

ANNUAL

REPORT

1996 - 1997

**Our Commitment to a
Better Future**



Introduction

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**City Profile**

The City of Campbelltown is situated 53 kilometres from Sydney and covers an area of 312 square kilometres extending from Glenfield in the north, Menangle Park in the south, the Scenic Hills in the west and the Georges River in the east.

From a base of 34,000 people in 1971 Campbelltown now has a population approaching 150,000 and continues to grow although the rates of growth have slowed.

Attraction of major industries is a priority and while many large companies have already established, efforts are continuing to market and promote the potential and economic advantages of the City.

In addition to the residential and industrial development of the past twenty years, the City also boasts attractive countryside with pleasant hills and undulating ground. The Georges River Nature Reserve meandering through an area of spectacular sandstone gorges of more than 2,000 hectares, is one of Australia's most beautiful bushland areas.

A wide range of cultural and educational facilities have been provided in recent years. The City boasts a large campus of the University of Western Sydney, two TAFE Colleges and a wide variety of private and government schools. The Campbelltown City Bicentennial Art Gallery set in beautifully landscaped gardens is the centre of cultural activities within the City.

Encircling thirty-two suburbs, Campbelltown has become a cosmopolitan urban City set in a rural background. Reflecting the uniqueness of a planned City, Campbelltown combines both the opportunities of business and the facilities for recreation in a pleasant environment. The City of Campbelltown has been planned to be a self-contained City offering a wide range of options for work, education, recreation and community activities.

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Introduction

Strategic Direction

The primary purpose of Local Government is service to the community. In serving this purpose, Council necessarily influences and is influenced by the society in which it functions.

Originally established to supply physical services, Local Government has become increasingly involved in the social, economic and cultural development of the community.

To this end, Council has adopted Vision and Mission Statements which highlight Council's goals.

Vision

To be the focus for the promotion and development of the City of Campbelltown to ensure the best quality of life expectations of our community are achieved.

Mission

To meet the social, environmental, health, recreational and cultural needs of the people of Campbelltown by providing a range of balanced, customer focused and cost effective services and facilities.

To achieve Council's Vision and Mission a Management Plan has been developed to provide the residents of Campbelltown with an organisation committed to meeting the challenges that we as a community will face.

Corporate Values

Corporate Values address the question of "How we do our business" with respect to our Community, our Councillors, our Staff and our Suppliers.

Community

We aim to provide the Community with:

- The opportunity to consult and participate
- Quality balanced development and maintenance of facilities services and amenities.
- A safe and healthy environment
- Quality services that are accessible, accurate, reliable, courteous, accountable, professional and appropriate to the needs of the customer.

Councillors

We aim to provide our Elected members with:

- The opportunity to consult with the community
- Accessibility to staff
- Appropriate support and facilities
- Timely and accurate advice and information

Staff

Our aim is to achieve a culture where our Staff have:

- A safe and healthy working environment
- Equal opportunity
- Appropriate information, accommodation and resources.
- Training, development and promotion opportunities
- Competitive rewards, remuneration and conditions
- The opportunity to contribute to organisational change

Suppliers

Our aim is to provide Suppliers with:

- A fair and equitable opportunity to become suppliers to Council
- Quality specifications and instructions
- Regular feedback on performance of services
- Payment of accounts as per agreed terms



Executive Summary

Mayoral Message

The past year has seen Council make significant progress in achieving improvements to the accessibility and appropriateness of its services.

A major commitment for 1996/97 was the introduction of new waste collection services. The new services have been well received by the community and gains in recycling and the diversion of garden waste from landfill are contributing to Council's efforts in achieving the State Government's objective of reducing waste disposed of to land fill by 60%.

Council's program of construction of new infrastructure assets and the refurbishment and extension of existing assets continued during the year. The Leumeah Railway Overbridge is due for completion by the end of 1997, the refurbishment of the Glenquarie Shopping Centre was undertaken during the year and the construction of the Macquarie Fields Indoor Swimming Centre is on target for opening in January 1998.

To assist in the development and promotion of tourist opportunities within the City the Council completed a comprehensive "tourism audit" and in conjunction with the Campbelltown Catholic Club opened the Quondong Visitor Information Centre in April this year.

Council has actively promoted and contributed to the campaign against the construction of a Second Sydney Airport at either Holsworthy or Badgery's Creek. The maintenance and enhancement of Campbelltown's natural environment is fundamental to our area's future. The construction of a major airport at either site would cause irreparable damage to an already fragile environment.

Campbelltown Council is aware of its role and responsibilities in providing for a secure future and through the efforts over the past year we are meeting the challenges in a positive way for the benefit of all residents of the City.

Cr Meg Oates
MAYOR

General Manager's Report

The past twelve months has seen the development and implementation of a strategic Management Plan to meet the challenges facing Council and the community.

The Management Plan reflects Council's commitment to the future of Campbelltown and sets out the directions Council will be pursuing for the next four years and into the 21st Century.

Seven programs were identified as critical to the people who live and work in the City of Campbelltown. In addressing these programs Council has put in place tangible strategies and actions to achieve our vision for the City.

In providing for improved service levels to our customers Council is undertaking work place reviews of all major activities. During 1996/97 a major review of our engineering construction and maintenance works was carried out resulting in a streamlined operation providing a more efficient and customer focused service.

Council acknowledges and supports the move to a more competitive environment in the provision of services and facilities to our community. The organisation is reviewing its operations to ensure that the best quality goods and services are provided in the least cost and innovative manner.

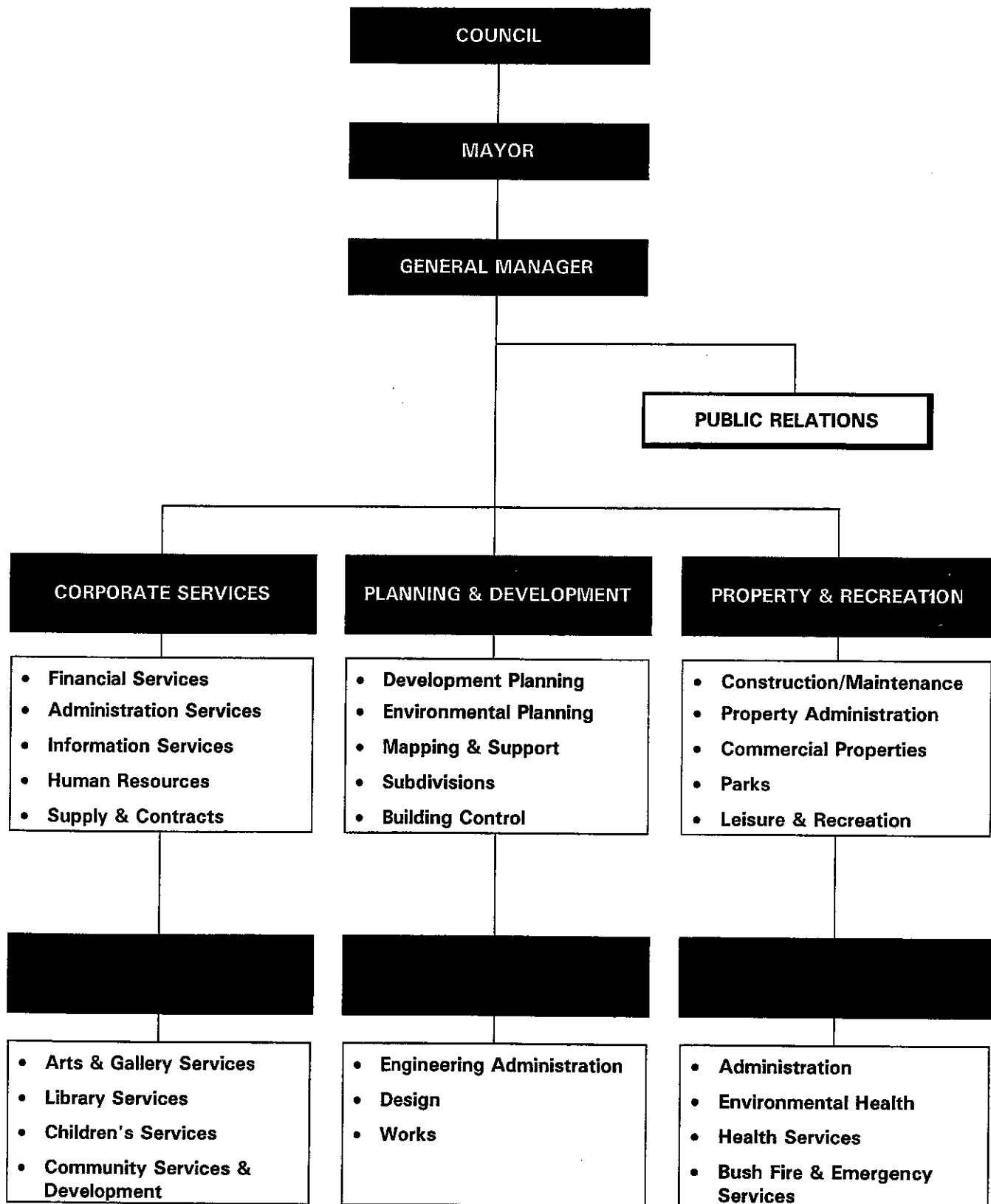
To assist in the provision of improved services Council, following a review of its Information Technology, has installed a local area network to provide staff with the most up to date computer facilities to facilitate the ongoing improvement in our customer service.

The success of council's policies in achieving stated goals and objectives is largely dependent on the sustained effort of staff working throughout our organisation. I wish to acknowledge our staff and commend them on their efforts and commitment. Similarly, I would like to thank the elected Council for their participation and support over the past year.

Ian Porter
GENERAL MANAGER



Organisational Structure



Management Plan Review

Overview

Changes to the Local Government Act in New South Wales focus on the need for Councils to adopt strategic planning practices. These practices require Councils to define strategic visions, set strategic goals, adopt objectives for management, implement programs, review operations and participate in greater community consultation.

In meeting these challenges Council has developed a Management Plan which provides a planning framework to identify strategic issues fundamental to our vision and to develop strategic priorities and action plans to achieve the vision.

In accordance with Section 428 (2) (b) of the Local Government Act 1993, Council is required to provide information indicating the performance targets for each objective set out in its Management Plan and detail the actual performance of the organisation in achieving those targets.

In Council's previous Management Plans, the programs and principal activities have been based on Council's organisational structure. The 1996/97 Management Plan differs with seven key programs forming the basis of the plan and providing Council's purpose and direction for the next four years. Attached to the seven programs are a total of twenty six principal activities with detailed strategies and actions Council has designed to achieve stated aims.

Almost all of the targets nominated in the 1996/97 Management Plan for completion by 30 June 1997 have been achieved. A number of long term projects are now well underway. A detailed summary of Council's performance is included in this Annual Report.

The success achieved with the implementation of the 1996/97 Management Plan indicates Council's endeavour to fulfil its legislative requirements in an appropriate and productive manner. The 1996/97 Plan has enabled Councillors and management to focus on the organisation, how and why we do business, and at the same time address the demands and expectations of our community.

Management Plan

1996/97

*

Community

Well-Being

*

Natural Environment

*

Economic Development

*

**Neighbourhood
Improvement**

*

Transport & Accessibility

*

Urban Development

*

City

Management

Community Well-Being

Program Goal

**To promote and
develop our
community through
the provision of a
diverse range of
equitable services
and facilities**

Image and Promotion

Aim - To enhance the image of Campbelltown and to promote a sense of community.

Objective - Promote and market the City of Campbelltown and Council services and facilities to our community and customers.

- Produced and distributed a quarterly newsletter to all households outlining the services and facilities provided by Council.
- Produced a calendar of events to promote community and Council activities.

Objective - Address the misconceptions of Campbelltown held by some sections of the wider community and the media.

- Improved media liaison and community awareness through the issuing of press releases and announcements on Council's major achievements.
- Organised and sponsored major community events recognising the cultural diversity of the City.
- Produced and distributed brochures promoting the area's cultural and historical significance.

Facilities and Access

Aim - To ensure equitable access for all members of the community to facilities and services.

Objective - Provide quality child care services to suit community demands and changing lifestyles.

- Constructed an Occasional Child Care Centre in Campbelltown.
- Customer needs and expectations met through continued accreditation and implementation of bench-marking projects.

Objective - Encourage the development of social and recreational activities for the Youth of the City.

- Development of a Youth Plan for the City.
- Regular music events established to improve the entertainment and performance opportunities for young people in the City.

Objective - Plan and develop services and programs to enhance the quality of life of people with special needs and disabilities.

- Developing a mobility map for the City designed to assist disabled people.
- Reviewing Council practices which may result in discrimination against people with disabilities.

Community Well-Being

Objective - Develop services and programs that provide improved access and participation of members of the NESB community.

- Completed a detailed review of Council's Local Ethnic Affairs Policy.
- Undertaking cross cultural training for Council's services providers and developing a training manual "Working with the NESB Community".

Objective - Develop further the co-operative process between Council and the Aboriginal community in Campbelltown.

- Enhanced the activities of the Local Government Aboriginal Advisory Committee and increased Council's participation in NAIDOC Week

Objective - Provide a range of services to improve care for the aged.

- Developed an information and awareness program in consultation with aged groups which highlights issues affecting the aged.
- Continued to develop the Community Options Program to provide services for the aged to enable them to continue living in their own homes.

Community Health and Safety

Aim - To provide quality services and information on issues relating to health and safety.

Objective - Increase the level of awareness in the community about the importance of immunisation.

- Conducted immunisation clinics at designated locations including a new outreach service from Coopers Cottage at Campbelltown Hospital.
- Continued education and awareness campaigns including an "Immunisation Week" promotion throughout the City.

Objective - Undertake health promotion and education campaigns which address identified health problems and assist in improving the health and well-being of the Campbelltown community.

- Improved awareness and consideration of health and safety issues affecting children through programs at Council's child care centres, quarterly newsletters and shopping centre displays.
- Developing a Code for the establishment of "smoke free" areas in all eating establishments.
- Expanding and enhancing Council's learn to swim program resulting in increased numbers participating in programs.

Objective - Educate the public about Bush Fire safety and hazard reduction.

- Enhancing the Bush Fire Service through improved community awareness programs and the development and implementation of training programs for volunteers.

Highlights

1996/97

Introduction of a Community Newsletter distributed to all residents.

Opening of new Occasional Child Care Centre in Campbelltown.

Successful accreditation of all Council's Long Day Child Care Centres.

Established an immunisation outreach program at Campbelltown Hospital.

Increase in numbers of volunteers joining Bush Fire Brigades

Community Well-Being

Highlights

1996/97

Construction of Macquarie Fields Swimming Centre commenced.

Recreational Needs Study completed.

HSC Resource Collection established.

New Workshop Program implemented at the Art gallery.

Performance Program established at the Art Gallery.

Ten Year Anniversary Exhibition planned for 1998

Leisure and Recreation

Aim - To meet the sporting, recreational and leisure needs of the community through the harmonious use of Council facilities.

Objective - Develop and maintain quality sports and recreational facilities for the residents of the City.

- Construction of an indoor heated pool at Macquarie Fields Swimming Centre commenced. Due for completion in January 1998.
- Continued the program of major improvements to existing ovals and parks and the construction of new playing fields.

Culture

Aim - To encourage and promote the development of quality cultural services and activities.

Objective - Provide and make accessible quality resources, services and programs that meet the information, educational and cultural needs of the community.

- Developing a program that will provide improved library services to the local Aboriginal community. Program to be fully implemented by June 1998.
- HSC resource collection provided to improve curriculum support to secondary education students.

Objective - Provide innovative programs which encourage community participation in the arts.

- New Workshop program incorporating holiday classes introduced to provide greater access to creative arts programs.
- A performance program established with the Friends of the Gallery which reflects cultural diversity and the interests of young people.
- Program developed to improve the opportunities for the Aboriginal community to participate in creative workshops.
- Special programs focusing on Youth needs developed to increase participation of university students in gallery activities.

Objective - Facilitate the development and funding of cultural facilities and activities.

- Developing a ten year anniversary exhibition to be held in 1998 focusing on a visual history of Campbelltown.
- Seeking funding to develop a plan to enhance and upgrade the Art Gallery surroundings to improve recreational and cultural use.

Natural Environment

Hills, Rivers & Bush

Aim - To conserve and enhance Campbelltown's natural assets

Objective - Control and manage the natural bushland areas within the City.

- Ongoing development of a Consolidated Local Environment Plan for non-urban areas of the City. Completion of Plan due June 1998.
- Implementation of Fire Mitigation program using volunteers and resources supplied by the Department of Bush Fire Services.
- Implemented strategies to reduce dumping in bushland areas.
- Conducted a community awareness program on the effects various activities have on bushland areas. Spring Creek Environmental Program established in co-operation with the Department of Education and local schools.

Objective - Preserve and improve where possible the natural environment of Campbelltown.

- Development of a Koala Management Plan to guide Council and the community in their protection of koalas and their habitat. Implementation of Plan by December 1997.
- Implementation of an overall management plan to eradicate noxious weeds and protect natural ecosystems.

Objective - Provide a tree planting program including progressive works in natural bush areas.

- Implemented a tree planting and bush regeneration program in environmentally sensitive bushland areas.

Heritage

Aim - To identify and protect all natural, physical and cultural heritage sites.

Objective - Identify physical, natural and cultural items of significant heritage value.

- Developed a mapping program which identifies the location of all items of environmental heritage in the City
- Undertaking an Aboriginal Heritage Study in conjunction with the local Aboriginal community.

Objective - Develop conservation programs that preserve, protect and enhance the City's natural heritage.

- Established a Heritage Protection Committee and heritage fund to assist owners maintain heritage items.
- Developing a library strategy to identify, acquire and conserve heritage.

Program Goal

To conserve and
enhance the City's
natural
environment
through an
integrated strategy
that ensures
ecological
sustainability

Natural Environment

Highlights

1996/97

**Spring Creek
Environmental
Education Program**

**Tree Planting and
Bush Regeneration
Program established**

**Heritage Protection
Committee
established**

**Environmental Audit
of all Industrial
Premises
commenced**

**New three bin
garbage and
recycling service
introduced**

Air/Water/Noise

Aim - To respond to pollution issues which may have an adverse effect on our environment

Objective - Develop integrated environmental strategies for the City area.

- Undertaking an environmental audit of all industrial premises in Campbelltown. The audit is due for completion in 1999.
- Investigating the implementation of an Environmental Management System which will identify and evaluate the environmental effects of Council's activities.
- Developing an emergency response/management plan for small scale chemical spills and orphan waste incidents in conjunction Emergency Services.

Objective - Reduce the potential for environmental damage from water pollution.

- Prioritised sources of air pollution and developing management strategies for each site.
- Developed and implemented a community awareness program to reduce the impact of solid fuel heaters on air quality.

Objective - Reduce the potential for environmental damage from water pollution.

- Identified and prioritised sources of water pollution and developing management strategies for each site.

Waste

Aim - To reduce the domestic waste stream by 60% by the year 2000

Objective - Employ the most up to date and efficient methods for the collection of garbage and recyclable material.

- Introduced a new three bin garbage and recycling service for all residents in October 1996

Objective - Reduce waste in the City by increasing community participation in waste minimisation programs.

- Maximising the recovery of green waste from all sectors of the community through recycling services and an ongoing education program.
- Determining the life of the public tip facility and developing options for the future disposal of non-putrescible household waste.

Economic Development

Facilitation

Aim - To capitalise on the City's resources to attract new industry and expand existing industry.

Objective - Facilitate the development of a communication network amongst industry, business, educational facilities and government agencies and encourage the establishment of new commercial ventures.

