



2009/2010 AR BLUETT AWARD SUBMISSION



**"Sutherland Shire, in Sydney's south, shaped by bays, rivers, beaches and national parks: A community working together, to attain safe, healthy and active lifestyles, through accountable decision-making, that achieves sustainable development and economic opportunities, which respect people and nature." -
*the people of Sutherland Shire, 1999***

COUNCIL DETAILS

Council Name	Sutherland Shire Council
Council Address	4 – 20 Eton Street, Sutherland
Contact Person	Theresa Singam
Email	tsingam@ssc.nsw.gov.au
Telephone	02 9710 0391
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Mayor	Clr Lorraine Kelly
General Manager	John Rayner

BRIEF STATISTICS FOR 2009/2010

Total Population – Council Area: <i>(Source: ABS – Regional Population Growth Table)</i>	219,828
Population – Urban	100%
Population – Rural	nil
Council Area (sq km):	370 square kilometres
No. of Staff: <i>(Full time equivalent staff at the end of the reporting period)</i>	1092.29
Date of most recent organisation structure re-view <i>(Sec 333 LG Act)</i>	December 2009

EXECUTIVE SUMMARY

Sutherland Shire Council has previously won the A R Bluett Memorial Award in 1952 and 1993. Last year Council submitted an entry for the first time since 1993. In submitting that entry, Council felt that whilst it has completed many significant projects since that time, 2008/2009 was an exceptional year when a number of critical strategies and major projects came together following, in some cases, many years of planning.

Achievements in 2009/10 demonstrated the wide range of services and facilities a successful and innovative council can deliver.

This submission highlights the most recent projects, services and strategies which will support the Sutherland Shire community into the future.

It shows Council delivering on its Strategic Plan commitments and being able to expand its role through cost reduction and productivity improvement.

An ageing population, need for better housing choice and the community's growing anger with anti-social behaviour underpins Council's focus on strategies to address these issues. For example :

- Council has now engaged 6 community groups and over 150 individuals to help clean up and prevent graffiti;
- With the trend towards smaller household sizes, Council through its Housing Strategy is endeavouring to provide a choice of more suitable housing for residents. The changing housing trend is evidenced by the growth in population between 2001 and 2006 of 130 but at the same time Council approved 2,750 additional dwellings.

Creating investment and business opportunities in the Shire is a high priority and the results achieved through tourism and economic development are significant :

- SSHED services are now going on line to other regions in the State;
- businesses involved in and returns from tourism have grown.

In 2009/10 Council has completed and officially opened the significant projects :

- Cronulla Central;
- Engadine Community Centre;
- Engadine Rural Fire Service Station;
- The Ridge Golf Course.

With growth in the Shire and nearby regions (St George, Bankstown), the pressure on our recreation areas is increasing. In response, Council has opened or is improving many of its local and regional parks eg Como Pleasure Grounds, Lantana Park Reserve, Oak Park and Gunnamatta Park.

But the most significant achievement is the execution of the Voluntary Planning Agreement (VPA) which will see 91.3 ha of open space on the Kurnell Peninsular transferred to Council. The land owning parties to the VPA will also provide 10 playing fields and amenities, a skate park and passive areas up to a value of \$25m.

After decades of conflicting views and competing interests, the end use of 128 ha of the Kurnell Peninsular has been resolved.

The sustainability of Council as an organisation has not been neglected. Efficiencies valued at \$1.15m were achieved in 2009/10. Given the demographics of the senior management (Directors) team, an emerging leaders program has been introduced and organisation reform is continuing.

PRINCIPAL ACTIVITIES

Council's Community Strategic Plan, *'Our Shire, Our Future - Our Guide for Shaping the Shire to 2030'*, identifies four principal activities that define our Shire:

PEOPLE	People is about how Council and governments provide for our current and future residents, looks to the wellbeing of our community and how Council engages with and supports our residents.
PLACE	Place is about the infrastructure, building and policies we make to influence the built environment and the facilities we provide to improve lifestyles.
NATURE	Protecting and improving our local natural environment is within the principal activity - Nature.
GOVERNANCE	Governance is about how we run our organisation and ensure the highest level of probity in our activities and decision making.

