	<b>3,233</b>	<b>3,233</b>	<b>5,668</b>	<b>391,628</b>	<b>532,186</b>	<b>22.1%</b>	<b>39.4%</b>	<b>34.3%</b>	<b>4.0%</b>	<b>0.3%</b>	<b>0.0%</b>		

continued on next page ...

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City of Canada Bay Council  
Report on infrastructure assets as at 30 June 2022 (continued)

Asset Class	Asset Category	Estimated cost		2021/22 Actual maintenance \$ '000	2021/22 Required maintenance <sup>a</sup> \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000					1	2	3	4	5
Stormwater drainage	Drainage Reticulation	8,054	8,054	278	361	91,553	150,788	9.3%	41.0%	28.8%	10.2%	10.9%
	Environmental Quality Devices	27	27	—	—	6,587	8,446	49.1%	15.7%	33.8%	1.0%	0.5%
	<b>Sub-total</b>	<b>8,081</b>	<b>8,081</b>	<b>278</b>	<b>361</b>	<b>98,140</b>	<b>159,234</b>	<b>11.4%</b>	<b>39.6%</b>	<b>29.0%</b>	<b>9.7%</b>	<b>10.3%</b>
Open space / recreational assets	Swimming pools	—	—	319	291	7,566	14,955	0.0%	0.5%	99.5%	0.0%	0.0%
	<b>Sub-total</b>	<b>—</b>	<b>—</b>	<b>319</b>	<b>291</b>	<b>7,566</b>	<b>14,955</b>	<b>0.0%</b>	<b>0.5%</b>	<b>99.5%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total – all assets</b>		<b>19,891</b>	<b>19,891</b>	<b>16,488</b>	<b>16,880</b>	<b>837,076</b>	<b>1,159,827</b>	<b>21.9%</b>	<b>28.5%</b>	<b>41.0%</b>	<b>6.0%</b>	<b>2.6%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required



City of Canada Bay Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

## City of Canada Bay Council

### Report on infrastructure assets as at 30 June 2022

#### Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2022	Indicator 2022	2021	Indicators		Benchmark
				2020	2019	
<b>Buildings and infrastructure renewals ratio</b>						
Asset renewals <sup>1</sup>	<u>22,297</u>					
Depreciation, amortisation and impairment	<u>12,184</u>	<b>183.00%</b>	77.48%	80.01%	146.54%	>= 100.00%
<b>Infrastructure backlog ratio</b>						
Estimated cost to bring assets to a satisfactory standard	<u>19,891</u>					
Net carrying amount of infrastructure assets	<u>837,076</u>	<b>2.38%</b>	2.31%	2.30%	1.74%	< 2.00%
<b>Asset maintenance ratio</b>						
Actual asset maintenance	<u>16,488</u>					
Required asset maintenance	<u>16,880</u>	<b>97.68%</b>	95.96%	96.53%	97.48%	> 100.00%
<b>Cost to bring assets to agreed service level</b>						
Estimated cost to bring assets to an agreed service level set by Council	<u>19,891</u>					
Gross replacement cost	<u>1,159,827</u>	<b>1.71%</b>	1.61%	1.64%	1.22%	

(\* All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

City of Canada Bay Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

City of Canada Bay Council

Report on infrastructure assets as at 30 June 2022

<p><b>Buildings and infrastructure renewals ratio</b></p> <p>Benchmark: — &gt;= 100.00%</p> <p>Source of benchmark: Code of Accounting Practice and Financial Reporting</p>	<p><b>Buildings and infrastructure renewals ratio</b></p> <p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.</p>	<p><b>Commentary on result</b></p> <p>21/22 ratio 183.00%</p>	<p><b>Ratio achieves benchmark</b></p>
<p><b>Asset maintenance ratio</b></p> <p>Benchmark: — &gt; 100.00%</p> <p>Source of benchmark: Code of Accounting Practice and Financial Reporting</p>	<p><b>Asset maintenance ratio</b></p> <p>Compares actual vs. required annual asset maintenance. A ratio of 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.</p>	<p><b>Commentary on result</b></p> <p>21/22 ratio 97.66%</p>	<p><b>Ratio achieves benchmark</b></p> <p><b>Ratio is outside benchmark</b></p>
<p><b>Infrastructure backlog ratio</b></p> <p>Benchmark: — &lt; 2.00%</p> <p>Source of benchmark: Code of Accounting Practice and Financial Reporting</p>	<p><b>Infrastructure backlog ratio</b></p> <p>This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.</p>	<p><b>Commentary on result</b></p> <p>21/22 ratio 2.38%</p>	<p><b>Ratio achieves benchmark</b></p> <p><b>Ratio is outside benchmark</b></p>
<p><b>Cost to bring assets to agreed service level</b></p> <p>Benchmark: — &lt; 2.00%</p> <p>Source of benchmark: Code of Accounting Practice and Financial Reporting</p>	<p><b>Cost to bring assets to agreed service level</b></p> <p>This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.</p>	<p><b>Commentary on result</b></p> <p>21/22 ratio 1.71%</p>	<p><b>Ratio achieves benchmark</b></p>

City of Canada Bay Council | Report on infrastructure assets as at 30 June 2022 | for the year ended 30 June 2022

## City of Canada Bay Council

### Report on infrastructure assets as at 30 June 2022

#### Infrastructure asset performance indicators (by fund)

	General fund		Benchmark
	2022	2021	
<b>\$ '000</b>			
<b>Buildings and infrastructure renewals ratio</b>			
Asset renewals <sup>(1)</sup>			
Depreciation, amortisation and impairment	<b>183.00%</b>	77.48%	>= 100.00%
<b>Infrastructure backlog ratio</b>			
Estimated cost to bring assets to a satisfactory standard	<b>2.38%</b>	2.31%	< 2.00%
Net carrying amount of infrastructure assets			
<b>Asset maintenance ratio</b>			
Actual asset maintenance	<b>97.68%</b>	95.96%	> 100.00%
Required asset maintenance			
<b>Cost to bring assets to agreed service level</b>			
Estimated cost to bring assets to an agreed service level set by Council	<b>1.71%</b>	1.61%	
Gross replacement cost			

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.





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