- Promoted and assisted the Macarthur Regional Organisation of Councils (MACROC) in the development of business opportunities for the region.
- Information/services provided to assist new business locating in the City.

Objective - Encourage initiatives that develop the educational and vocational skills of the community.

- Program developed and implemented to support the vocational and training needs of the community.
- A forum "Social Impacts of Youth Unemployment" to be held in late 1997 to review the effects of long-term unemployment on youth, community and service providers.

Planning Policy and Process

Aim - To provide economic stimulus through appropriate policies and infrastructure.

Objective - Review Council policies to encourage economic development.

- Developing planning policies which promote business opportunities and encourage economic growth.
- Implemented improvements to Council's development process to ensure a customer focused approach to the provision of advice, assessment, approval and inspection services.

Objective - Plan road and transport infrastructure that promotes ease of access.

- Developing well planned transport links to industrial and commercial centres across the City. Works include the Leumeah Railway Overbridge, Narellan Road Overbridge and Badgally Road.

Tourism

Aim - To develop and promote tourist opportunities within the City.

Objective - Establish a tourism development strategy.

- Conducted a Tourism Audit on the potential tourist potential of the City.
- Established a Tourist Information Centre within the heritage building "Quandong" in conjunction with the Campbelltown Catholic Club.

Program Goal

To encourage
and facilitate the
growth of
business
opportunity
within the City

Economic Development

Highlights

1996/97

**Improved
Development
Process enhances
Customer Service**

**Vocational and
Training Needs
Program
Implemented**

**Completion of
Narellan Road
Overbridge**

**Construction
commenced on
Leumeah Railway
Overbridge**

**Completion of
Tourism Audit for
Campbelltown**

**Opening of
"Quandong" Tourist
Information Centre**

Objective - Improve access to points of interest within the City.

- Developing a master plan of tourist routes in conjunction with tourist operators and the Historical Society.
- Preparing new signage and identification plates for points of interest throughout the City.

Main Streets

Aim - To develop a Central Business District (CBD) that reflects the City's status as a regional centre.

Objective - Reinforce the role of the CBD as an important administrative, commercial, cultural and entertainment centre.

- Reviewing traffic management facilities, streetscape amenity and additional carparking in partnership with Main Street Committees and Chambers of Commerce.
- Participation in meetings of the Main Street management committee to encourage and facilitate the revitalisation of Queen Street.

Neighbourhood Improvement

Planning

Aim - To participate in the process of urban renewal and change in the public housing estates.

Objective - Support a whole of government approach to the delivery and planning of services.

- Participating with the Department of Housing on Steering Committees in the preparation of strategic plans for the estates.
- Improved coordination in the planning and provision of physical and social services into the estates.

Objective - Ensure best practices are applied in the urban planning, design and development of the estates.

- Preparing local environmental plans to allow for the rezonings to implement the improvement program.
- Facilitating the implementation of the refurbishment program through increased consultation with the Department of Housing.

Physical Services

Aim - To support the process of urban renewal through changes to the physical environment of the estates.

Objective - Maintain effective physical infrastructure within the estates.

- Program developed for providing maintenance services to completed areas under the Neighbourhood Estate refurbishment program.
- Completed a program of improvements to existing parks and ovals in accordance with the refurbishment program.
- Street tree planting programs for Airds and Macquarie Fields developed and implementation commenced.
- An ongoing clean up program developed in conjunction with the Department of Housing and Council's Garbage Contractor commenced in November 1996.

Community Facilities & Programs

Aim - To support the Department of Housing in the provision of community facilities and programs.

Objective - Ensure access to support services and community facilities.

- Strengthening the effectiveness of the neighbourhood centres through regular consultation with Management Committees and staff.
- Promotional campaign commenced targeting residents of the estates to improve awareness and access to existing child care services.

Program Goal

To integrate the
public housing
estates into the
social, economic
and physical
environment of the
City

Neighbourhood Improvement

Highlights

1996/97

Development of strategic plans for the urban renewal of the Estates

Whole of Government approach to the delivery of services

Construction of extensions to the Campbelltown Airds Indoor Sports Centre

Improvements to Parks and Ovals within the Estates

Improved awareness of child care and public health issues.

Improved community partnerships within the Estates

Objective - Expand the recreational and cultural development opportunities of the residents.

- Constructed additional dry area amenities to service the Campbelltown Airds Indoor Sports Centre.
- Developing community art projects in the neighbourhood estates in consultation with residents and community groups.
- Developing a program of library outreach services and activities to locations within the neighbourhood estates.

Objective - Undertake health promotion and health education campaigns which address identified health issues.

- Established contact network with special workers and organisations within the estates. Distribution of additional information ongoing and strategies being implemented.
- Developed and conducting regular information sessions dealing with parenting skills and child care issues. Courses being held at Macquarie Fields, Airds and Claymore.

Community & Council Participation

Aim - To establish local community involvement in and ownership of the renewal process.

Objective - Develop and maintain community partnerships within the estates.

- Actively participating in Estate Advisory Boards and community based committees to assist in implementing the neighbourhood Improvement Program.

Transport & Accessibility

Public Transport

Aim - To seek a public transport system which provides equitable and efficient access for the community of Campbelltown.

Objective - Consult with public transport providers to provide an effective public transport network.

- Ongoing liaison with Bus companies regarding route and connection improvements. New bus and taxi zones established and improved bus shelters introduced to the majority of sponsored locations in 1996/97.
- Undertaking safety audits of bus/rail interchanges and liaising with bus and taxi companies to optimise service.
- Undertaking audits of commuter carpark usage and pursuing increased parking improvements with the Department of Transport.

Road Networks

Aim - To provide a safe and efficient road network.

Objective - Construct roads and associated works in an innovative and cost effective manner.

- 1996/97 construction activities completed in accordance with Council's adopted Capital Works Program.
- Ongoing consultation with State and Federal Governments for funding identified improvements on the F5 Freeway.
- Leumeah Railway Overpass due for completion December 97/January 98. Narellan Road Overpass opened October 1996.
- RTA roadworks adjacent to Morgan's Gate Bridge completed. Bridge construction due to commence September 1997.

Pedestrians, Cyclists & Safety

Aim - To develop a safe and accessible road network which addresses the needs of all users.

Objective - Develop an integrated pedestrian and bicycle traffic management strategy for the City area.

- Reviewing and updating Council's Cycleway Strategy Plan in consultation with community groups.

Objective - Develop a road safety education program

- Continuing school visits and Road Safety audits of school road facilities. Road Safety Officer appointed during 1996/97.
- Developing ongoing programs at Council's Bicycle Education Centre to complement Council's road safety strategy.

Program Goal

To provide a strategic road network, transport system and pedestrian facilities to cater for the City's needs

Urban Development

Program Goal

To contribute
towards a safe,
healthy and
attractive City in
harmony with its
natural
environment

Urban Design

Aim - To ensure urban design recognises and enhances the local environment.

Objective - Ensure environmental quality is recognised and enhanced in Council policies.

- Ongoing review of Council planning policies being undertaken.

Objective - Improve the appearance and amenity of public spaces throughout the City.

- Developing a strategy for tree planting and identifying areas for new planting. Ongoing maintenance of established plantings.
- Modifying design options for roads and footpaths to meet changing requirements and to improve the safety and well-being of residents.

Managing Growth

Aim - To guide the extent and type of growth to ensure the outcomes of development provide for ecologically sustainable futures.

Objective - Review planning instruments and policies to reflect Council's philosophy on managing growth.

- Monitoring and reporting on programmed growth in accordance with the Urban Development Program and Employment Lands Program.
- Preparing local government area and suburb community profiles and population projections.
- Maintaining cadastral data base and associated property information to provide demographic information including social profiles.

Infrastructure Management

Aim - To provide quality works and asset maintenance to meet the current and future demands of the community.

Objective - Develop construction and maintenance practices which preserve and enhance Council's infrastructure.

- Refurbishment of the Glenquarie shopping centre due for relaunching in October 1997.
- Implemented a rolling program of upgrading and refurbishing community halls and centres. East Campbelltown Hall upgraded in 1996/97.
- Developing a comprehensive building maintenance program to complement Council's overall asset management strategy.
- Continuing the flood mitigation program by the construction of works identified in Council's Drainage Construction Program.

City Management

Resources

Aim - To ensure that Council's resources are used effectively and provide beneficial returns to the community.

Objective - Plan for and manage a viable and sustainable financial base from which to fund operations and future projects.

- Developing more accurate information on the resources needed to maintain Council's infrastructure assets. Road and drainage asset management systems completed during 1996/97.

Objective - Undertake prudent commercial activities which have the capacity to make a substantial contribution to Council's long term financial viability.

- Completed land sale program to fund the Glenquarie Shopping Centre redevelopment.
- Completed the sale of the Claymore Shopping Centre.

Objective - Establish and implement an computing strategy that provides a flexible and efficient platform to cater for present and foreseeable needs.

- Implemented the key recommendations of the Information Technology Review including the restructure of the Information Services Section, the installation of a PC network and Windows based desktop software.

Objective - Provide Council with skilled and motivated staff to achieve its organisational goals.

- Reviewed Council' Training Plan to ensure it meets the training needs identified by the Performance Management System.

Quality Services

Aim - To ensure the highest standard of service is delivered to the community by effectively managing change and responding to the opportunities it offers.

Objective - Introduce and develop Benchmarking and Best Practice to provide for improved service levels to our customers.

- Examining management options for the new Macquarie Fields Centre and developed Business Plans for all other recreation centres.
- Investigating benchmark trials in construction works and key maintenance activities. Trials to be completed during 1997/98.
- Review of the Building and Development Application process and customer survey completed. Recommendations and results of survey being implemented.
- Participated in the Local Government Association Work Place Review Program to review the Engineers Department. Program completed for outdoor staff and structural changes adopted by Council.

Program Goal

To enhance the performance of Council through effective and innovative management practices, community involvement and commitment to quality customer service

City Management

Highlights

1996/97

Development of
Road and Drainage
Asset Management
Systems

Installation of PC
Network and Help
Desk

Improved BA/DA
Application Process

Engineers Work
Place Review
Program

Development of
Business Plans for
all Departments

Window Information
system installed at
Macarthur Square

Objective - Provide and maintain effective information technology which will assist the delivery of service to both internal and external customers.

- Provided an improved response to customers information technology requests through the establishment of a Help Desk resulting in a significant reduction in outstanding requests.
- Investigating the implementation of imaging technology to provide an improved Records Management system and greater accessibility for customers.

Objective - Establish Business Plans for all key facilities and services or activity areas.

- Business Plans which include the goals of each unit and Council's strategic priorities completed for all departments.

Community Access

Aim - To enhance the relationship between Council and the community.

Objective - Ensure that all Council services and facilities are available to the community in the most practical and accessible form.

- Developed a 24 hour dedicated telephone information line promoting Council's services and facilities. System scheduled to commence in September 1997.
- Established a "Window Information" system to provide Council and community information at Macarthur Square Shopping Centre.
- Produced and distributed a catalogue of Council's publications and available information.

Objective - Provide support to the operation of community based groups in the City.

- Developing policies to improve and better define Council's support to community based groups involved in the development of community facilities and services.

Elected Members

Mayoral and Councillor Fees

In accordance with Section 249 of the Local Government Act and the determination of the Remuneration Tribunal the Mayor was paid an annual fee of \$30,000 for the year ending 30 June 1997.

In accordance with Section 248 of the Local Government Act and the determination of the Remuneration Tribunal Council has fixed the annual fee payable to Councillors at \$12,500. Total fees paid to Councillors for the year ending 30 June 1997 were \$186,331.

Policy on the Provision of Facilities

OBJECTIVES

- In recognition of the importance of the role of the Mayor, to provide support in order to assist the Mayor in discharging the functions of civic office.
- To provide a range and level of support and facilities to Councillors to assist them in discharging their functions of civic office.
- To assist the Mayor and Councillors in representing the interests of the residents and ratepayers of Campbelltown and to facilitate communication between the community and Council.
- To provide a level of support which will serve to encourage candidates to seek election to civic office.
- To provide a travel policy which is transparent to the community and to ensure that the benefits of any travel are reported in a structured manner.

POLICY STATEMENT

In accordance with Section 252 of the Local Government Act, Council will pay expenses incurred to or to be incurred and provide facilities for the Mayor, Deputy Mayor and Councillors to enable them to discharge their functions of civic office.

This policy excludes annual fees paid to the Mayor and Councillors under Section 248 to 251 inclusive of the Local Government Act, 1993.

Payment of Councillor Expenses

In December 1993 Council adopted a policy concerning the provision of facilities and payment of expenses to the Mayor, Deputy Mayor and Councillors. This policy was reviewed by Council in December 1995 and altered to include provisions relating to overseas and interstate travel and communication facilities.

The total cost in 1996/97 was \$147,579. This consisted of:

- \$34,068 for attendance at conferences and seminars, including the Local Government Conference, UDIA Conference, Parks Conference, Flood Mitigation Conference, Sister City Conference and Library Conference.
- \$26,382 for the provision of staff on a shared basis.
- \$21,702 for office accommodation.
- \$12,551 for reimbursement of expenses to Councillors for use of private vehicles.
- \$26,965 for provision of meals and refreshments in conjunction with Council and Committee Meetings as well as civic receptions.
- \$5,687 for the use of Council vehicles by the Mayor and Councillors for authorised Council business.
- \$20,224 for the provision of office equipment and communication systems.

Elected Members

The City of Campbelltown is one of the ten largest Local Government authorities in New South Wales.

There are no wards in the City area and each Councillor is required to represent the whole area.

The ratio of population to Councillors equates to one Councillor to approximately ten thousand residents

The Councillors are required to deal with ever-increasing and challenging infrastructure and social issues.

Meeting the obligations and fulfilling roles places considerable demands on the Mayor, Deputy Mayor and Councillors

The Local Government Act directs Council to adopt a policy concerning payment of expenses and the provision of facilities to Councillors

PAYMENT OF EXPENSES

Mayor

Training, Seminars and Conferences - Provision of a package of transport, accommodation, sustenance, conference fees, and reasonable out of pocket expenses as approved by Council from time to time.

Staff - A personal Secretary on a shared basis with the General Manager.

Stationery and Postage - Mayoral stationery, business cards, Christmas cards, diary/electronic organiser and briefcase, together with postage expenses.

Meals - Meals and beverages in conjunction with Council and Committee Meetings and Inspections.

Refreshments - Food and beverages in conjunction with civic functions and hosting meetings involving community groups and representatives.

Insignia of Office - Mayoral robes, chain, badge and name plate indicating office held provided to Mayor. Badge and name plate provided to partner to be worn at civic functions. Mayoral robes and chain remain the property of the Council.

Travelling Expenses - Reimbursement of travelling expenses for use of private motor vehicle on Council business initially at the rate of 41cents per kilometre for vehicles less than 2.5 litres and 48 cents per kilometre for vehicles over 2.5 litres, as provided in the Local Government State Award, as varied from time to time. Council business includes approved Council, Committee, Sub-Committee and Working Party meetings plus authorised site inspections and other authorised business.

Deputy Mayor and Councillors

Training, Seminars and Conferences - Provision of a package of transport, accommodation, sustenance, conference fees, and reasonable out of pocket expenses as approved by Council from time to time.

Staff - As required for answering constituents' requests.

Stationery and Postage - Councillors' stationery, business cards, Christmas cards, diary/electronic organiser and briefcase, together with postage expenses.

Meals - Meals and beverages in conjunction with Council and Committee Meetings and Inspections.

Refreshments - Beverage service in the Councillors' Lounge.

Elected Members

Insignia of Office - Mayoral robes, chain, badge and name plate indicating office held provided to Mayor. Badge and name plate provided to partner to be worn at civic functions. Mayoral robes and chain remain the property of the Council.

Travelling Expenses - Reimbursement of travelling expenses for use of private motor vehicle on Council business initially at the rate of 41cents per kilometre for vehicles less than 2.5 litres and 48 cents per kilometre for vehicles over 2.5 litres, as provided in the Local Government State Award, as varied from time to time. Council business includes approved Council, Committee, Sub-Committee and Working Party meetings plus authorised site inspections and other authorised business.

PROVISION OF FACILITIES

Mayor

Accommodation - A furnished office suite located on the Third Floor of the Administration Building.

Communication System - A mobile telephone provided and fully serviced by Council. The ownership of this equipment is retained by Council. A facsimile machine in the Mayor's home, fully serviced and maintained by Council.

Office Equipment - A facsimile machine in the Mayor's office, fully serviced and maintained by Council. The ownership of this equipment is retained by Council.

Motor Vehicle Parking Space - A permanent parking space in the basement of the Administration Building.

Council Vehicle - A Council vehicle is provided if required to be used by the Mayor in the following circumstances:

- Official Council business, inspections, functions or other gatherings.
- Representing the Council at a meeting, function, conference or other gathering within the area or outside the city area.

Telephone Answering Machine - The provision of a telephone answering machine. The equipment shall remain the property of Council and shall be returned upon ceasing to hold office.

Deputy Mayor and Councillors

Office Space - The provision of a lounge area, Committee Rooms and three offices on the Third Floor of the Administration Building to be pre-booked and used by Councillors in the conduct of their duties of office.

Council and Committee Meetings



Council and Committee meetings are held in a three weekly cycle.



Week 1 - Inspections

Week 2 - Committees

Week 3 - Council



Council has four standing committees that meet on the second Tuesday of the meeting cycle.



Finance & City Properties



Works, Recreation & Emergency Services



Planning & Building



Health, Community & Cultural Services

Elected Members

Your Councillors

1995 - 1999



Brenton Banfield

Paul Blyton

Cindy Cagney

Verlie Fowler

Rudi Kolkman

Jim Kremmer

Rick Lewis

Russell Matheson

Jim Merry

Sam Mir

Meg Oates

Ron Owers

Bryce Regan

Paul Sinclair

James Winter

Communication System - Mobile telephones to be provided to the Deputy Mayor and other Councillors, to be fully serviced by Council and used for Council business. A facsimile machine in the Deputy Mayor's and Councillors' homes, fully serviced and maintained by Council. The ownership of this equipment is retained by Council.

Office Equipment - The provision of a photocopier, telephone facilities and a personal computer in the work area adjacent to the Councillors' offices, fully serviced and available for the use of all Councillors.

Council Vehicle - If available, and subject to approval by the Mayor and General Manager, the use of a Council vehicle on authorised Council business.

Telephone Answering Machine - Councillors requesting the provision of a telephone answering machine shall be provided with one. The equipment shall remain the property of Council and shall be returned upon ceasing to hold office.

Private Benefits

Fees payable to the Mayor, Deputy Mayor and Councillors will not be reduced for any private benefit gained from the private use of facilities, but Councillors are expected to make payment for any private use of facilities not associated with civic duties and responsibilities

Reimbursement

Costs associated with Councillors attending civic functions, seminars or conferences may be paid prior to the event or on submission of a claim for reimbursement supported by appropriate invitation with the weekly claim form, or separately.

OVERSEAS AND INTERSTATE TRAVEL

Preamble

This policy has been developed by the Local Government Association for the guidance of member Councils in planning interstate and overseas travel for Councillors and staff where Council funds will be used to finance the journey. It recognises that there are occasions when representatives will need to travel interstate or overseas to represent the interests of their local areas.

The thrust of the policy is that plans for any such travel should be transparent to the community and have an identifiable benefit to the local area through Council activity.

Elected Members

POLICY - INTERSTATE TRAVEL

In most cases the need for such travel cannot be anticipated with as long a lead time as can reasonably be expected for overseas travel.

There are instances where Councillors are required to visit Canberra for official purposes such as meetings with federal parliamentarians and ministers. For the purposes of this policy the A.C.T is regarded as being within New South Wales.