Council's submission uses these headings to outline only the major projects and initiatives undertaken or commenced in 2009/10 and highlights the progress we have made in each of these areas.

Our activities and decision making is based on evidence and **management by fact** through the expertise of our staff and by researching and consulting to address the needs of our community, and working in partnership with our community to get things done.

Commitments to our community include **community satisfaction**, the measurement of which forms part of our quarterly reporting regime; **continuous improvement**, striving for best practice in everything we do and **ethics**, by being open, accountable and honest.

An independent *Promoting Better Practice* review found that "Council has strong and clear leadership that is well positioned to strategically address the future needs for Sutherland Shire".

PRINCIPAL ACTIVITY : PEOPLE

The PEOPLE principal activity included the following projects:

1 Ageing Well Strategy

During 2009/10 Council implemented its Ageing Well Strategy which empowers and involves the community by focussing both on *What council will do* and *What you can do*.

Some of the resources produced by Council include:

- Seniors Service Directory
- Retirement Villages Directory
- Residential Aged Care Facilities Directory
- Disability Directory
- Website based links and interagency listings for community organisations.

These resources have:

- allowed increased access to reliable information on areas of interest or need.
- increased use of up-to-date information by community and government service providers to refer clients and their families.
- encouraged local businesses and not-for-profit groups to plan for the ageing population.
- encouraged residents to become more aware of the range of services Council provides.

The **Know Your Options Seminar Series** from the Ageing Well Strategy is aimed at promoting healthy lifestyles and making informed choices. A total of 12 well attended seminars were held; one seminar having over 80 people attending. The seminars have provided residents access to reliable written material and presentations on areas of interest or need and also provided a face-to-face link between residents, staff and Councillors.



2 Anti-Social Behaviour Strategy

During 2009/10 Council actioned 31 of the 49 initiatives contained in its Anti-Social Behaviour Strategy. The strategy was endorsed by all key community stakeholders such as police, schools and licensed premises to reduce the level of alcohol related crime, increase the safety in public places, reduce the burden of graffiti and vandalism and provide alternate activities and events. Through collaboration and partnerships, the Strategy will ensure the responsibilities of managing alcohol is shared by all stakeholders.

As a beachside council attracting large crowds, the Mayor met with other beachside Mayors and developed an issues paper – **‘Managing the Challenge of Anti-Social Issues experienced by Sydney Beachside Councils’**. The document has been presented to State Government Ministers, and the Coastal Councils Network is working to ensure ongoing implementation of the recommendations.



3 Community Events

The **Cronulla Spring Festival** welcomes Spring and has something for everyone – over 100 stalls hosting fashion, gift wear, arts & crafts, surf wear, cafes, animal farm, live entertainment, car show, rides and show bags.

In 2009 new initiatives were introduced and due to their popularity will be included in future festivals :

- Mind Body & Soul – featured health and lifestyle products, people taking part in yoga, pilates, meditation;
- Big Boys Toys and Outdoor Adventures – featured latest kayaks, tents, racing cars, campervans and boats;
- Kids Corner – featured butterfly displays, storytime, face painting, etc.

Spring Festival 2009 attracted a record number of visitors – 35,000 to Cronulla CBD, which was up by 5,000 on the previous year and local businesses benefited from the increased visitation.

The **Coffee@Peace Festival** was introduced for the very first time in 2009 following discussions with the Sutherland Chamber of Commerce, local café owners and the Wesley Mission-Lifeline Bookfair. The festival showcased a range of coffee, gourmet food, art/craft stalls, entertainment, traditional Japanese tea ceremonies, cooking demonstrations, childrens art making and storytelling, and interactive walkabout reptile display. The festival was strategically scheduled on the same weekend as the annual Lifeline Bookfair run by Wesley Mission, and the patronage of the bookfair on the day was up by 98% on previous year.

The Coffee@Peace Festival showcased the **Japanese Garden**, a gift from Chuo City, in recognition of our sister-city relationship. The Japanese tea ceremonies were held throughout the day with our Mayor and Councillors in attendance.