Where Councillors and staff members propose to travel interstate, the proposals should be considered at an open Council meeting through a report from the mayor or General Manager.

Where the cost of travel is not expected to exceed \$1,500 for transport, accommodation and out-of-pocket reimbursement of expenses per person, no detail need be supplied other than a recommendation for approval that the visit is to take place.

Where the cost of travel is expected to exceed \$1,500 for transport, accommodation and out-of-pocket reimbursement of expenses per person, a detailed report should be provided outlining:

- who is to take part in the travel
- the objectives to be achieved in undertaking it, including an explanation of what community benefits will accrue to undertaking the visit.
- details of costs, including any amounts expected to be reimbursed by participants

If the travel is to be sponsored by private enterprise, ICAC guidelines and reporting structures should be followed.

A detailed report should be included in the Annual Report in the year in which the travel was undertaken, outlining how the travel's objectives were met and how the community benefited from it.

POLICY - OVERSEAS TRAVEL

Proposals for overseas travel by Councillors and staff on Council business should be documented in the annual Management Plan. The Plan must be widely circulated in the community. Community input about the proposed visit can therefore be considered as part of the Management Plan review and budget finalisation process.

Proposals should indicate:

- who is planned to take part in the travel
- the objectives for undertaking it, including an explanation of what community benefits will accrue from the exercise, with an approximate budget.
- detailed costings including a statement of any amounts expected to be reimbursed by the participants

If the visit is to be sponsored by private enterprise, ICAC guidelines and reporting structures should be followed and this should form part of the community reporting process.

A detailed report should be given in the Annual Report for the year in which the visit took place, outlining how the objectives were met and what quantifiable benefits will flow to the community.

The Council should consider the above proposals in open meeting and resolve whether or not the travel is to take place.

Where exceptional cases arise and travel has to be undertaken at short notice, the above proposals should be put to Council for a decision. The outcomes, costs and attendances should be included in the first Annual Report issued subsequent to the travel taking place.

Management of the Environment

Statement of the Environment Report

Regular reporting on the State of the Environment is being adopted around the world as an important tool for governments and communities to better understand their environments. This information can be used as a basis for discussion on ecological sustainability. It also allows the monitoring and evaluation of the performance of environmental management and sustainable development programs and identifies areas requiring attention.

State of the environment reporting is carried out at the Federal and State levels and in every local government area in NSW. This means that the community has access to detailed information on a local, regional and national level and this assists Council in developing strategies and policies that are timely and sustainable.

The 1996/97 State of the Environment Report has been prepared in accordance with the requirements of the local Government Act, 1993. It has followed the principles set out in the Environment Protection Authority's guidelines for the preparation of State of the Environment Reports by Local Government and also the Draft Protocols prepared by the Hawkesbury Nepean Catchment Management Trust.

Sustainable development is arguably the central issue of our time. Its basic aim is to meet the needs of the present without compromising the ability of future generations to meet their needs. Support for this goal is embodied in a National Strategy for Ecologically Sustainable Development (ESD).

The strategy defines ESD as a pattern of development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends. One of the functions of this report is to assess progress towards this goal.

It is recognised that there are data gaps in the report, however, each report is a stepping stone to understanding how the environment is coping with the pressure of human habitation and development.

Council is dedicated to planning the City's environmental future and ensuring the strategies contained in the State of Environment Report are pursued and achieved. Further information is available from Council's Health and Environmental Services Division on (02) 4620 1510.

Programs to Protect and Enhance the Environment

Council's State of the Environment report is an increasingly important source of information for planning environmental actions and strategies. The report identifies the following areas as being Environmentally Sensitive land:

- Georges River Corridor including regional open space and scenic protection zones from Glenfield to St Helens Park
- Nepean River Corridor
- Wedderburn - Rural area, military training reserve, Dharawal State Recreation Area and water catchment areas
- Smith's Creek between Pembroke Road and Georges River Road
- Beulah/Menangle Creek Wildlife Corridor

Council has carried out and will continue to initiate activities to protect environmentally sensitive areas and to promote their ecological sustainability. Examples of these include: a local environmental plan for Wedderburn, fauna planning study and a plan of management for the Smith's Creek Reserve. Other significant activities are as follows:

WATER QUALITY MONITORING

Council has been monitoring water quality in the Nepean and Georges Rivers since 1975. The current program monitors nine locations on the rivers and their main tributaries at monthly intervals for biological and chemical parameters. The program now also includes macro invertebrate monitoring as a further means of assessing water quality. The water monitoring locations have been chosen either from a geographical perspective or because of the desirability of the site for contact recreation. The acquisition of the data enables Council to better understand the water quality of the rivers and creeks in the area. Policies and procedures can then be implemented to target water quality parameters of concern and to reduce any negative impact of urbanisation on water quality.

Management of the Environment

REGIONAL ENVIRONMENTAL PLAN FOR GEORGES RIVER CATCHMENT.

Council is represented on a committee set up by the Minister for Urban Affairs & Planning to prepare a Regional Environmental Plan and Strategy for the entire Georges River catchment. A Regional Environmental Study (RES) is underway for the catchment involving not only water quality but a comprehensive assessment of the River's environment including its social and economic status. The study will identify problems and recommend management mechanisms and options.

GROSS POLLUTANT TRAPS

A network of trash racks has been established in local streams and Council is currently considering proposals to install them in main stormwater drains located in the vicinity of commercial developments which are recognised as primary sources of pollution to the drainage system. Education programs are being developed to prevent pollutants entering local streams.

SPRING CREEK ENVIRONMENTAL EDUCATION PROGRAM

Spring Creek is an urbanised catchment that contains an important remnant bushland which has been degraded over time. The education program is being conducted in co-operation with the Wedderburn outdoor Resource Centre (Dept Education). Local schools are targeted and activities organised which are designed to raise awareness of the local environment and how it can be protected. This is a similar program to that successfully undertaken in Smiths Creek.

GEORGES RIVER ENVIRONMENTAL ENHANCEMENT PROGRAM

Water quality in the Georges River downstream of Simmo's Beach at Macquarie Fields is of concern. This section of river is characterised by aquatic weeds, litter and high levels of turbidity. Weed infestation and soil erosion also affect the riparian zone. Strategies including aquatic weed removal, the installation of a litter boom and some bank works are being developed. The project has been accepted by the State Government through inclusion in the Rivercare 2000 awards scheme.

Community Based Projects

Streamwatch is part of a community based water quality monitoring program. It involves schools, community groups and local and State Governments working co-operatively to monitor and improve water quality. Campbelltown was the first local Council to become involved in the program in 1991 and we now assist local participants by providing training and technical advice.

Friends of Smith's Creek is a bush regeneration group concerned with bushland management in Smith's Creek. The group includes local residents and works closely with council to protect the area.

The Basin Reserve is part of the Georges River Corridor at Kentlyn. The reserve is a popular bushwalking and swimming area. In recent years the increase in popularity of this site has resulted in degradation of the local environment with weed invasion and soil erosion becoming significant problems. The National Parks Association has received a grant from the Georges River Catchment Management Committee to develop a track maintenance plan. The Association is also conducting a field survey of wildlife in the area and has regular weed removal and clean up days at the Basin.

Wedderburn Gorge is currently subject of a bush regeneration project being undertaken by local residents. Council has provided assistance to the group and is considering strategies for improved management of the area.

Waste Collection and Recycling Services have been designed on the basis of waste minimisation and ecological sustainability. Waste avoidance, recycling, re-use and resource recovery are all the subject of an ongoing education program to improve participation and the quality of recyclables recovered.

World Environmental Day is actively supported by Council each year at the Mount Annan Botanical Gardens. A variety of exhibits and activities focus on environmental issues and technology and draws participants from greater Sydney.

Management of the Environment

EARTH WORKS

This program consists of waste management courses conducted through the Macarthur Community College with the support of Council. The course was developed by the EPA and shows participants how to reduce waste, re-use materials where possible, recycle and compost. Council actively promotes the courses and subsidises the participation of local residents. Two Council staff are now trained to teach the courses and they also coordinate an outreach program for successful participants.

BUSHLAND MANAGEMENT

Council is currently formulating management plans for significant areas of community land and has commenced dialogue with the Department of Urban Affairs and Planning regarding the management of regional open space. Significant bushland management programs currently underway include restricting vehicular access to bush areas between Kentlyn and Wedderburn, bush regeneration of areas effected by the construction of flood detention basins in Smiths Creek and weed eradication in scenic protection areas.

VEGETATION STRATEGY

Council has received Commonwealth funding to implement a vegetation strategy based on the identification and protection of significant trees and bushland.

SEDIMENT AND EROSION CONTROL

Council has adopted a Sediment and Erosion Control Policy which applies to any work or activity involving the disturbance of soil including that which could arise from clearing, leveling, shaping, excavation, placement of fill or works that change the rate or volume of run-off. Council's own construction and development activities as well as fire trail maintenance are covered by this policy.

CATCHMENT MANAGEMENT

Council is an active member of the Georges River and Upper Nepean Catchment Management Committees as well as the Georges River Combined Councils Committee (GRCCC). The Committees play an important role in developing management strategies for natural resources on a catchment wide basis. The GRCCC are currently investigating a "Riverkeeper" program based on volunteers acting as Rangers to detect pollution events.

RECREATIONAL WATER QUALITY MONITORING NEPEAN - HAWKESBURY RIVER

The Hawkesbury Nepean Catchment Management Trust, Department of Land and Water Conservation and Councils throughout the Nepean Hawkesbury Catchment have undertaken a pilot recreational water quality study. The program involved weekly testing of the River system from January to March 1997 and in Campbelltown's case the site was at Menangle Park Bridge. It is expected that this program will continue next summer and will provide a useful data base of information on water quality.

BUSINESS SECTOR ENVIRONMENTAL REVIEW PROGRAM

The Environmental Review Program is a key component in Council's strategy to protect and enhance the environment. The program aims to :

- Increase awareness of environmental issues within local business and industry.
- Encourage the implementation of solutions to pollution.
- Develop a positive attitude towards the environment in business and industry.

An Environmental Protection Authority Grant enabled Council to complete a review of the Service Station industry throughout the City.

NOXIOUS & ENVIRONMENTAL WEED CONTROL

Council's noxious weed eradication program continues with the support of grant funding from the Department of Agriculture. Both public and private lands are affected and a priority list of weeds established. Pampas Grass has virtually been eliminated from the City under the program.

A part-time project officer was employed during the period for survey work, liaison with landowners and mapping purposes. Council is also an active member of the South Western Sydney Noxious Weeds Committee which has been formed to coordinate activities between adjoining areas.

Management of the Environment

Waste Management Activities

Council has made a major commitment to waste minimisation and the concept of ecological sustainability through its range of new waste collection services which commenced in October 1996. Waste avoidance, recycling, re-use and resource recovery all contribute to achieving the State Government's objective of reducing by 60% the amount of solid waste disposed of to landfill by the year 2000 (over 1990 figures). Council's residential waste services have been designed to achieve this target.

The new services have been well received by the community and gains in recycling and the diversion of garden waste from landfill are in line with expectations. There is however an on-going need for education of residents to correctly and completely sort recyclables and to ensure that recyclables and garden waste are not contaminated by garbage. A Waste Education Officer has been employed for 12 months on a full time basis to address those issues. Various strategies to create an awareness about waste management issues and to change 'attitudes' are being developed.

Council has acknowledged the worth of the "Earthworks" program (a joint venture between the Environmental Protection Authority and Councils) and is committed to running local courses in the coming year.

The Waste Minimisation and Management Act (1995) has introduced changes to the handling, transport and general management of waste disposal. One of the main initiatives of the legislation is the formation of Regional Waste Boards with wide responsibility and power for overall development of waste strategies. Regionalisation is designed to enable cooperative decision making on waste policy, services and programs by groups of Councils, to overcome the fragmentation and duplication of effort between individual Councils and to provide the opportunity for a broader focus on waste management issues.

Campbelltown has joined with Camden, Wollondilly and Wingecarribbee Councils to form the Macarthur Waste Board.

Each Council is represented by a Councillor as a Director of the Board and there are also two community representative Directors selected by the Minister for the Environment.

While Councils generally have managed the domestic waste stream very well, the Regional Waste Board will focus more attention on Industrial/Commercial waste and Construction/Demolition waste. The Board is required to have a Regional Waste Plan developed for consideration by the Minister for the Environment by October 1997 and this plan will effect the development of Council's services and infrastructure in the future.

The new Waste Act also changes the licensing system for the transport of waste and for the operation of landfill sites. Both of these aspects will place additional responsibilities on Council.

Council has continued to expand recycling opportunities at the public landfill at St Helens Park with a dedicated area for various recyclables now provided. Those activities are helping to prolong the life of the facility, however alternative sites and disposal options have to be considered for the time when the existing facility closes.

Our focus for the next four years will be to:

- Improve recycling performance with particular emphasis on the quality of materials presented for collection.
- Meet the objective of a 60% reduction in waste to landfill (over 1990 figures).
- Raise awareness in the general community of waste management issues.
- Work with the Macarthur Regional Waste Board to develop waste management strategies that are appropriate for the City of Campbelltown.
- Implement the requirements of the Waste Minimisation and Management Act 1995.

Assess alternatives to replace Council's landfill facility at Lynwood Road, St Helens Park.

Management of the Environment

Campbelltown's Bush Fire Service

Although its members had been working as a unit since 1946, it was not until September 1951 that the NSW Board of Fire Commissioners agreed to a request from Campbelltown Council to officially form local brigades in its Local Government area.

The Wedderburn Brigade formation meeting was on September 24, Menangle Park in September 27, and the Kentlyn - East Minto formation meeting on October 3.

Today there is six fire fighting brigades and a communications branch.

The Brigades are:

- Campbelltown Headquarters
- Kentlyn
- Lynwood Park
- Menangle
- Minto Heights
- Wedderburn

Total membership of the service is 146 volunteers and four permanent staff employed by Council.

A much needed boost to volunteer fire fighters throughout the Campbelltown district came on February 12 1985 when Council opened a new and sophisticated fire control centre in Minto.

All brigades then had the advantage of being in touch with a specially formed crew that collated all available information and assisted all fire people in the field.

The centre was built at a cost of \$300,000 and is shared by the volunteer fire brigades and State Emergency Service groups. The centre has been steadily improved with the installation of more advanced communication equipment.

Bush Fire Activities

Local Bush Fire Brigades are managed by Council under the policies and recommendations of the NSW Rural Fire Service.

Council's objective for its Rural Fire Service is to develop effective planning, preparedness and response systems to minimise the bush fire hazards which may affect or impact on life, property and natural resources in the Campbelltown area.

1996/97 saw a continuing development of community awareness programs highlighting the dangers of bush fires, improved fire trail access and a review of current training programs for volunteers.

During 1996/97 the Brigades responded to 748 calls which, apart from bushland incidents, included vehicles, hazardous materials, structure fires and storm damage calls. The total number of hours undertaken by volunteers amounted to 8,718 hours.

The Fuel Management Program adopted this year was achieved. In all, some 45 hectares of land was treated by prescribed burning and 45 hectares by slashing.

There is often conflict between the need to take measures to control the spread of bushfires and the desire to preserve natural areas. The methods Council adopts to reduce fire hazards are designed, as far as possible, to satisfy both aims.

Mechanical means of clearing are used wherever practical and prescribed burning is only used for inaccessible areas. If prescribed burning has to be done, it is limited to property boundaries so that the natural land cover along river/creek lines is left untouched. A program of clearing smaller areas in a "mosaic pattern" is also used so that wider habitats are not destroyed in any one year.

The service was active in the area of education in bush fire safety and survival, with regular attendances at schools and presentations to community groups.

Further, as part of standard procedures there is a close liaison with all Departments of Council, in particular matters relating to building and development applications and the preparation of Local Environmental Plans for rural areas.

Asset Management

Condition of Public Works

CITY INFRASTRUCTURE

Campbelltown continues to experience the impact of sustained growth over two decades. To support the social, economic and cultural development of the community Council has put in place strategies to provide, maintain and enhance the City's physical infrastructure assets.

Council within its Management Plan framework has established Infrastructure Management as one of its principal activities. The aim of this activity is to provide quality works and asset maintenance to meet the current and future demands of the City through the development of construction and maintenance practices which preserve and enhance Council's infrastructure.

ASSET MANAGEMENT PROGRAM

In accordance with Section 428 (2) (d) of the Local Government Act 1993 Council is required to report on the condition of the public works, including public buildings, public roads and drainage systems, under its control as at the end of the year.

- an estimate (at current values) of the amount of money required to bring the works up to a satisfactory standard.
- an estimate (at current values) of the annual expense of maintaining the works at that standard.
- the Council's program of maintenance for that year in respect of the works.

Campbelltown Council has embarked on a major program of establishing an asset management system in accordance with the asset accounting manual and the requirements of AAS27. The implementation program set by the asset accounting manual requires the capitalisation of drainage assets by June 1997 and accordingly this year's report contains accurate estimates of the status of drainage infrastructure assets.

PUBLIC ROADS

Following expenditure on road pavements exceeding \$4 million during 1996/97 the condition of public roads remain acceptable with 65% of Council's roads considered to be satisfactory.

Despite the reasonable allocation of funds in the 1996/97 and 1997/98 Budgets Council's Pavement Management System estimates that to bring the road network up to a satisfactory condition would require expenditure of \$33 million during 1997/98. To retain the road system in that condition would require further expenditure of \$5 million over the next three years.

The table following this report details works to be carried out in 1996/97 together with an estimate of costs to maintain the road network through to the year 2003.

DRAINAGE & OTHER WORKS

Drainage assets acquired or constructed prior to 1 January 1993 were required to be capitalised in the accounts by 30 June 1997.

The valuation process of drainage assets included the preparation of a inventory of assets by field location/ inspection. Actual unit rates for the replacement of these assets were applied to the inventory to calculate its current replacement cost.

Drainage infrastructure assets brought onto the Council's books in this reporting period increased Council's equity by \$179,460,980. The effect of depreciation expense in future years will be approximately \$2.3 million.

During 1996/97 Council's expenditure on drainage construction and maintenance was in excess of \$2.2 million. Approximately 70% of major trunk and local street drainage systems are considered to be adequate. Council's Asset management Program is continually obtaining details to affirm this percentage and determine unsatisfactory areas for attention.

Asset Management

Public Roads

Maintenance Program ending June 1997		Conditions of roads as at June 1997
	\$	
Urban Roads		
Delage Place	63,700	Good 27%
The Parkway	84,200	Fair 36%
Rosalind Cres	74,000	Poor 37%
Maclean Road	128,900	
Rural Roads		
Derby Street	20,000	Good 24%
		Fair 37%
		Poor 39%
	Estimate of cost to bring to a satisfactory standard	Estimate of annual cost to maintain standard
	\$	\$
Urban Roads		
Year 1998	29,168,546	
Year 1999		1,729,777
Year 2000		1,232,533
Year 2001		919,210
Year 2002		754,594
Year 2003		448,389
Rural Roads		
Year 1998	4,273,951	
Year 1999		253,457
Year 2000		180,598
Year 2001		134,688
Year 2002		110,568
Year 2003		65,700

Asset Management

Public Buildings

CONDITION OF COUNCIL OWNED BUILDINGS AND MAINTENANCE PROGRAM FOR 1997/98				
Category	Condition as at 30.6.97	Estimate of cost to maintain standard	Maintenance Program 1996/97	Maintenance Program 1997/98
		\$	\$	\$
Sporting Grounds	Satisfactory	400,000	390,446	292,000
Amenities	Satisfactory	130,000	128,935	120,000
Child Care Centres	Satisfactory	100,000	73,000	108,000
Neighbourhood Centres	Satisfactory	125,000	120,779	101,900
Residences	Satisfactory	25,000	23,000	25,000
Public Halls	Satisfactory	100,000	96,300	101,700
Senior Citizens Centres	Satisfactory	15,000	8,031	11,000
Public Buildings	Satisfactory	110,000	91,464	107,000
Commercial Premises	Satisfactory	110,000	41,415	119,600
Swimming Pools	Satisfactory	40,000	59,994	30,000
Recreation Buildings	Satisfactory	80,000	64,694	75,000
Bush Fire Sheds	Satisfactory	15,000	15,000	11,500
Totals		1,130,000	1,113,056	1,102,700

Although council provides funds in its Annual Budget for repairs and maintenance to public buildings some buildings require expenditure of a capital nature to update buildings to meet with the changing needs of the community.

To assist in this process Council has implemented a rolling program of updating and refurbishing community halls and centres.

Given the multitude of public buildings under Council's ownership it is estimated that an amount of \$2 million is required to upgrade all buildings to meet community satisfaction.

The estimated amount of the annual expense of maintaining the buildings at that standard is \$1,130,000. The Council's program of maintenance for the 1996/97 year in respect of public buildings amounted to \$1,113,056. An amount of \$1,102,700 has been allocated in the 1997/98 Budget for maintenance of public buildings.

Human Resource Management

Human Resource Activities

The following details the significant achievements of the Human Resources Section during 1996/97.

- Council made use of government funding allocated to support Workplace Reform at the local government level to bring about workplace reform in the Works section of the Engineering Services Department. All works staff were involved in the reform process, with orientation workshops being held at the beginning and a reform committee being formed. Committee members were elected by the staff to represent all areas of operation. As a result of the reform process, five operational units have been developed and are grouped in a logical and practical manner in order to facilitate the primary objective of achieving customer satisfaction. The outcome of the reform has been the devolution of more responsibility to the work teams, thereby reducing the layers of management within the section.
- Council's training plan was reviewed in line with Council's strategic direction and taking into account the training needs resulting from performance appraisals. Training will be focused on workplace skills development, team membership and leadership, system knowledge occupational health and safety and communication. In addition compulsory training such as Staff Orientation, Know Your Council, Code of Conduct, Equal Employment Opportunity and Occupational Health & Safety will be maintained.
- Implementation of grievance handling policy and procedures, and the introduction of contact officers to support the procedures.
- Continued support of the Local Government Foundation Certificate, with the third group currently participating.
- Introduction of a Human Resources Newsletter, designed to keep staff informed of current issues and introduce new staff members.
- Council is continuing to look at how competency standards can be best incorporated into its salary system.

Occupational Health & Safety

- A wide range of policies have been implemented addressing such issues as safety footwear, safety helmet, hearing protection, eye protection, manual handling, traffic control, confined spaces, use of chemicals, use of pesticides, herbicides and fungicides, use of chainsaws, use of tractors and ride on plant, HIV and Aids, Hepatitis B, collecting discarded sharps, workers compensation, rehabilitation, drugs and alcohol, sun and heat protection, hazardous waste and use of safety vests.
- An ongoing training program has been developed in sharps safety, with a high proportion of targeted staff having completed the training.
- An extensive training program in manual handling was completed for all relevant staff. This training was conducted by the Cumberland Health and Research Centre.
- Council has implemented 50 trained work manual handling assessors.

Training & Development

- Council's Training and Development program encompasses a wide range of training including Business Systems and Technology courses, Occupational Health & Safety courses, and general courses such as Client Contact, Conflict Resolution, EEO, Mediation, Negotiation, Staff Selection Techniques, Supervision and Train the Trainer.
- The Aboriginal Cross Cultural Awareness Training Course is an innovative course that was introduced into the program in line with Council's commitment to customer service and EEO. It is conducted at Tharawal Land Council and includes a visit to Aboriginal sites and a bush tucker lunch. The Target group has completed this training and it will remain in the Training and Development Program for ongoing training.
- Council provide 1,826 training opportunities between 1 July 1996 and 30 June 1997, at a cost of approximately \$170,000.

Human Resource Management

Equal Employment Opportunity

- Council implemented its Grievance Handling Procedures and Policy, including the implementation of contact officers as a support mechanism for the procedures. Contact officers have undergone initial training conducted by the Anti-Discrimination Board.
- All Directors and Managers were trained by the Anti-Discrimination Board in the prevention of workplace harassment and discrimination. The aim of this training was to reinforce their responsibility as managers and to reinforce their commitment to contact officers.
- The Equal Employment Opportunity Sub-committee completed an EEO survey of all staff. The survey achieved a 30% response rate, and the results indicated an increase in representation of certain target groups.
- The Aboriginal Employment Strategy finished in mid-1997, with Council participating in the Training for Aboriginal and Torres Strait Islander Program (TAP), with currently seven participants on board.
- Council has implemented Aboriginal Cross Cultural Awareness training. This training was targeted at all staff who have direct contact with Aboriginal and Torres Strait Islander people, and all of the target group have now completed the training. This course will remain in Council's Training program. The training has been conducted by Paul Newman Consulting, and is innovative in its approach of being conducted at the Tharawal Land Council and including a visit to Aboriginal sites and Aboriginal food.
- Council is participating in the Springboard program, which is an EEO initiative for women designed to encourage personal development. After the success of the pilot program, the second group of mentors and mentorees are now undertaking the three month program.
- Council once again participated in several careers days, including the South West Regional Careers Day and the Koori Careers Day. Both were a great success, attracting wide interest from the participants.

EEO Priorities

- Support of the contact officers. As the contact officers are the first group to be established and they have no previous group as a point of reference, a priority of Council is to provide them with a framework which includes personal training and development as well as general, ongoing support to help them deal with the potential stressors of the role.
- Development of a policy in relation to discrimination and harassment.
- The devolution of training in workplace harassment and discrimination down the line to all staff.
- Targeting training in the area of disability awareness to all staff.
- Ensuring all Managers and supervisors who have not already done so complete training in staff selection. For those who have done so, a refresher course will be developed to ensure they are up to date on the legislation relating to discrimination and EEO.
- Continuing participation in the Springboard program
- Review of the EEO Management Plan.

Council Activities

Senior Staff and Remuneration Packages

Council employed seven senior staff for a total remuneration of \$839,905 including salaries, fringe benefits and on-costs.

Fringe benefits include the private use of a Council motor vehicle together with the private use of a mobile telephone.

On costs include the employers contribution to superannuation.

Detailed below is the total value of the remuneration packages, including on-costs and fringe benefits, paid to each senior staff member employed by Council.

General Manager	\$156,214
Director Corporate Services	\$113,508
Director Engineering Services	\$112,167
Director Community & Cultural Services	\$113,544
Director Planning & Development	\$117,973
Director Property, Parks & Recreation	\$117,593
Director Health & Environment	\$108,906

Overseas Travel

During the year ended 30 June 1997 the Mayor and General Manager visited Council's Sister City Koshigaya in Japan to formally establish a Staff Exchange Program between the two Councils.

Council's Human Resources Manager visited Japan as a participant in the exchange program. The trip was for a duration of three months and is part of the ongoing Sister City relationship Campbelltown has with Koshigaya. On alternate years an employee from one Council visits the other Council to examine local government management practices and exchange ideas and cultures.

The costs of travel and reimbursement of expenses totalling \$9,541 were met by Council in accordance with its policy on overseas travel.

Partnerships, Joint Ventures & Cooperatives

Council held a joint venture partnership with the Department of Housing relating to the Claymore Shopping Centre. This partnership was dissolved with the sale of the Centre in May 1997.

Council held cooperative ventures with the Department of Education in respect to halls at the following schools:

- James Meehan
- Sarah Redfern
- Eagle Vale High School

A joint venture also exists with the Minto Community Library. A joint-use service is provided by Council and the NSW Department of School Education. The joint-use facility concurrently serves the public and three on-site schools.

Other joint Library ventures are:

- Sydney Subject Specialisation Scheme through which public libraries collect material in nominated subject areas.
- Inter Library Loan Cooperative which includes support funding for the van used to deliver materials between public libraries in the greater Sydney area.
- Ilanet which allows computer communication between the State Library and participants from public, university, TAFE, corporate and government libraries. It also forms the gateway for Internet access into overseas networks and to various booksellers.
- Library Extensions Program linking the library and the Australian Bureau of Statistics which provides core resources of most frequently referred to publications and allows library access at a regional level.
- Metropolitan Public Library Association and the Country Public Library Association through which public libraries submit joint funding and grant applications for specific projects.

Council Activities

Contributions & Donations

Under Section 356 of the Local Government Act 1993 Council during 1996/97 contributed \$36,215 to the following community groups.

	\$
University of Western Sydney - Scholarships	4,389
Macarthur Performing Arts (Society Secretary)	1,200
Charity Golf Day (Golf for Kids)	2,000
Local Art Exhibitions	1,000
Macarthur Business Enterprise Centre	1,500
Various Local Community Groups (Donations of \$100 to \$600)	6,926
Various Local Community Bands (Donations of \$1,500 to \$6,000)	10,000
Australian Olympic Representatives (Donations of \$200 to \$500)	3,200
Various Sporting Grants (Local Australian Representatives \$300)	6,000
	36,215

External Bodies Exercising Council Functions

There were no external bodies exercising functions delegated by Council during the year other than the following community groups:

- Campbelltown Bicentennial Art Gallery Committee
- Campbelltown Aboriginal Advisory Committee
- Riley Park Management Committee
- Campbelltown Showground Management Committee
- Town Hall Theatre Management Committee
- Eagle Vale Neighbourhood Management Committee
- Woodbine Neighbourhood Management Committee
- Glenquarie Neighbourhood Management Committee

Controlling Interest in Companies

Campbelltown City Council did not hold any controlling interest, either alone or on conjunction with other Councils, in any companies during the year ended 30 June 1997.

Rates and Charges Written Off

The following amounts were written off by Council during 1996/97 in accordance with the Local Government Act and Council's Pensioner Rebate Scheme.

1. \$770,110.34 is the amount of rates and charges written off during the year under the Local Government (Rates and Charges) Regulation 1993. This amount includes a figure of \$625,425 written off for eligible pensioners under Council's Pensioner Rebate Scheme.
2. \$87,227.96 was written off under Section 595.1 of the Local Government Act 1993 for postponed rates on properties which are used for residential purpose but have a higher zoning.
3. \$56,251.28 was written off for properties acquired by Government Departments which become non-rateable from the date of acquisition or to the date of sale.
4. \$1,206.10 was written off for rural land reductions and minor adjustments.

Private Works By Council

Council undertook works on private land in 1996/97 to the total of \$53,173. No subsidies were provided.

1. 12% of the total cost of the job to be added in order to recover the administration and supervision overheads.
2. 50% to be added to the wages component of the work in order to recover wages overhead costs.

Council Activities

Major Contracts Awarded By Council

1. The following are contracts awarded by Council during 1996/97 where the contract value exceeded \$100,000

Refurbishment of Glenquarie Shopping Centre

• Bass Electrical	489,275
• Caledonian Fire Protection	217,440
• J M Hargraves	334,030
• Mario & Sons	183,424
• Quitstar	916,050
• Royce Roofing	140,090

Leumeah Railway Overpass

Fernandes Construction	3,135,000
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Macquarie Fields Swimming Centre

• Fyntray Pty Ltd	2,909,894
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Bow Bowing Channel Construction

• Limerick Pty Ltd	423,634
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Raby Road Construction

• United Crib Blocks Construction	118,000
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2. The following is a breakdown of payments made to Browning Ferris Industries during 1996/97 in respect of Council's Waste Services contract.

Contractor's Charges - Garbage	2,332,105
Contractor's Charges - Sanitary	5,706
Recycling - Weekly Charges	1,443,104
Recycling - Garden Waste	843,345
Industrial Bin Collection	276,445
Plant Hire at Public Tip	113,536
Total Payments	5,014,242

3. The following are tendered suppliers who have been awarded contracts where the combined value of various jobs has exceeded \$100,000 during 1996/97.

A & A Concrete	105,759
<i>Concreting Services</i>	
Anabelle Bits	747,737
<i>Computing Services</i>	
Aust. Steel Mill Services	337,406
<i>Road Construction</i>	
Austpac Security Services	224,936
<i>Security Services</i>	
Boral Concrete	286,217
<i>Road Construction</i>	
Briar Sheetmetal	150,954
<i>Steel Fabrication</i>	
CSR Emoleum	830,484
<i>Road Construction</i>	
Clinton Motors	164,611
<i>Motor Vehicles</i>	
Comboyne Enterprises	127,680
<i>Building Services</i>	
Darister Pty Ltd	240,291
<i>Hire of Plant</i>	
Dons Tiles	104,419
<i>Building Supplies</i>	
Drummond & Rosen	256,195
<i>Consultancy Services</i>	
Duracon	217,398
<i>Building Services</i>	
Edscog Pty Ltd	191,928
<i>Hire of Plant</i>	
Fairfax Community Newspapers	102,843
<i>Advertising</i>	
Fuji Xerox	168,146
<i>Photocopiers</i>	
Genasys	181,154
<i>Computing Services</i>	

Council Activities

3. (Continued)

Georges Air Conditioning	119,486
<i>Air Conditioning Services</i>	
Glenfield Waste Disposals	241,483
<i>Waste Removal Services</i>	
Grenfell Fraser & Assoc.	206,495
<i>Architectural Services</i>	
Grimston Transport	169,903
<i>Plant Hire</i>	
I W Contracting	341,551
<i>Drainage Construction</i>	
Intouch Consultancy	108,635
<i>Computer Training</i>	
J A C Constructions	230,663
<i>Renovation Services</i>	
J P R Constructions	144,120
<i>Renovation Services</i>	
Linecorp Roadmarkers	145,094
<i>Pavement Marking</i>	
M Collins & Sons	215,779
<i>Topsoil, Sand, Turf</i>	
Marsdens	236,504
<i>Legal Services</i>	
Nakfa Pty Ltd	277,742
<i>Vehicle Crossings</i>	
Noonan Plumbing	134,760
<i>Plumbing Services</i>	
Parkcrete	224,412
<i>Concreting and Plant Hire</i>	
Patterson Concreting	148,393
<i>Concreting Services</i>	
Paul Wakeling	1,745,689
<i>Motor Vehicles</i>	
Playfix	106,899
<i>Playground Equipment</i>	
Privity Services	122,235
<i>Cleaning Services</i>	

Road Signs & Marking	118,885
<i>Pavement Marking & Signs</i>	
Rod Lawrence Ford	231,668
<i>Motor Vehicles</i>	
Safa	117,219
<i>Road materials</i>	
Sami Pty Ltd	407,485
<i>Road Construction</i>	
Scattergood Concreting	268,668
<i>Concreting</i>	
Security Mailing Services	114,646
<i>Mailing Services</i>	
Shell	587,929
<i>Petrol & Diesel Fuel</i>	
Skilled Engineering	226,363
<i>Contract Labour</i>	
South Creek Plumbing	314,065
<i>Plumbing Services</i>	
Stanley G Plantzos	267,794
<i>Insurance</i>	
Statewide Mutual	268,914
<i>Insurance</i>	
Sylvester & Holt	216,493
<i>Concreting Services</i>	
TJ & RF Fordham	223,567
<i>Plant Hire</i>	
Theelow Pty Ltd	124,397
<i>Building Services</i>	
Ultimate Air Conditioning	106,588
<i>Air Conditioning Services</i>	
Zurich Australia	135,854
<i>Insurance</i>	

Council Activities

Children's Services

The purpose of Council's Children's Services program is to provide a model of best practice and provide safe and affordable services for children aged 0-12 years for the purpose of child development and family support. The services provided by Council include Long Day Care Centres, Occasional Care Centres, Family Day Care, Out of School Hours Care, Vacation Care and Supplementary Services. The supplementary services cover early intervention, multicultural and Aboriginal/Torres Strait Islanders.

The following details the level of service Council provides in each of the abovementioned areas:

Children aged 0 - 6 years

- Nine Long Day Care Centres catering for 345 child places
- Two Occasional Care Centres catering for 56 child places

Children aged 5 - 12 years

- Five Before and After School Care Centres catering for 330 child places.
- Three Vacation Care Centres catering for 150 child places including one centre for children with special needs.

Children aged 0 - 12 years

- Family Day Care Scheme with 485 effective full time children.

All these services are supported by the Children's Services Support Team. The role of this team is to support the access and equity of the following children to mainstream services:

- Non English Speaking Background children
- Aboriginal/Torres Strait Islander children
- Children with special needs

Promotion Of Services

Council has set itself objectives within its Management Plan to enhance the publication, issue and display of material promoting and informing the public of services and facilities available within the Campbelltown local government area. The program also provides persons of Non-English speaking backgrounds with literature and advice in their language of origin concerning information and services provided by Council.

During the past year the following projects have been undertaken to promote the services and facilities provided by Council:

- The production and distribution of a quarterly community newsletter outlining the services and facilities provided by Council to all residents of the City.
- The opening of a Visitor Information Centre at "Quandong".
- The installation of window information facilities at Macarthur Square Shopping Centre and the Visitors Information Centre.
- The Annual Community Directory for 1997 was launched in January 1997.
- Community Information display facility continued in the foyer of the Campbelltown City Library.
- A Community Calendar was produced and updated weekly. The calendar was circulated to Council departments, interagency meetings and community organisations.
- An Agencies Information Day was held for community services to exchange information and network so as to improve service delivery.
- A Junior Council was established to meet on a regular basis with a view to introducing Year 11 students to services and facilities provided by Council and to address the needs of young people living in the City of Campbelltown.
- Improved community awareness and access by the expansion of health, social and environmental education programs and strategies into the public housing estates.
- Provided an information service to new businesses and employees locating in the City about the availability and accessibility of services and facilities

Council Activities

Multicultural Services

The Manager of Community Services and Development has served on the Management Committee of the Macarthur Migrant Resource Centre in the role of Committee Secretary and has engaged in consultations with ethnic-specific community groups and workers.

Council staff in cooperation with the Resource Centre are developing a training package for cross cultural training for community services providers.

The Community Services Coordinator has provided resource, information and support to the Macarthur Migrant Interagency and NESB service providers in the Campbelltown area.

The Multicultural and Aboriginal/Torres Islander resource workers from the Children's Services Support Team has increased the access and participation of children 0 - 12 years from Non-English speaking and Aboriginal/Torres Strait Islander backgrounds into Children's Services through:

- Facilitating culturally appropriate programs in these services
- Community outreach to ensure information was available to these groups.
- Cross cultural training for staff held on a regular basis.

The Youth Services Coordinator resourced the Macarthur Youth Services Network to establish a project which focuses on increasing the access of Arabic, Vietnamese and Cambodian young people.

The Koori Youth Workers network has been supported and resourced by the Youth Services Coordinator and Youth Development Officer. The Network has developed an inservice kit on how mainstream youth services can make their services more accessible to Aboriginal youth.

The Campbelltown Local Government Aboriginal Advisory Committee was established in 1996 and the Committee is currently developing a Statement of Reconciliation with the local Aboriginal and Torres Strait Islander community.

Freedom of Information

Freedom of Information became operative from 1 July 1989. Under the terms of the Act, Council is required to publish statistical data in conjunction with its Annual Report.

Section A - FOI Requests	96/97	95/96
New Requests Received	4	7
Completed	3	7
Withdrawn	-	-
Total Processed	3	7
Unfinished	1	-

Section B - Completed Requests

Granted in Full	3	1
Granted in Part	-	3
Refused	-	3
Deferred	-	-

Section G - FOI Requests Refused

S25(1)(a) - Exempt	-	3
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Section H - Costs & Fees

All Completed Requests		
Processing Costs	1,400	1,463
Fees Received	120	210

Section J - Days to Process

0 - 21	3	5
25 - 35	-	1
Over 35	-	1

Section K - Processing Time

0 - 10 hours	1	5
11 - 20 hours	2	2
21 - 40 hours	-	-
Over 40 hours	-	-

Section L - Reviews & Appeals

Internal Reviews	-	1
Ombudsman Reviews	-	-
District Court Appeals	-	-

Council Activities

Legal Proceedings

The following is a summary of legal proceedings taken by or against Council during 1996/97. The summary includes the state of progress of each legal proceeding and if finalised the result together with details of costs and expenses paid or received by way of court settlements.

Health and Environmental Services

LP No.	Offence	Court Result	Status
09/96 10/96 11/96 12/96 13/96 14/96 xxxxxxx 15/96 16/96 xxxxxxxx 17/96	Sell Adulterated Food Sell Adulterated Food Sell Adulterated Food Sell Falsely Described Food Sell Adulterated Food Premises not constructed to enable easy Cleaning Walls not kept in good repair Sufficient artificial lighting not provided. Sink not connected to sewer	Convicted and fined \$4,200 with costs of \$1,570	Unpaid - Warrants issued
18/96	Sell Adulterated Food	Withdrawn	No costs sought
19/96	Not keep food premises free of vermin	Convicted and fined \$400, costs \$996	Paid
20/96	Not comply with Order to clear overgrown land	Withdrawn	Costs of \$550 paid
21/96	Not comply with Order to clear overgrown land	Convicted and fined \$1,000, costs \$785	Unpaid - Warrant issued
22/96	Sell Adulterated Food	Offence proved. No fine or costs imposed	Discharged under 556A Crimes Act
23/96	Not comply with order to clear overgrown premises	Offence proved. No fines or costs imposed	Discharged under 556A Crimes Act
24/96 xxxxxx 25/96 xxxxxx 26/96	Not comply with Order to abate unsightly conditions Not comply with Order to abate unhealthy conditions Not comply with Order to abate noise and odour (animals)	Offences proved. No fine or costs imposed. Defendant placed on a 2 year good behaviour bond. \$500 surety. Defendants conduct and welfare to be supervised by the Probation and Parole Service in liaison with Council.	Discharged under 556A Crimes Act

Council Activities

Legal Proceedings - Health & Environmental Services

LP No.	Offence	Court Result	Status
27/96	Sell Adulterated Food	Convicted and fined \$500, costs \$400	Paid
28/96	Sell Adulterated Food	Convicted and fined \$500, costs \$400	Paid
29/96	Sell Adulterated Food	Convicted and fined \$300, costs \$1,331	Paid
30/96 31/96 32/96 33/96 34/96 35/96 36/96	Sell Adulterated Food Food Incorrectly Labelled Food Incorrectly Labelled Food premises not kept clean Food premises not kept free of vermin Food not protected from contamination by vermin Light fittings not constructed to permit easy cleaning	Convicted at the Local Court. Defendant appealed to District Court. Appeal dismissed. Defendant convicted and fined \$9,800, costs \$957	Unpaid - Time allowed to pay until 06/06/98
37/96	Unleashed dog (Court election to \$50 infringement notice issued by Council)	Convicted and fined \$100, costs \$50	Unpaid - Warrant issued
01/97	Unleashed dog (Court election to \$50 infringement notice issued by Council)	Convicted with costs \$251. Defendant placed on 2 year good behaviour bond. Surety of \$500	Paid
02/97	Unleashed dog (Court election to \$50 infringement notice issued by Council)	Dismissed in favour of the Defendant	
UNRESOLVED 1995/96 LEGAL PROCEEDINGS FROM PREVIOUS REPORT			
01/96	Not comply with order to clear premises of overgrown vegetation and refuse. Court election to \$300 infringement notice issued by Council.	Appeal dismissed in favour of Council. Defendant convicted and fined \$450, costs \$2,551	Unpaid - Time allowed to pay until 10/12/97
02/96	Fail to comply with order to clear overgrown premises	Convicted and fined \$600, costs \$750	Unpaid - Warrant issued
06/96	Sell tobacco to person under 18 years of age	Convicted and fined \$600, costs \$750	Unpaid - Warrant issued
08/96	Sell Adulterated Food	Convicted and fined \$500, costs \$400	Paid

Council Activities

Legal Proceedings - Planning & Development

File/DA No.	Status	Costs
F69074 D48/96	Proposed alteration to existing child care centre at lot 529, DP818964, No.34 Cudgegong Road, Ruse. The applicant appealed to the Land and Environment Court against a deemed refusal of the application on 27 march 1996. Council subsequently approved the application and accordingly the applicant agreed to discontinue proceedings.	\$4,780.50
F70600.2 D223/96	Proposed construction of a service station at Lot 100, DP856454, No.10 Feldspar Road, Eaglevale. Council refused the application on 15 October 1996. The applicant appealed to the Land and Environment Court and on 21 March 1997 the Appeal was upheld. Approval was issued.	\$18,710.90

Legal Proceedings - Rate Recovery

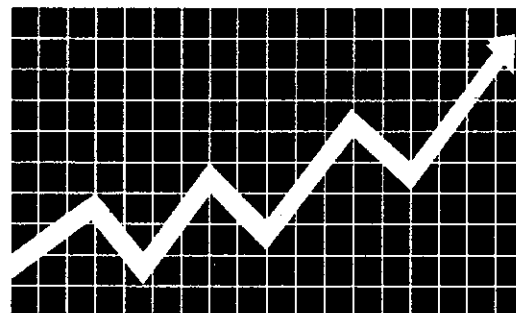
Council incurred costs of \$54,381.75 in undertaking proceedings to recover outstanding rates



Financial Statements

and Reports

1996 - 1997



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Financial Reports 1996-1997



**INDEPENDENT AUDITOR'S REPORT
ON THE GENERAL PURPOSE FINANCIAL REPORT OF
CAMPBELLTOWN CITY COUNCIL**

Scope

We have audited the financial statements of Campbelltown City Council for the year ended 30 June 1997. The financial statements comprise the consolidated accounts of the economic entity being the Council and its controlled entities. The Council is responsible for the preparation and presentation of the financial statements and the information they contain. We have conducted an independent audit of these financial statements in order to express an opinion on them to the Council. Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects the financial statements are presented fairly in accordance with applicable requirements and statutory requirements so as to present a view which is consistent with our understanding of the economic entity's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Timing Requirements of S.413(1) and S.415(1)

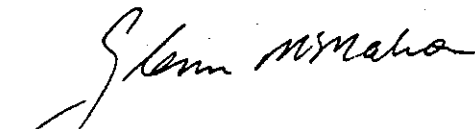
The timing requirements for the preparation, referral and audit of the financial statements have been complied with.

Unqualified Audit Opinion

In our opinion:

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13, Part 3, Division 2;
- (b) the Council's financial reports:
 - (i) have been prepared in accordance with the requirements of this Division; and
 - (ii) are consistent with the Council's accounting records; and
 - (iii) present fairly the Council's financial position, the results of its operations and cashflows; and
 - (iv) are in accordance with applicable Accounting Standards, UIG Consensus Views and other mandatory professional reporting requirements.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial reports that have come to light in the course of the audit.

ALAN MORSE & Co
CHARTERED ACCOUNTANTS


GLENN MCMAHON
PARTNER

Dated at Sydney on this
17th day of October, 1997



Financial Reports 1996-1997



**INDEPENDENT AUDITOR'S REPORT
ON THE CONDUCT OF THE AUDIT OF
CAMPBELLTOWN CITY COUNCIL**

We have audited the financial reports of Campbelltown City Council for the financial year ended 30 June 1997. The financial reports include the general purpose consolidated accounts of the economic entity comprising the Council and its controlled entities. The Council is responsible for the preparation and presentation of the financial reports and the information they contain. We have conducted an independent audit of these financial reports in order to express an opinion on them to the Council.

In accordance with Section 417 (3) of the Local Government Act 1993 we submit our report on the conduct of the audit of Campbelltown City Council for the year ended 30 June 1997. Our unqualified audit report, which outlines the scope of our audit is attached to the general purpose financial statements and should be referred to in order to establish the context in which our comments are made.

Operating Results

Council's operating statement discloses a net increase in assets of \$16,220,000 (1996 - \$11,696,000) from the year's operations.

Although total operating revenues increased by \$5,233,000 (8.6%) compared to the previous year, this was more than offset by the increase in operating expenses of \$5,938,000 (10.1%) over 1996.

Major increases in operating revenues were:

- Rates and Annual Charges - \$3,202,000 due mainly to rates now being received on development properties sold during the year and the full year effect of some major industrial and commercial property transfers in 1996.
- Grants and Contributions - \$1,469,000 as the result of additional grants for local roads and for specific purposes such as the maintenance of roads and bridges and operating child care centres.

Operating expense increases were recorded in:

- Employee Cost - \$1,216,000 as a result of award increases.
- Materials and Contracts - \$1,974,000 reflecting expenditure of additional operating grants and increased costs of new garbage services.
- Depreciation and Amortisation - \$3,517,000 - the recognition of infrastructure onset as the end of the last financial year has resulted in a significant increase in annual depreciation charges, particularly for roads.



Financial Reports 1996-1997

Operating Results (continued)

Income from capital sources of \$15,512,000 exceeded last years by \$5,565,000 (55.9%) following the profits from the realisation of a substantial part of Council's vacant development lands and also the receipt of substantial grant funds for the construction of the Leumeah railway overbridge and associated works.

Financial Position

The Statement of Financial Position discloses that as at 30 June 1997, Council's net assets stood at \$582,147,000 (1996 - \$395,086,000) which represents an increase of \$187,061,000 over the previous year.

In addition to the contribution from operations of \$16,220,000, the recognition of drainage infrastructure assets added \$170,841,000 to the value of Council's assets.

Cash, Investments and Working Capital

Council's ability to operate effectively is largely governed by the amount of available cash. Note 6 to the accounts discloses total cash and investments of \$28,137,000 of which \$17,810,000 is subject to external restrictions which cannot be changed.

The remaining \$10,327,000 comprises \$6,519,000 of internally restricted and \$3,808,000 of unrestricted funds.

With internally restricted funds, Council may alter the purposes for which they are held at its discretion. The unrestricted balance is effectively Council's working funds and is available to cover non-budgeted discretionary expenditure.

The balance of \$3,808,000 represents approximately 3 ½ weeks of Council's annual operating expenditure, and therefore is considered reasonable.

Performance Indicators

Note 13 to the Financial Statements provides a measure of Council's performance using a number of selected ratios.

Whilst management use the ratios, from day to day management perspective, more detailed information is required to constantly monitor performance.

Current and Quick Assets Ratios

The purpose of this ratio is twofold:

- Firstly, to illustrate that current assets are sufficient to cover current liabilities; and
- Secondly, to ensure the amount of capital tied up in working capital is at a minimum.

With ratios of 0.98 and 0.81 respectively as at 30 June 1997, Council's liquidity position is regarded as satisfactory. Ideally both these ratios should exceed \$1.

The mix of components in this ratio can vary substantially from period to period and hence should be seen as a static measure being applied to a dynamic concept.



Financial Reports 1996-1997

Debt Service Ratio

In newer developing Council areas there are significant demands for services and infrastructure but generally insufficient ratepayers to provide the necessary funding.

This usually results in loan funds being used which then requires revenues to repay the principal and meet interest costs.

The cost of repaying debt is reflected in the debt service ratio which expresses that cost as a percentage of revenues.

At 13.31% Council's ratio is within industry benchmarks for similar Councils.

Rate Coverage Ratio

The ability of Council to meet community expectations for the delivery of services and provision of facilities is directly influenced by the discretion it can exercise in the allocation of resources.

In relation to rates a high level of dependency on rates income provides Council with significant flexibility as to how funds are spent.

Council's ratio of 47.38% is consistent with prior periods and general expectations for similar Councils.

Rates Outstanding Percentage

This year has seen a slight decline in this ratio to 3.5% due partly to the distorting effect of some late supplementary levies, but also to a continuing poor economic climate.

Comparison of Actual and Budgeted Performance

Note 2(a) to the Financial Statements compares the actual operating result of the year to the originally budgeted result.

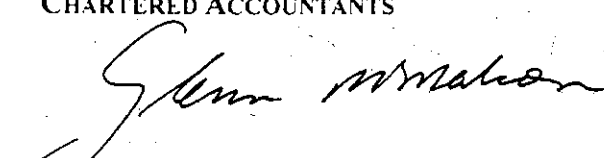
In the original budget an operating surplus of \$3,070,000 was forecast.

The actual result, a surplus of \$16,220,000 exceeded budget by \$13,150,000 due mainly to the receipt of non-budgeted capital income and lower than expected operating expenses.

Conclusion

- a) Council's accounting records have been kept in a manner and form that facilitated the preparation of the general purpose financial reports and allowed proper and effective audit of these reports: and
- b) All information relevant to the conduct of the audit has been obtained.

ALAN MORSE & CO
CHARTERED ACCOUNTANTS


GLENN MCMAHON
PARTNER

Dated at Sydney on this
17th day of October, 1997




Financial Reports 1996 - 1997

CAMPBELLTOWN CITY COUNCIL

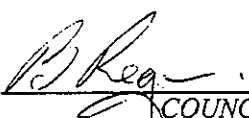
FINANCIAL REPORTS

*Statement under Section 413 (2)(c) of
The Local Government Act 1993*

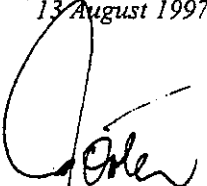
1. *It is the opinion of the Council that the Financial Reports for the period 1 July 1996 to 30 June 1997 :*
 - a) *have been drawn up in accordance with:*
 - *The Local Government Act 1993 and Regulations*
 - *The Local Government Code of Accounting Practice and Financial Reporting*
 - *The Australian Accounting Standards and Statements of Accounting Concepts.*
 - b) *they fairly present the Council's financial position and operating result for the period; and*
 - c) *they are in accordance with Council's accounting and other records.*
2. *We know of nothing that would make the financial reports for the period 1 July 1996 - 30 June 1997 false or misleading in any way.*



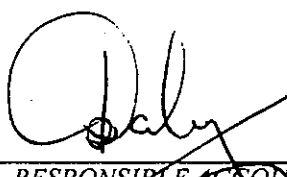
MAYOR
13 August 1997



COUNCILLOR
13 August 1997



GENERAL MANAGER
13 August 1997



RESPONSIBLE ACCOUNTING OFFICER
13 August 1997



Financial Reports 1996-1997

Report of Operations

Organisational Structure

Council has continued to review its organisational structure in the 1996/97 financial year implementing structural reform in meeting the customer focus identified in the Management Plan developed by the staff, elected representatives and community.

Local Government Act 1993

A new Local Government Act was proclaimed by the New South Wales Government with effect from 1 July 1993. Transitional provisions were made for the phasing of the changes from a calendar to a fiscal year and other matters such as asset recognition, etc.

Operating Results

The 1996/97 operating result in this report reflects activities for the year from 1 July 1996 to 30 June 1997.

End of Year Result

The operational results for the 1996/97 financial year produced a surplus of \$16.22 million compared to an original budget of \$3.07 million. The contributing variances were additional increases in income of \$6 million in grants; \$4.4 million profit on sale of assets and a decrease in expenditure of an over-provision in the budget of \$3 million in depreciation.

Movements in Equity

Council increased equity in the 1996/97 financial year by an amount of \$187.06 million, this being made up of an organisational surplus of \$16.22 million and recognition of drainage infrastructure assets of \$170.84 million

Cash Flow

Council increased its cash position at the end of the reporting period for a total of \$28.137 million cash on hand. Cash was received from operating activities amounting to \$71.1 million; investing activities \$7.7 million and cash received from financing activities of \$4.5 million while cash was applied to operating activities amounting to \$55.19 million, investment activities amounting to \$32.38 million and financing activities of \$4.89 million.

AAS27 Financial Reporting by Local Government

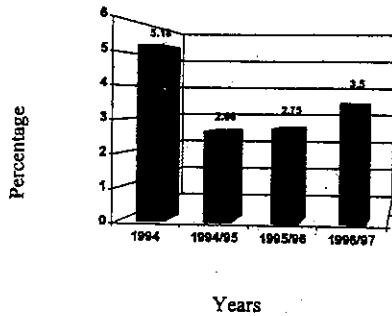
The new Local Government Act adopted Australian accounting Standard 27 and other such standards as issued by the Australian Accounting Research Association on behalf of the Australian Society of Certified Practising Accountants and the Institute of Chartered Accountants of Australia under the titles "Statement of Accounting Concepts and Accounting Standards". The General Purpose Financial Reports are prepared in accordance with the Australian Accounting Standards other than AAS16 "Financial Reporting by Segments" and AAS22 "Related Party Disclosures".

Financial Reports 1996-1997

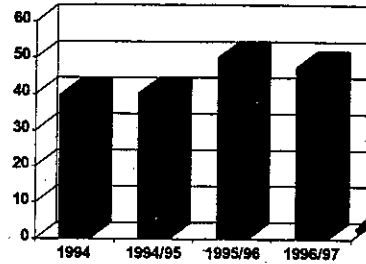


Report of Operations

Rate Arrears

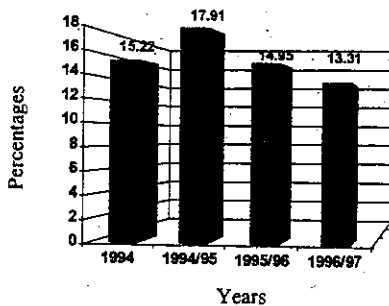


Rate Coverage Ratio

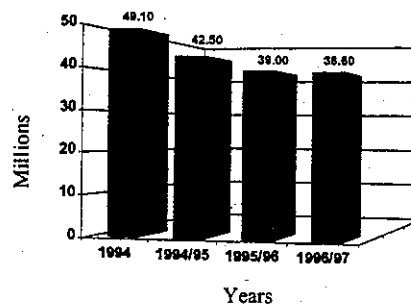


Debt Service

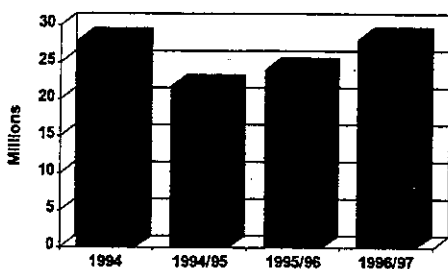
To assess the degree to which revenues are committed to the repayment of debt



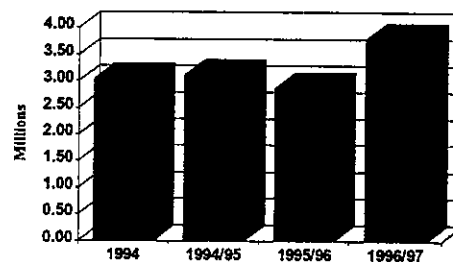
External Debt Outstanding



Total Cash Position



Total Unrestricted Cash





Financial Reports 1996-1997

Operating Statement

		<i>Actual 1997 \$'000</i>	<i>Actual 1996 \$'000</i>
	<i>Notes</i>		
OPERATING REVENUES			
Rates & Annual Charges	3(a)	38,447	35,245
User Charges & Fees	3(b)	9,544	8,879
Interest	3(c)	1,877	1,908
Grants & Contributions provided for operating purposes	3(e&f)	15,040	13,571
Other operating revenues	3(d)	731	803
TOTAL OPERATING REVENUES		65,639	60,406
OPERATING EXPENSES			
Employee costs	4(a)	26,853	25,637
Materials & Contracts		11,476	9,502
Interest Charges	4(b)	3,183	3,517
Depreciation and Amortisation	4(c)	7,683	4,166
Other operating expenses	4(d)	15,736	16,171
TOTAL OPERATING EXPENSES		64,931	58,993
OPERATING RESULT BEFORE CAPITAL AMOUNTS		708	1,413
Grants & Contributions provided for capital purposes	3(e&f)	11,069	9,330
Net gain/(loss) on disposal of assets	5	4,443	617
CHANGE IN NET ASSETS BEFORE ABNORMAL ITEMS		16,220	11,360
Abnormal items		0	0
CHANGE IN NET ASSETS BEFORE EXTRAORDINARY ITEMS		16,220	11,360
Extraordinary items		0	0
CHANGE IN NET ASSETS RESULTING FROM OPERATIONS		16,220	11,360

Financial Reports 1996-1997



Statement of Financial Position

	Notes	Actual 1997 \$'000	Actual 1996 \$'000
CURRENT ASSETS			
Cash on hand and at bank	6	80	23
Investments	6	28,057	24,018
Receivables	7	2,860	2,371
Inventories	8	882	834
Real Estate Assets held for resale	8	0	1,978
Other	8	246	121
TOTAL CURRENT ASSETS		32,125	29,345
CURRENT LIABILITIES			
Bank overdraft	11	0	196
Creditors	10	5,665	4,154
Provisions	10	3,784	3,292
Borrowings	10	5,132	4,898
TOTAL CURRENT LIABILITIES		14,581	12,540
NET CURRENT ASSETS		17,544	16,805
NON-CURRENT ASSETS			
Investments	6	0	
Receivables	7	257	271
Real Estate Assets held for resale	8	4,732	5,297
Property, Plant and Equipment	9	599,101	412,848
Other	8		
TOTAL NON-CURRENT ASSETS		604,090	418,416
NON-CURRENT LIABILITIES			
Creditors	10	0	
Provisions	10	6,016	6,032
Borrowings	10	33,470	34,103
TOTAL NON-CURRENT LIABILITIES		39,486	40,135
NET ASSETS		582,148	395,086
EQUITY			
Accumulated surplus		582,148	395,086
Asset revaluation reserve			
TOTAL EQUITY		582,148	395,086



Financial Reports 1996-1997

Statement of Changes in Equity

	Total		Accumulated Surplus		Asset Revaluation Reserve	
	Actual 1997 \$'000	Actual 1996 \$'000	Actual 1997 \$'000	Actual 1996 \$'000	Actual 1997 \$'000	Actual 1996 \$'000
<i>Balance at the beginning of the reporting period</i>	395,086	177,622	395,086	177,622	0	0
<i>Change in net assets resulting from operations</i>	16,220	11,696	16,220	11,696	0	0
<i>Adjustment due to recognition of assets during the transitional provisions (AAS27)</i>	170,841	205,768	170,841	205,768	0	0
<i>Other Adjustments (Specify)</i>						
<i>Transfer to asset revaluation reserve</i>						
<i>Transfer from asset revaluation reserve</i>						
<i>Balance at end of the reporting period</i>	582,147	395,086	582,147	395,086	0	0

Financial Reports 1996 - 1997



Statement of Cash Flow

		Actual 1997 \$'000	Actual 1996 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Receipts from rates		38,304	35,390
Receipts from user charges		9,045	9,706
Interest received		1,837	1,908
Grants provided by government		20,206	14,057
Contributions and donations		2,061	6,848
Other receipts		731	803
<u>Payments</u>			
Payments to employees			(24,918)
Payments for materials/contracts			(10,491)
Payments of interest			(3,589)
Operating lease payments			(435)
Other payments			(15,716)
Net cash provided by (or used in) operating activities	11	16,991	13,563
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Proceeds from sale of investments			
Proceeds from sale of real estate assets		4,140	618
Proceeds from sale of assets		3,625	3,389
Other Proceeds		15	0
<u>Payments</u>			
Other Payments			
Purchase of investments			
Purchase of assets			(10,868)
Loans to deferred debtors		0	(271)
Net cash provided by (or used in) investing activities			(7,132)
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from borrowings and advances		4,500	2,500
Other proceeds			
<u>Repayments</u>			
Repayments of borrowing and advances			(6,080)
Repayments of lease liabilities			
Other payments			
Net cash provided by (or used in) financing activities			(3,580)
Net increase/(decrease) in cash held		4,292	2,851
Cash at beginning of reporting period	6	23,845	20,994
Cash at end of reporting period		28,137	23,845



Financial Reports 1996-97

Note 1 - Statement Of Significant Accounting Policies

(A) **The Local Government Reporting Entity**

1. **Controlled Entities**

The Consolidated Financial Statements incorporate the assets and liabilities of all entities controlled by Campbelltown City Council as at 30 June 1997 and the results of all controlled entities for that financial period. The funds and other entities by which Council controls resources to carry out its finances are required to be consolidated and have been included in the Financial Statement forming part of this report.

Council has only one fund being the General Fund. Therefore, in the process of reporting as a single unit, all transactions and balances between entities (for example: loans and transfers between funds) have been eliminated.

Where control of an entity is obtained during the financial year, its results are included in the Consolidated Operating Statement from the date on which control commenced. Where control of an entity ceases during the financial year, its results are included for that part of the year during which control existed.

2. **Trust Fund**

Council is required under the Local Government Act to maintain a separate and distinct trust fund to account for all monies 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.

A separate statement of monies held in the trust fund is available for inspection at the Council's office by any person free of cost.

(B) **Basis of Accounting**

The Financial Statements have been prepared as a general purpose financial report in accordance with Australian Accounting Standards, the Statements of Accounting Concepts, requirements of the Local Government Act, the Local Government Code of Accounting Practice and Financial Reporting and the Local Government Asset Accounting Manual. It has been prepared on the accrual basis of accounting.

Except for assets which are at current cost valuation, the report has been prepared in accordance with this historical cost convention.

Accounting policies adopted for the reporting period are consistent with those of the previous reporting period except where otherwise indicated.

(C) **Rates**

The rating and reporting period for the Council coincide and, accordingly, all rates levied for the year are recognised as revenues. Uncollected rates are recognised as receivables after allowing for amounts due from unknown owners and postponed rates in accordance with the Local Government Act.

(D) **Grants, Contributions and Donations**

Grants, donations and other contributions are recognised as revenues when the Council obtains control over the assets comprising the contributions. Control over granted assets is normally obtained upon their receipt or upon prior notification that a grant has been secured.

Financial Reports 1996-1997**Note 1 - Statement of Significant Accounting Policies**

Unreceived contributions over which the Council has control are recognised as receivables

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed in these notes. Also disclosed is the amount of contributions recognised as revenues in a previous reporting period which were obtained in respect of the Council's operations for the current reporting period.

The Council has obligations to provide facilities from contributions required from developers under the provisions of S94 of the Environmental Planning & Assessment Act 1979. Contributions received are required to be held as restricted assets until used for the purposes designated in formal contributions plans.

Amounts may be expended only for the purposes for which the contributions were required, but the Council may, within each area of benefit, apply contributions according to the priorities established in the relevant contributions plans and accompanying works schedules.

The following contribution plans have been adopted by the Council and are available for public inspection free of cost:

Contribution Plan No. 1 - Neighbourhoods of Blairmount, Eagle Vale, Eschol Park, Kearns and Raby

Contribution Plan No. 2 - Neighbourhoods of Ambarvale, Rosemeadow, Glen Alpine and St Helens Park

Contribution Plan No. 3 - Bow Bowling Neighbourhood

Contribution Plan No. 4 - Kilbride Aged and Disabled Persons Community Facilities

The Council also holds contributions obtained prior to the requirement to have contributions plans in place. These moneys must be applied only for purposes for which they were obtained.

Grants,
Contributions
and Donations
(contd)

Contributions
Under
Section 94
of the
Environmental
Planning and
Assessment Act
1979 (E)

(i) Transitional Provisions

Infrastructure assets acquired or constructed prior to 1 January 1993 are required to be capitalised in the accounts on a "staged" basis as set out below:

1994/95	All assets except Transport and Communication Assets and Drainage Assets
1995/96	Transport and Communication Assets
1996/97	Drainage Assets

All non-current assets purchased or constructed since 1 January 1993 have been capitalised as soon as the asset is held "ready for use". The initial recognition of existing non-current assets has resulted in an increase to non-current assets and accumulated surplus.

Property, Plant
and Equipment (F)

**Financial Reports 1996-97****Note 1 - Statement Of Significant Accounting Policies****Property, Plant
and Equipment
(contd)****(ii) Materiality**

For assets capitalised since 1 January 1993, the following rules of materiality have been applied where the asset has an economic life which is determined to be longer than one year:

<i>Plant and Equipment</i>	<i>Capitalise if value >\$1000</i>
<i>Office Equipment</i>	<i>Capitalise if value >\$1000</i>
<i>Furniture & Fittings</i>	<i>Capitalise if value >\$1000</i>
<i>Land -</i>	
<i>Council land</i>	<i>Capitalise</i>
<i>Open space</i>	<i>Capitalise</i>
<i>Land under roads</i>	<i>Capitalise</i>
<i>Buildings-</i>	
<i>Construction/extensions</i>	<i>Capitalise</i>
<i>Renovations</i>	<i>Capitalise if value >\$1000</i>
<i>Other structures</i>	<i>Capitalise if value >\$1000</i>
<i>Roads, bridges, footpaths</i>	
<i>Construction/reconstruction</i>	<i>Capitalise</i>
<i>Reseal/resheet/major repairs</i>	<i>Capitalise</i>

(iii) Valuation

The Council is exempted from the "Recoverable Amount Test" under the provision of paragraph 30 of AAS 10.

Community assets and leased assets brought to account for the first time are valued at the current cost less accumulated depreciation as at the date of recognition (refer note 1(F)(I))

During the period ended 30 June 1997, the following class of asset was revalued:

- Drainage*

The valuation process included the preparation of a part inventory of assets by field location/inspection. Actual unit rates for the replacement of these assets were applied to the inventory to calculate its current replacement cost. To obtain current written down value, Council took replacement cost as calculated above less depreciation. The depreciation figure was arrived at by using the recorded age and expected life of these assets where their age could be reliably determined.

All inventory has been prepared under Mr Mark Salvaterra's supervision. All unit rates were obtained from Council's Engineering data base for actual cost of the components making up the inventory.

Financial Reports 1996-1997**Note 1 - Statement of Significant Accounting Policies**

Council's Mr Mark Salvaterra has a Diploma of Engineering, a Bachelor of Engineering and a Masters of Engineering. He is a Graduate Member of the Institute of Engineers and has 12 years experience working in Local Government.

Infrastructure brought on the Council books in this reporting period increased Council's equity by \$179,460.980. The effect of depreciation expense in future years will be approximately \$2.3 million.

Assets are revalued every five years from the date of recognition. Operating assets are valued at their historical cost less accumulated depreciation. Acquisitions after the date of valuation are carried at an acquisition cost which materially equates to current cost. Current cost in relation to an asset means the cost measured by reference to the lowest cost at which the gross service potential of that asset could currently be obtained in the normal course of business.

(1) Plant & Equipment, Office Equipment, Furniture & Fittings

Valuations of these asset categories are based on historical cost subject to the materiality thresholds described in Note 1(F)(ii).

(2) Rateable Land

All rateable land is valued by the Valuer General. The last valuation which has since been adjusted for additional rateable properties took place in 1994.

(3) Non Rateable Land

All non rateable land has been valued by the Valuer General's Office in accordance with Section 6A of the Valuation Land Act 1916, Number 2 as amended. The Valuer General's Office has confirmed that the valuations that he supplies using a base date take into consideration evidence of sales of land in the locality at or around the base date of the valuations. This basis is consistent with that used by the Valuer General when valuing other Council properties.

(4) Real Estate Assets held for Resale

Assets purchased for development and/or resale are valued at the lower of cost or net realisable value. Cost includes the costs of acquisition, development and interest incurred on financing of that acquisition and development and interest and other holding charges up to the time of sale. The amount by which cost exceeds the net realisable value has been recognised as an expense. Revenues arising from the sale of property are recognised in the operating statement when all conditions of the contract have been fulfilled.

(5) Depreciation of Non-Current Assets

With the exception of assets acquired/constructed prior to 1 January 1993, all assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets. Infrastructure assets are not depreciated in the year of completion.

*Property, Plant
and Equipment
(contd)*

**Financial Reports 1996-97****Note 1 - Statement Of Significant Accounting Policies****Property, Plant and Equipment (contd)**

Depreciation is recognised on a straight-line basis using a standard range of rates for the local government industry which are reviewed annually. Major depreciation periods are:

Buildings	50 years
Vehicles	5 years
Earthmoving Equipment	6 years
Office Equipment	10 years
Roads	100 years
Concrete Bridges	100 years

Infrastructure assets acquired or constructed prior to 1 January 1993 will be capitalised in the accounts on a "staged" basis as specified in Note 1(F)(i).

(G) Investments

Investments are recognised at cost, and have been made in the form of interest bearing securities approved by the Local Government Powers of Investment Act and Council's adopted Investment Strategies. Interest revenues are recognised as they accrue.

Council has a number of restricted investments to meet specific commitments for future expenditure and has established special policies in respect of the following:

- (i) **Plant Replacement** - the surplus on plant hire, if any, is set aside to assist in financing acquisitions of significant items of plant.
- (ii) **Development Activities** - the profits on Council's entrepreneurial activities are set aside prior to its investment for community works and services in accordance with Council's policy.
- (iii) **Employees' Leave Entitlements** - Council has set aside funds to meet a portion of its liability for employees' leave entitlement.
- (iv) **Child Care Centres** - any surplus funds from the operations of the Child Care Centres are set aside to finance major improvements to the Centres and to cover any deficits incurred in future years.
- (v) **Committed Works** - each year, following the completion of the Financial Statements, Council has considered a report on revoted allocations for works that were not completed during the previous year. The value of these works funded from revenue needs to be set aside as cash.
- (vi) **Insurance** - Council has previously considered a major report from its Risk Management Consultant and one of the recommendations adopted by Council was that an examination take place into the feasibility of Council obtaining a Self Insurance Licence for Workers' Compensation.
- (vii) **Golf Course Plant** - Council owns the Campbelltown Golf Course. Under the terms of the lease to the Campbelltown Golf Club, Council is required to set aside certain funds to assist the Club in the replacement of Plant and Machinery to maintain the course.

Financial Reports 1996 - 1997**Note 1 - Statement of Significant Accounting Policies**

(viii) **Garbage** - Council has set aside the surplus from garbage operations in accordance with the requirements set by the Department of Local Government and Council's policies. These funds are being used to address the ongoing problems of landfill being experienced within all Metropolitan Councils and to increase the participation in recycling under Council's new Waste Management Service which commenced on 1 October 1996.

(ix) **Sinking Funds** - Council has a number of interest only loans where the principal is not due to be repaid until the loan matures. Council has a policy of setting aside sufficient funds over the term of the loan to reduce the financial burden in the reporting period that the loan is due.

Council's total liability that has accrued for employees' entitlements at the 30 June 1997 was \$9.8 million. The distribution of this amount in the various categories is presented in Note 10.

Asset

Council has an internal restriction of \$395,125 in the funding of this liability. Council's objective is to set aside funds for this provision to fund the liability of all employees who have attained the age of 55 and over.

Council has made an allocation in the 1997/98 Budget of \$1 million to bring the reserve up to its correct level. Redundancies incurred in 1996/97 through restructuring have depleted the reserve to this current level.

Calculation

The service value of employees with less than 10 years service has been inflated by an estimated increase in the remuneration rate over the next 9 years which has been estimated to be 3% per annum.

The inflated liability has then been discounted back to present value using the Commonwealth Government 10 year bond rate of 7.01% advised by the Department of Local Government.

There has been also a probability factor included within this calculation which has been based on the employment history taken from three of the previous 5 years. The weighted average of these years have then been taken in calculating a probability factor.

All employees who have reached 10 years service have been calculated at current rates of pay.

Council's liability has been apportioned between current and non current - the current provision being the entitlement due in the next 12 months

Investments
(contd)

Employee
Entitlements
Liability

(H)



Financial Reports 1996-97

Note 1 - Statement Of Significant Accounting Policies

- | | |
|--|--|
| <p>(I) Leasing Finance</p> | <p><i>Leases of plant and equipment under which Council assumes substantially all the risks and benefits of ownership are classified as finance leases. Other leases are classified as operating leases. Payments made under operating leases are charged against income in equal instalments over the accounting periods covered by the lease term.</i></p> <p><i>With the continuing reduction in loan allocations, Council has utilised operating leases to fund the acquisition of various items of plant and equipment. Lease payments are charged to expense over the lease term. Details of Council's commitments are set out in Note 12.</i></p> <p><i>Lease liabilities are allocated between current and non-current components. The principal component of lease payments due on or before the end of the succeeding year is disclosed as a current liability, and the remainder of the lease liability is disclosed as a non-current liability.</i></p> <p><i>In respect of operating leases, where the lessor substantially retains all of the risks and benefits incident to ownership of the leased items, lease payments are charged to expense over the lease term.</i></p> |
| <p>(J) Inventories (apart from real estate)</p> | <p><i>Inventories held in respect of business undertakings have been valued at the lower of cost or net realisable value. Inventories held in respect of non-business undertakings have been valued at cost subject to adjustment for loss of service potential. In both cases, costs have been assigned to particular inventory items by the average cost method.</i></p> |
| <p>(K) Provision for Doubtful Debts</p> | <p><i>Provision is made for amounts receivable from ratepayers and other debtors which are considered doubtful of recovery. In assessing the likelihood of recovery, Council takes into account appropriate statutory provisions available to it for the recovery of rates and charges.</i></p> |
| <p>(L) Joint Ventures</p> | <p><i>Council has a joint venture with the Department of Housing in the Claymore Shopping Centre.</i></p> |
| <p>(M) Monetary Amount</p> | <p><i>Amounts shown in the financial statements are rounded to the nearest one thousand dollars.</i></p> |
| <p>(N) Budget Information</p> | <p><i>Note 2(a) provides budget information of revenues and expenditures of each of the major activities of the Council. Budget figures represented are those approved by Council at the beginning of the financial year and do not reflect Council approved variations throughout the year.</i></p> |

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Note 2 (a) - Functions

Revenues, Expenses and Assets have been directly attributed to the following Functions/Activities. Details of those Functions/Activities are provided.														
FUNCTIONS	REVENUES			EXPENSES			OPERATING RESULTS			GRANTS INCLUDED IN REVENUES		TOTAL ASSETS HELD (CURRENT & NON CURRENT)		
	BUDGET	ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	BUDGET	ACTUAL	ACTUAL	1996/97	1995/96	1996/97	1995/96	MOVE-MENT
	1996/97	1996/97	1995/96	1996/97	1996/97	1995/96	1996/97	1996/97	1995/96					
Administration	(572)	(1,053)	(1,084)	11,236	11,892	11,937	10,664	10,839	10,853	0	0	48,548	43,897	4,651
Public Order & Safety	(972)	(836)	(612)	1,983	1,879	1,827	1,011	1,043	1,215	(604)	(352)	1,854	1,188	666
Health	(213)	(347)	(183)	1,120	1,100	1,076	907	753	893	0	0	399	443	(44)
Community Services & Education	(5,645)	(6,039)	(5,796)	7,477	7,249	7,125	1,832	1,210	1,329	(4,246)	(4,487)	8,217	8,537	(320)
Housing & Community Amenities	(10,547)	(10,250)	(9,388)	18,164	12,529	10,084	7,617	2,279	696	(865)	(1,630)	182,938	3,496	179,442
Water Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewerage Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recreation & Culture	(3,326)	(6,585)	(5,637)	14,761	15,131	15,342	11,435	8,546	9,705	(531)	(747)	128,388	128,452	(64)
Fuel & Energy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mining, Manufacturing & Construction	(930)	(969)	(559)	456	386	948	(474)	(583)	389	0	0	0	1	(1)
Transport & Communication	(7,234)	(10,497)	(6,115)	11,415	12,996	9,208	4,181	2,499	3,093	(6,698)	(3,204)	245,329	209,942	35,387
Economic Affairs	(2,480)	(4,522)	(2,761)	1,687	1,769	1,446	(793)	(2,753)	(1,315)	0	0	20,542	17,051	3,491
Total Functions	(31,919)	(41,098)	(32,135)	68,299	64,931	58,993	36,380	23,833	26,858	(12,944)	(10,420)	636,215	413,007	223,208
GENERAL PURPOSE REVENUES	(39,450)	(40,053)	(38,218)	0	0	0	(39,450)	(40,053)	(38,218)	(7,525)	(7,302)	0	0	0
TOTALS	(71,369)	(81,151)	(70,353)	68,299	64,931	58,993	(3,070)	(16,220)	(11,360)	(20,469)	(17,722)	636,215	413,007	223,208



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Note 2 (b) - Component of Functions

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

ADMINISTRATION

Corporate Support, Engineering and Works, Other Support Services.

PUBLIC ORDER & SAFETY

Fire Protection, Animal Control, Enforcement of Local Government Regulations, Emergency Services.

HEALTH

Administration and Inspection, Immunisations, Food Control, Noxious Plants, Health Centres.

COMMUNITY SERVICES & EDUCATION

Administration, Family Day Care, Child Care, Youth Services, Aged and Disabled, Migrant Services, Aboriginal Services, Education.

HOUSING & COMMUNITY AMENITIES

Housing, Town Planning, Domestic Waste Management Services, Street Cleaning, Other Sanitation and Garbage, Urban Stormwater Drainage, Environmental Protection, Public Conveniences, Other Community Amenities.

RECREATION & CULTURE

Public Libraries, Art Galleries, Community Centres, Public Halls, Swimming Pools, Sporting Grounds, Parks and Gardens, Other Sport and Recreation.

MINING, MANUFACTURING & CONSTRUCTION

Building Control, Quarries.

TRANSPORT & COMMUNICATION

Urban Roads, Sealed Rural Roads, Unsealed Rural Roads, Bridges, Footpaths, Parking Areas, Bus Shelters and Services, Street Lighting.

ECONOMIC AFFAIRS

Tourism & Area Promotion, Industrial Development Promotion, Real Estate Development, Other Business Undertakings.

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Note 3 - Operating Revenues

	Actual 1997 (\$'000)	Actual 1996 (\$'000)
(a) RATES & ANNUAL CHARGES		
<u>Ordinary Rates</u>		
Residential	16,269	13,750
Farmland	195	194
Mining	0	0
Busines	4,851	4,134
Total Ordinary Rates	21,315	18,078
<u>Special Rates</u>		
Water Supplies	0	0
Sewerage Services	0	0
Drainage	0	0
Town Improvement	0	0
Parking	1,099	971
Mainstreet	0	0
Tourism	0	0
Other	8,572	10,349
Total Special Rates	9,671	11,320
<u>Annual Charges (pursuant to s.496 & s.501)</u>		
Domestic Waste Management Services	7,302	5,685
Water Supply Services	0	0
Sewerage Services	0	0
Drainage Services	0	0
Waste Management Services (not domestic)	0	0
Other - Ex Gratia	159	162
Total Annual Charges	7,461	5,847
Total Rates and Annual Charges	38,447	35,245



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Note 3 - Operating Revenues

	Actual 1997 (\$'000)	Actual 1996 (\$'000)
(b) USER CHARGES & FEES		
<u>User Charges (pursuant to S.502)</u>		
Domestic Waste Management Services	0	0
Water Supply Services	0	0
Drainage Services	0	0
Waste Management Services (not domestic)	0	0
Sullage	39	44
Other: Hire of Council Facilities	2,568	2,271
Child Care Fees	1,353	1,281
Property Rented	2,679	2,454
Other	0	1,290
Total User Charges	6,639	7,340
<u>Fees</u>		
Regulatory/Statutory Fees	1,300	1,443
Discretionary Fees - Gas Sales	0	0
Discretionary Fees - Abattoir Sales	0	0
Discretionary Fees - RTA Charges	2	0
Discretionary Fees - Private Works	28	1
Discretionary Fees - s.611	99	94
Discretionary Fees - Various Building Fees	409	0
Discretionary Fees - Road/Footpath Reinstatement	399	0
Other	668	1
Total User Fees	2,905	1,539
Total User Charges and Fees	9,544	8,879
(c) INTEREST		
Interest on overdue rates and charges	118	162
Development Contributions - Section 94	347	432
Development Contributions - Water and Sewerage	0	0
Interest on Investments	1,212	1,194
Other	200	120
Total Interest Revenue	1,877	1,908
(d) OTHER OPERATING REVENUES		
Reversal of Revaluation Decrements	0	0
Fines	89	93
Recycling Income (Non domestic)	0	0
Lease Rental	0	0
Legal Fees Recovery (Rates)	54	0
Insurance Claims	140	0
Commissions & Agency Fees	24	0
Computer Bureau Income	0	0
Other	424	710
Total Other Operating Revenue	731	803



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Note 3 - Operating Revenues

	Actual 1997 (\$'000)	Actual 1996 (\$'000)
(e) GRANTS		
<i>General Purpose (Untied)</i>		
Financial Assistance - Equalisation component	6,852	6,650
Financial Assistance - Local Roads component	869	0
Pensioners' Rates Subsidies	673	652
<i>Specific Purpose</i>		
Water Supplies	0	0
Sewerage Services	0	0
Community Centres	0	0
Roads and Bridges	671	384
Drainage	0	0
Child Care	3,934	3,790
Other	1,309	1,519
Total Grants	14,308	12,995
(f) CONTRIBUTIONS & DONATIONS		
<i>Developer Contributions (\$94)</i>		
Land and Other Material Public Benefits	0	0
Roadworks	0	0
Drainage	0	0
Traffic Facilities	0	0
Parking	0	0
Open Space	3	0
Community Facilities	1	0
Other	0	0
RTA Contributions	0	0
Water	0	0
Sewerage	0	0
Other Councils - Joint Works	0	0
Paving	0	0
Kerb & Gutter	0	0
Other	728	573
Total Contributions and Donations	732	573
TOTAL GRANTS & CONTRIBUTIONS	15,040	13,568



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Note 4 - Operating Expenses

	Actual 1997 (\$'000)	Actual 1996 (\$'000)
(a) EMPLOYEE COSTS		
Salaries and Wages	19,654	19,030
Travelling	50	55
Employee Leave Entitlements	3,594	3,391
Superannuation	1,857	1,806
Workers' Compensation Insurance	1,278	1,062
Fringe Benefits Tax	109	62
Payroll Tax	0	
Training Costs (excluding salaries)	232	158
Other	79	73
Total Operating Employee Costs	26,853	25,637
(b) INTEREST CHARGES		
Interest on Overdraft	2	3
Interest on Loans	3,181	3,514
Interest on Advances	0	0
Charges on Finance Leases	0	0
Interest on Other Debts (specify if material)	0	0
Total Interest Charges	3,183	3,517
(c) DEPRECIATION & AMORTISATION		
Plant & Equipment	1,848	1,621
Office Equipment	318	270
Furniture & Fittings	32	20
Property Plant & Equipment leased	0	0
Land Improvements (depreciable)	0	0
Buildings	1,662	1,519
Other structures	0	1
Infrastructure		
Roads, bridges and footpaths	3,188	0
Storm water drainage	0	51
Water supply network	0	0
Sewerage assets	0	0
Other assets		
Heritage collections	0	0
Library books	632	0
Other	3	525
Total Depreciation and Amortisation Expenses	7,683	4,007



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Note 4 - Operating Expenses

	Actual 1997 (\$'000)	Actual 1996 (\$'000)
(d) OTHER OPERATING EXPENSES		
Auditor's Remuneration - Audit Services	53	42
Auditor's Remuneration - Other Services	0	2
Bad and Doubtful Debts	30	30
Legal Expenses	229	256
Mayoral Allowance	30	30
Members' Fees and Allowances	186	184
Members' Expenses	98	74
Operating Lease Rentals	470	435
Bank Charges & Fees	147	130
Board of Fire Commissioners	458	387
Bush Fire Fighting Fund	73	89
Computer Equipment & Fees	635	523
Electricity & Heating	659	730
Dept of Environment & Planning	81	81
Garbage Disposal Fees	303	262
Insurances	502	664
Postage & Agency Fees	263	197
Telephone	546	473
Security Charges	328	189
Street Lighting Charges	2,039	1,995
Other Utility Charges	205	219
Valuer Generals Department	174	143
Vehicle Running Expenses	1,580	0
Other Contributions & Donations	87	0
Water Rates	421	348
Consultancies	0	229
Advertising	528	470
Hired Plant	254	210
Cash Collection Charges	33	30
Equipment/Furniture & Fittings	311	361
Other Child Care Expenses	1,191	1,180
Other Aged Care Expenses	114	111
Other Office Expenses	165	64
Seminar/Conference/Civic Functions	162	79
Buildings & Surrounds M & R	310	310
Airport Community Action	103	0
Insurance/Public Liability Claims	177	59
Equipment M & R	205	177
Uniforms/Clothing	57	50
Kiosk/Canteen Supplies	226	128
Art Gallery Exhibitions/Programs	93	68
Tipping Fees/Contributions	1,682	1,607
Private Works Expenditure	37	52
Other	491	3,513
Total Other Operating Expenses	15,736	16,181

**Financial Reports 1996-1997****Note 5 - Gain or Loss on Disposal of Asset**

	<i>Actual 1997 (\$'000)</i>	<i>Actual 1996 (\$'000)</i>
GAIN (OR LOSS) ON DISPOSAL OF PROPERTY		
<i>Proceeds from disposal</i>	1,857	1,317
<i>Less: Carrying amount of assets sold</i>	1,293	1,273
<i>Gain (or loss) on disposal</i>	564	44
GAIN (OR LOSS) ON DISPOSAL OF PLANT AND EQUIPMENT		
<i>Proceeds from disposal</i>	1,757	2,008
<i>Less: Carrying amount of assets sold</i>	1,274	1,247
<i>Gain (or loss) on disposal</i>	483	761
GAIN (OR LOSS) ON DISPOSAL OF REAL ESTATE ASSETS HELD FOR SALE		
<i>Proceeds from Sales</i>	4,140	64
<i>Less: Cost of Sales</i>	744	65
<i>Gain (or loss) on disposal</i>	3,396	(1)
TOTAL GAIN (OR LOSS) ON DISPOSAL OF ASSETS	4,443	804

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Note 6 - Cash and Investments

	Actual 1997		Actual 1996	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
CASH				
Cash on Hand and at Bank	80		23	
Total Cash	<u>80</u>		<u>23</u>	
INVESTMENTS				
Government and Semi-government	0		0	
Stocks and Bonds	0		0	
Treasury Corporation	0		0	
Managed Funds	0		10,366	
Term Deposits	18,352		7,029	
Short-Term Money Market	1,601		1,038	
Bills of Exchange	0		0	
Other (specify if material)	8,104		5,584	
Total Investments	<u>28,057</u>	<u>0</u>	<u>24,017</u>	<u>0</u>
TOTAL CASH AND INVESTMENTS AVAILABLE	<u><u>28,137</u></u>	<u><u>0</u></u>	<u><u>24,040</u></u>	<u><u>0</u></u>

RESTRICTED CASH AND INVESTMENTS SUMMARY

	1997		1996	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
EXTERNAL RESTRICTIONS				
Included in liabilities	0	0	0	0
Included in revenue	17,810	0	16,545	
Total External Restrictions	<u>17,810</u>	<u>0</u>	<u>16,545</u>	<u>0</u>
INTERNAL RESTRICTIONS				
Included in liabilities	0	0	0	0
Other	6,519	0	4,631	0
Total Internal Restrictions	<u>6,519</u>	<u>0</u>	<u>4,631</u>	<u>0</u>
TOTAL UNRESTRICTED	<u>3,808</u>	<u>0</u>	<u>2,864</u>	<u>0</u>
TOTAL CASH AND INVESTMENTS AVAILABLE	<u><u>28,137</u></u>	<u><u>0</u></u>	<u><u>24,040</u></u>	<u><u>0</u></u>



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Note 6 - Cash and Investments

	1997		1996	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
EXTERNAL RESTRICTIONS				
<i>Included in liabilities</i>				
Specific Purpose Unexpended Loans (A)	3,158	0	3,735	0
RTA Advances (B)	0	0	0	0
Self Insurance Claims (C)	0	0	0	0
Other (specify if material) (J)	0	0	0	0
<i>Included in revenue</i>				
Developer Contributions (D)	8,175	0	7,244	0
RTA Contributions (E)	0	0	0	0
Specific Purpose Unexpended Grants (F)	4,314	0	3,512	0
Water (G)	0	0	0	0
Sewerage (H)	0	0	0	0
Domestic Waste Management (I)	1,235	0	1,160	0
Other (specify if material) (J)	928	0	894	0
TOTAL EXTERNAL RESTRICTIONS	17,810	0	16,545	0
TOTAL INTERNAL RESTRICTIONS				
<i>Included in liabilities</i>				
Employee Leave Entitlements	395	0	723	0
<i>Other</i>				
Property Development	4,239	0	2,639	0
Replacement of Plant & Vehicles	661	0	596	0
Sinking funds	306	0	135	0
Others (specify if material)	918	0	538	0
TOTAL INTERNAL RESTRICTIONS	6,519	0	4,631	0

A. Loan moneys which must be applied for the purpose for which the loans were raised.

B. Advances by the Roads and Traffic Authority for works on the State's classified roads network.

C. Self Insurance liability resulting from reported claims or incurred claims not yet reported must have cash or specific investments held for the full amount of the provision.

D. Development contributions which are not yet expended for the provision of services and amenities in accordance with those contributions.

E. RTA Contributions which are not yet expended for the provision of services and amenities in accordance with those contributions.

F. Grants which are not yet expended for the purposes for which the grants were obtained. (See separate Note "Conditions over Grants.")

G.H.&I. Water, Sewerage and Domestic Waste Management (DWM) funds which must be applied for the purposes for which they were raised.

J. Other externally restricted monies.

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Note 7 - Receivables

	Actual 1997		Actual 1996	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
<i>Rates and Annual Charges</i>	593	0	747	0
<i>User Charges and Fees</i>	0	0	0	0
<i>Accrued Revenues (Interest)</i>	100	0	61	0
<i>Deferred Debtors</i>	66	257	43	271
<i>Government Grants and Subsidies</i>	268	0	304	0
<i>Other</i>	901	0	1,063	0
TOTAL	1,928	257	2,218	271
<i>Less: Provision for Doubtful Debts</i>			(183)	0
	1,832	257	2,035	271

RESTRICTED RECEIVABLES

	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
<i>Water Supplies</i>	0	0	0	0
<i>Sewerage Services</i>	0	0	0	0
<i>Domestic Waste Management</i>	496	0	336	0
<i>Parking</i>	0	0	0	0
<i>Loan Rates</i>	295	0	0	0
<i>Property Development</i>	237	0	0	0
<i>Other</i>	0	0	0	0
TOTAL RESTRICTED RECEIVABLES	1,028	0	336	0
UNRESTRICTED RECEIVABLES	1,832	257	2,035	271
TOTAL RECEIVABLES	2,860	257	2,371	271



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Note 8 - Other Assets

	<i>Actual</i> 1997		<i>Actual</i> 1996	
	<i>Current</i> \$'000	<i>Non-Current</i> \$'000	<i>Current</i> \$'000	<i>Non-Current</i> \$'000
<i>Inventories</i>				
Store and Materials	882	0	834	0
Trading Stock	0	0	0	0
Other	0	0	0	0
	<u>882</u>	<u>0</u>	<u>834</u>	<u>0</u>
<i>Real Estate Assets Held for Resale</i>				
Real Estate at lower of cost or Net Realisable Value	0	4,732	1,978	5,297
	<u>0</u>	<u>4,732</u>	<u>1,978</u>	<u>5,297</u>
<i>Other</i>				
Prepayments	246	0	120	0
Other	0	0	0	0
	<u>246</u>	<u>0</u>	<u>120</u>	<u>0</u>



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Note 9 - Property, Plant and Equipment

CLASS OF ASSET	AT COST	AT VAL	A/C DEP	WDV	AT COST	AT VAL	A/C DEP	WDV
	1997 \$'000				1996 \$'000			
Plant & Equipment	10,188	0	3,870	6,318	9,741		3,069	6,672
Office Equipment	2,252	0	830	1,422	1,851		512	1,339
Furniture & Fittings	454	0	88	366	253		56	197
Property, Plant and equipment leased								
Land								
Council owned (freehold)	407	92,936	8	93,335	250	92,786		93,036
Land Improvements	440	8,549		8,989	349	7,910		8,259
Buildings	9,818	67,447	3,303	73,962	2,742	67,606	1,622	68,726
Other Structures								
Infrastructure								
roads, bridges and footpath	10,266	226,074	3,188	233,152	169	223,014	0	223,183
storm water drainage		179,461	0	179,461	6,146	3,060	98	9,108
* water supply network								
sewerage network								
Other Assets								
heritage collections								
library books	3,161		1,207	1,954	2,550		479	2,071
other; specify if material	157		15	142	365		108	257
Totals	37,143	574,467	12,509	599,101	24,416	394,376	5,944	412,848



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Note 10 - Creditors, Provision & Borrowings

	Actual 1997		Actual 1996	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
Creditors				
Goods and Services	3,400	0	3,032	0
Payments Received in Advance	482	0	36	0
Accrued Expenses	240	0	259	0
Accrued Wages	435	0	0	0
Other	1,108	0	826	0
TOTAL CREDITORS	5,665	0	4,153	0
Provisions				
Annual Leave	2,321	0	2,083	0
Sick Leave	694	2,399	597	2,331
Long Service Leave	769	3,617	612	3,701
Gratuities	0	0	0	0
Self Insurance Claims	0	0	0	0
Other Provisions	0	0	0	0
TOTAL PROVISIONS	3,784	6,016	3,292	6,032
Borrowings				
Loans	5,132	33,470	4,898	34,103
Government Advances	0	0	0	0
Ratepayers' Advances	0	0	0	0
Finance Lease Liability	0	0	0	0
Deferred Payment Liabilities	0	0	0	0
Other	0	0	0	0
TOTAL BORROWINGS	5,132	33,470	4,898	34,103

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Note 11 - Statement of Cash Flows

(a) Reconciliation of Cash

For the purposes of the statement of cash flows, cash includes cash on hand and "at call" deposits with other financial institutions. Term deposits of 90 days are also included. Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:

	Actual 1997 \$'000	Actual 1996 \$'000
Cash on hand and at Bank	80	23
Deposits at Call	0	0
Managed Funds	0	10,366
Term Deposits	12,221	6,499
Short Term Money Market	1,601	1,038
Bills of Exchange	0	0
Local Government Investment Service	6,131	530
Other Deposits - NCD	8,104	5,584
	<u>28,137</u>	<u>24,041</u>
Less Bank Overdraft	0	(196)
Balances as per statement of cash flows	<u>28,137</u>	<u>23,845</u>

	Actual 1997 \$'000	Actual 1996 \$'000
(b) Reconciliation of Change in Net Assets to Cash from Operating Activities		
Change in Net Assets after operations	16,220	11,696
Add: Depreciation and Amortisation	7,683	4,007
Increase in Provision for Doubtful Debts	30	30
Increase in Employee's Leave Entitlements	478	719
Increase in other provisions	0	0
Decrease in receivables	0	1,377
Decrease in inventories	0	125
Decrease in other current assets	0	0
Increase in creditors	1,530	0
Increase in other current liabilities	0	0
Decrements from Revaluation	0	0
Loss on sale of assets	0	0
	<u>25,941</u>	<u>17,954</u>



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Note 11 - Statement of Cash Flows

	Actual 1997 \$'000	Actual 1996 \$'000
<i>Less: Decrease in provisions for doubtful debts</i>	0	0
<i>Decrease in Employees' Leave Entitlements</i>	0	0
<i>Decrease in other provisions</i>	0	0
<i>Increase in receivables</i>	645	0
<i>Increase in inventories</i>	47	0
<i>Increase in other current assets</i>	0	0
<i>Decrease in creditors</i>	0	964
<i>Decrease in accrued interest payable</i>	0	72
<i>Decrease in other current liabilities</i>	19	0
<i>Reversal of previous revaluation decrements</i>	0	0
<i>Non cash capital grants and contributions</i>	3,795	2,552
<i>Gain on sale of assets</i>	4,443	804
Net Cash provided by (used in) operating activities	16,992	13,562
(c) Non-Cash Financing and Investing Activities		
<i>Acquisition of plant and equipment by means of finance leases</i>		
<i>PWD Contributions</i>	0	0
<i>Bushfire Equipment Issues</i>	298	0
<i>S.94 Contributions in Kind</i>	0	0
<i>Other</i>	3,794	2,551
	4,092	2,551
(d) Financing Arrangements		
<i>Unrestricted access was available at balance date to the following lines of credit:</i>		
Total Facilities		
<i>Bank Overdrafts</i>	500	500
<i>Current Loans Approved</i>	0	0
	500	500
Used at Balance Date		
<i>Bank Overdrafts</i>	0	196
<i>Current Loans Drawn</i>	0	0
	0	196
Statutory Overdraft Limit	34,037	34,037

The Bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice. Interest rates on overdrafts are variable while the rates for loans are set for the period of the loan.



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Note 12 - Commitments for Expenditure

	Actual 1997 \$'000	Actual 1996 \$'000
(a) Capital Commitments		
<i>Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:</i>		
Buildings	3,918	0
Infrastructure - Roads, Bridges, Footpaths	1,372	0
	<u>5,290</u>	<u>0</u>
<i>These expenditures are payable:</i>		
Not later than one year	5,290	0
Later than one year and not later than two years	0	0
Later than two years and not later than five years	0	0
Later than five years	0	0
	<u>5,290</u>	<u>0</u>
(b) Finance Lease Commitments		
<i>There are no financial leases held by Council for the current accounting period</i>		
(c) Operating Lease Commitments		
<i>Commitments under non-cancellable operating leases at the reporting date are payable as follows:</i>		
Not later than one year	365	368
Later than one year and not later than 2 years	210	224
Later than 2 years and not later than 5 years	93	61
Later than 5 years	0	0

These operating lease commitments are not recognised in the accounts as liabilities



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Note 13 - Statement of Performance Measurement

1. CURRENT RATIO

	AMOUNTS	INDICATORS	1996/97	1995/96	1994/95	1994
<i>Factors</i>						
<u>Current Assets - Externally Restricted Assets</u>	14,314	Ratio	0.98:1	1.02:1	0.99:1	0.91:1
<u>Current Liabilities</u>	14,582					

2. QUICK ASSETS RATIO

<i>Factors</i>						
<u>Highly Liquid Assets - Externally Restricted Assets</u>	11,803	Ratio	0.81:1	0.70:1	0.83:1	0.77:1
<u>Current Liabilities</u>	14,582					
<u>Highly Liquid Assets</u>						
Cash	80					
Highly Liquid Debtors	1,476					
Marketable Securities	28,057					
Sub-total	29,613					
Less: Externally Restricted Assets	17,810					
TOTAL:	11,803					

3. DEBT SERVICE RATIO

<i>Factors</i>						
Net Debt Service Cost	7,851		13.31%	14.95%	17.91%	15.22%
Operating Revenue	58,993					

4. RATE COVERAGE RATIO

<i>Factors</i>						
Rate Revenues	38,447		47.38%	50.10%	40.16%	39.66%
Total Revenues	81,151					

5. RATES OUTSTANDING PERCENTAGE

<i>Factors</i>						
Rates & Annual Charges Outstanding	1,384		3.50%	2.99%	2.66%	5.18%
Rates & Outstanding Charges Collectible	39,530					

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Note 14 - Conditions Over Grants and Contributions

	Actual 1997 (\$'000)		Actual 1996 (\$'000)	
	Grants	Conts	Grants	Conts
<i>Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period but which are not yet expended in accordance with those conditions, are as follows:</i>				
<i>Unexpended at the close of the previous reporting period</i>	3,513	7,915	2,218	6,188
<i>LESS:</i>				
<i>Expended during the current reporting period from revenues recognised in previous reporting periods</i>	2,627	244	848	257
<i>PLUS:</i>				
<i>Amounts recognised as revenues in current reporting period but not yet expended in accordance with the conditions.</i>	3,429	1,248	2,143	1,984
<i>Unexpended at the close of the current reporting period and held as restricted assets</i>	4,315	8,919	3,513	7,915
<i>Net increase (decrease) in restricted assets resulting from grants and contributions in the current reporting period</i>	802	1,004	1,295	1,727



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Note 15 - Statement of Contribution Plans

SUMMARY OF CONTRIBUTIONS

PURPOSE	OPENING BALANCE \$'000	CONTRIBUTIONS RECEIVED DURING YEAR		INTEREST EARNED DURING YEAR \$'000	EXPENDED DURING YEAR \$'000	HELD AS RESTRICTED ASSET \$'000	WORKS PROVIDED TO DATE \$'000
		CASH \$'000	NON-CASH \$'000				
Drainage							
Roads							
Traffic Facilities							
Parking							
Open Space							
Community facilities							
Other (specify if material)							
Total S94 under plans	3,302	352	0	177	124	3,707	
Total S94 not under plans							
Section 64 Contributions	3,942	359	0	170	3	4,468	
TOTAL CONTRIBUTIONS	7,244	711	0	347	127	8,175	

NOTE: The summary of contribution plans (see above) represents the total of Council's individual contribution plans. Councils must also provide details of each contribution plan under their control in a form provided below.

CONTRIBUTING PLAN NO. 1

PURPOSE	OPENING BALANCE \$'000	CONTRIBUTIONS RECEIVED DURING YEAR		INTEREST EARNED DURING YEAR \$'000	EXPENDED DURING YEAR \$'000	HELD AS RESTRICTED ASSET \$'000	WORKS PROVIDED TO DATE \$'000
		CASH \$'000	NON-CASH \$'000				
Drainage							
Roads							
Traffic Facilities							
Parking							
Open Space							
Community facilities	244	5	0	13	77	185	
Other (specify if material)							
TOTAL CONTRIBUTIONS	244	5	0	13	77	185	



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Note 15 - Statement of Contribution Plans

CONTRIBUTION PLAN NO. 2

PURPOSE	OPENING BALANCE \$'000	CONTRIBUTIONS RECEIVED DURING YEAR		INTEREST EARNED DURING YEAR \$'000	EXPENDED DURING YEAR \$'000	HELD AS RESTRICTED ASSET \$'000	WORKS PROVIDED TO DATE \$'000
		CASH \$'000	NON-CASH \$'000				
Drainage							
Roads							
Traffic Facilities							
Parking							
Open Space							
Community facilities	2,969	345	0	159	47	3,426	
Other (specify if material)							
TOTAL CONTRIBUTIONS	2,969	345	0	159	47	3,426	

CONTRIBUTION PLAN NO. 3

PURPOSE	OPENING BALANCE \$'000	CONTRIBUTIONS RECEIVED DURING YEAR		INTEREST EARNED DURING YEAR \$'000	EXPENDED DURING YEAR \$'000	HELD AS RESTRICTED ASSET \$'000	WORKS PROVIDED TO DATE \$'000
		CASH \$'000	NON-CASH \$'000				
Drainage							
Roads							
Traffic Facilities							
Parking							
Open Space							
Community facilities	89	2	0	5	0	96	
Other (specify if material)							
TOTAL CONTRIBUTIONS	89	2	0	5	0	96	

CONTRIBUTIONS NOT UNDER PLANS PARKS, GARDENS & RESERVES

PURPOSE	OPENING BALANCE \$'000	CONTRIBUTIONS RECEIVED DURING YEAR		INTEREST EARNED DURING YEAR \$'000	EXPENDED DURING YEAR \$'000	HELD AS RESTRICTED ASSET \$'000	WORKS PROVIDED TO DATE \$'000
		CASH \$'000	NON-CASH \$'000				
Drainage							
Roads							
Traffic Facilities							
Parking							
Open Space							
Community facilities	3,942	359	0	170	3	4,468	
Other (specify if material)							
TOTAL CONTRIBUTIONS	3,942	359	0	170	3	4,468	

**Financial Reports 1996-1997****Note 16 - Abnormal Items**

The following revenues and expenses have been regarded by the council as abnormal in relation to previous reporting periods.

	ACTUAL 1997 \$'000	ACTUAL 1996 \$'000
(a) Cost of development of real estate assets written off following valuation at net realisable value		
(b) Gain on disposal of land and buildings surplus to the council's requirements:		
- Proceeds from sales		
- Less: Carrying amount of assets		
- Gain on disposal	0	0
<i>The above sales have included the disposal in 19XX of land acquired for provision of a works depot and not proceeded with and the disposal in 19XY of a former branch office.</i>		
(c) Rates written off as a result of appeals against valuations.		

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Note 17 - Assets and Liabilities not Recognised in Statement of Financial Position

The following assets and liabilities do not qualify for recognition in the statement of financial position but knowledge of those items is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

- a) *During the previous reporting period Council had a contract for the Minto Overbridge, finalisation of the contract is in dispute. The upper limit of the dispute for which Council may benefit amounts to \$600,000.00*

**Financial Reports 1996-1997****Note 18 - Joint Venture**

Council has a joint venture with the Department of Housing in the Claymore Shopping Centre. The Council has a 50% interest in assets, liabilities and output in this venture. Claymore Shopping Centre was sold on 26 May 1997, all proceeds have been distributed.

The net contribution of joint venture activities to Councils operating results before capital grants are summarised as follows:-

	ACTUAL 1997 000's	ACTUAL 1996 000's
Share of Costs incurred by joint venturer's included in other operating expenses	66	82
Share of revenues incurred by joint venturer's included in other operating revenues	162	150
Net Contribution	96	132

The Council's share of assets and liabilities committed to the joint venture are included in the Statement of Financial position under the following classification:

CURRENT ASSETS

Receivables	124	94
Investments		
Inventories		
	124	94

NON-CURRENT ASSETS

Receivables		
Investments		
Property, Plant & Equipment	0	946
Share of assets employed in joint venture	124	1,040

CURRENT LIABILITIES

Creditors	73	74
Borrowings		
Provisions		
	73	74

NON-CURRENT LIABILITIES

Creditors		
Borrowings		
Provisions		
Share of liabilities incurred in joint venture	73	74



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Special Schedule No. 1
Net Cost of Services

Row	Function or Activity	OPERATING EXPENSES		OPERATING REVENUES		NET COST OF SERVICES	
		Expenses	Group Totals	Revenues	Group Totals	Net Cost	Group Totals
	ADMINISTRATION						
5	Corporate Support	14,835		685		14,150	
10	Engineering & Works	2,451		332		2,119	
28	Other Support Services	1,507		35		1,472	
			18,793		1,052		17,741
	PUBLIC ORDER & SAFETY						
45	Statutory Contributions to Fire Safety Levy	458		0		458	
50	Fire Protection	635		536		99	
55	Animal Control	324		179		145	
60	Beach Control	0		0		0	
65	Enforcement of Local Govt Regs	188		9		179	
70	Emergency Services	159		22		137	
88	Other	0		0		0	
99			1,764		746		1,018
	HEALTH						
110	Administration & Inspection	802		175		627	
115	Immunisations	31		16		15	
120	Food Control	0		0		0	
125	Insect/Vermin Control	0		0		0	
130	Noxious Plants	11		7		4	
135	Health Centres	36		135		-99	
148	Other	71		13		58	
159			951		346		605
	COMMUNITY SERVICES & EDUCATION						
170	Administration	407		35		372	
175	Family Day Care	1,393		1,365		28	
180	Child Care	4,112		3,932		180	
185	Youth Services	121		464		-343	
198	Other Families & Children	7		2		5	
205	Aged & Disabled	282		189		93	
210	Migrant Services	11		0		11	
215	Aboriginal Services	64		40		24	
228	Other Community Services	10		4		6	
235	Education	0		0		0	
			6,407		6,031		376



Financial Reports 1996-1997

Special Schedule No.1

Net Cost of Services

Row	Function or Activity	OPERATING EXPENSES		OPERATING REVENUES		NET COST OF SERVICES	
		Expenses	Group Totals	Revenues	Group Totals	Net Cost	Group Totals
	HOUSING & COMMUNITY AMENITIES						
260	Housing	37		26		11	
265	Town Planning	2,112		607		1,505	
270	Domestic Waste Management	6,915		7,420			
275	Other Waste Management	0		0		0	
280	Street Cleaning	1,264		(8)		1,272	
298	Other Sanitation & Garbage	35		44			
305	Urban Stormwater Drainage	458		1		457	
310	Environmental Protection	130		88		42	
315	Public Cemeteries	0		0		0	
320	Public Conveniences	129		6		123	
338	Other Community Amenities	246		39		207	
			11,326		8,223		3,103
360	WATER SUPPLIES						
379							
390	SEWERAGE SERVICES						
409							
	RECREATION & CULTURE						
420	Public Libraries	3,056		582		2,474	
425	Museums	0		0		0	
430	Art Galleries	603		178		425	
435	Community Centres	307		203		104	
440	Public Halls	567		247		320	
458	Other Cultural Services	65		35		30	
465	Swimming Pools	1,243		706		537	
470	Sporting Grounds	1,229		245		984	
475	Parks & Gardens	3,844		2,174		1,670	
488	Other Sport & Recreation	2,165		1,376		789	
499			13,079		5,746		7,333
	FUEL & ENERGY						
510	Gas Supplies						
529							
	MINING, MANUFACTURING & CONSTRUCTION						
	Building Control	315		969			
540	Abattoirs	0		0		0	
545	Quarries & Pits	0		0		0	
550	Other	0		0		0	
568			315		969		
579							



Financial Reports 1996-1997

Special Schedule No. 1

Net Cost of Services

Row	Function or Activity	OPERATING EXPENSES		OPERATING REVENUES		NET COST OF SERVICES	
		Expenses	Group Totals	Revenues	Group Totals	Net Cost	Group Totals
	TRANSPORT & COMMUNICATION						
590	Urban Roads: Local	7,363		1,332		6,031	
591	Urban Roads: Regional	105		227			
592	Urban Roads: Other	0		0		0	
595	Sealed Rural Roads: Local	10		0		10	
596	Sealed Rural Roads: Regional	0		0		0	
597	Sealed Rural Roads: Other	0		0		0	
600	Unsealed Rural Roads: Local	0		0		0	
601	Unsealed Rural Roads: Regional	0		0		0	
602	Unsealed Rural Roads: Other	0		0		0	
605	Bridges on Urban Roads: Local	13		0		13	
606	Bridges on Urban Roads: Regional	0		1			
607	Bridges on Urban Roads: Other	0		0		0	
608	Bridges on Sealed Rural Roads: Local	0		0		0	
609	Bridges on Sealed Rural Roads: Regional	0		0		0	
610	Bridges on Sealed Rural Roads: Other	0		0		0	
	Bridges on Unsealed Rural Roads:	0		0		0	
611	* Local	0		0		0	
612	* Regional	0		0		0	
613	* Other	0		0		0	
614	Footpaths	813		351		462	
615	Aerodromes	0		0		0	
620	Parking Ares	96		110			
625	Bus Shelters & Services	18		4		14	
630	Water Transport	0		0		0	
635	RTA Works	0		0		0	
640	Street Lighting	2,039		0		2,039	
648	Other	150		464			
			10,607		2,489		8,118
	ECONOMIC AFFAIRS						
670	Camping Areas	0		0		0	
675	Caravan Parks	0		0		0	
680	Tourism & Area Promotion	283		19		264	
685	Industrial Development Promotion	59		0		59	
695	Saleyards & Markets	0		0		0	
695	Real Estate Development	0		0		0	
700	Commercial Nurseries	0		0		0	
718	Other Business Undertakings	1,346		4,406			
			1,688		4,425		



Financial Reports 1996-1997

Special Schedule No.1

Net Cost of Services

Row	Function or Activity	OPERATING EXPENSES		OPERATING REVENUES		NET COST OF SERVICES	
		Expenses	Group Totals	Revenues	Group Totals	Net Cost	Group Totals
739	TOTALS-FUNCTIONS		64,930		30,027		34,903
750	CAPITAL GRANTS & CONTRIBUTIONS¹			11,069	11,069		
780	GENERAL PURPOSE REVENUES²			40,053			
799					40,053		
809	CHANGE IN NET ASSETS RESULTING FROM OPERATIONS		64,930		81,149		

NOTE

- 1 Each function and activity should record the operating income and expenses excluding any capital contributions. All capital contributions, other than those contributions by owners which meet the definition of equity per AAS27 (refer to paragraphs 12 & 59) are to be recorded in total for the Council on row 750 "Capital Grants & Contributions."
- 2 General Purpose Revenues consist of:-
 - * Rates and Annual Charges (including ex-gratia payments)
 - * User Charges and Fees
 - * Interest on Investments
 - * Interest on Overdue Rates and Charges
 - * General Purpose Grants (Financial Assistance & Pensioner Rates subsidies)

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Special Schedule NO. 2 (a)
Statement of Long - Term Debt

Classification of Debt	Principal Outstanding at beginning of Year			New Loans Raised During the Year	Debt Redemption During the Year		Interest Applicable for Year	Principal Outstanding at end of Year		
	Current	Non-Current	Total		From Revenue	Sinking Funds		Current	Non-Current	Total
LOANS (By Source)										
Commonwealth Government										
State Government										
Public Subscription										
Financial Institutions				4,500	4,312		2,899	4,892	32,140	37,032
Other	4,312	32,533	36,845		357	229	284	240	1,330	1,570
TOTAL LOANS	4,898	34,103	39,001	4,500	4,669	229	3,183	5,132	33,470	38,602
OTHER LONG TERM DEBT										
Ratepayers' Advances										
Government Advances										
Finance Leases										
Deferred Payment										
TOTAL LONG-TERM DEBT	4,898	34,103	39,001	4,500	4,669	229	3,183	5,132	33,470	38,602



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**Special Schedule No.2 (b)
Statement of Internal Loans**

Borrower (by Purpose)	Amount Originally Raised	Total Repaid During the Year Principal & Interest	Principal Outstanding at end of Year
General Water Sewerage Domestic Waste Management Gas Other			
TOTALS	NIL	NIL	NIL

DETAILS OF INDIVIDUAL INTERNAL LOANS

Borrower (By Purpose)	Lender (by Purpose)	Date of Minister's Approval	Date Raised	Term Years	Dates of Maturity	Rate of Interest	Amount Originally Raised	Total Repaid During the Year Principal & Interest	Principal Outstanding at End of Year
TOTALS	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL

CAMPBELLTOWN CITY COUNCIL

Campbelltown City Council's 1996-1997 Annual Report outlines the goals and objectives of the organisation and demonstrates how these were achieved. The Report was produced to comply with the requirements of the Local Government Act.



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OUR COMMITMENT TO A BETTER FUTURE

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