Australia Day 2010 – another successful celebration

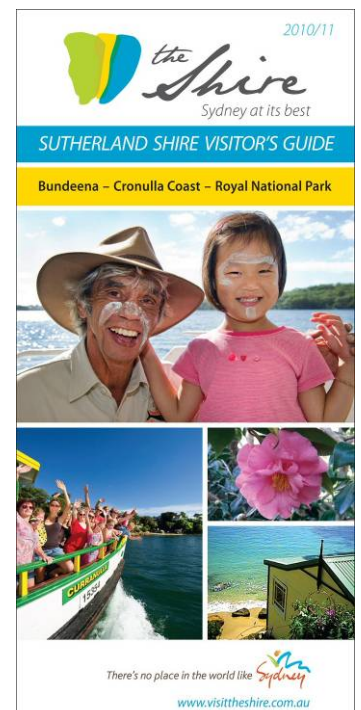
Our Australia Day celebrations attract a record number of people. In 2010 25,000 people attended the celebrations at Cronulla with 3,000 at Miranda and 2,000 at Menai. Corporate sponsorship from major organisations added to the success of the celebrations. The Australia Day 'I love the Sutherland Shire' video competition added further artistic flair, prompting budding local film makers to produce short video clips showcasing the Sutherland Shire and posting them on YouTube for judging.

Celebrations to mark the **10th anniversary of the Hazelhurst Regional Gallery & Arts Centre** included a month long light sculpture exhibition, *Lumino Kinetics*, by renowned light artist Roger Foley-Fogg in the Hazelhurst garden.



4 Economic Development and Tourism

- Services from Council's award winning business incubator (the SSHED) expanded with the implementation of the pilot program (SSHEDnet) which gives regional centres, through local coordinators, (Coffs Harbour Innovation Centre, Lake Macquarie Business Centre and Blue Mountains Council/Biznet) full access to SSHED programs and facilities via the internet. We are 9 months into the pilot and 12 businesses across the regions are on the program and 20 part time jobs have already been created.
- Council is the only metropolitan local government area to develop and host a tourism awards program. The awards program is focused on business and skill development within our local industry and creating local jobs. The success of our awards program was instrumental in the development of the Greater Sydney Tourism Awards launched this year to cater to Greater Sydney LGA businesses. The 2009 Awards was developed in partnership with TAFE.
- Our Tourism Shire Showcase Concept, developed to introduce local businesses to the export market, resulted in increasing our export ready products from 0-10. Tourism NSW has adopted the concept and introduced this for all metropolitan LGA regions.
- Business Development Week held 8 seminars, workshops and networking sessions to assist sustainable business growth and development in the Shire. Attendance has grown from 180 in 2006 to 520 in 2009. These are in line with economic development directions in Council's Strategic Plan, Management Plan and Economic Development Plan.
- Three Home Based Business (HBB) functions were initiated and held during 2009/2010. These functions provide HBB opportunities to promote their businesses, share information, socialise and discuss common issues.
- An annual Business Conference and Expo is held for local businesses with the support of numerous local sponsors to provide practical business advice or 'lessons', case studies and an inspirational presentation. At the 2009/2010 conference, a total of 220 business people attended, with 35 trade exhibitors.
- Council's commitment to Tourism was recognised by the Local Government & Shires Association awarding the hosting of its 2011 Tourism Conference to Sutherland Shire.



5 Housing Strategy 2031

Through 2009/10, our Housing Strategy 2031 was being prepared to provide housing choices for a population that is ageing, with an increasing number of smaller household sizes. Council is planning to create development potential for more small accessible dwellings in the form of flats, townhouses and villas.

An increased number of alternative forms of housing choice can help older residents who want to down-size, as well as making more single dwelling housing available for young families.

In accordance with Department of Planning policy, Council's Housing Strategy will increase the amount of medium and high density dwellings close to the shops, services and public transport of centres.



PRINCIPAL ACTIVITY : PLACE

The PLACE principal activity included the following projects:

1 Voluntary Planning Agreement (VPA)

Following extensive negotiations, Council on 1/6/2010 signed a Voluntary Planning Agreement (VPA) with landowners Australand & Breen Holdings for 91.3 ha on the Kurnell Peninsular to be handed over to the community for open space, development of 10 playing fields, associated facilities and a skate park. This agreement presents a unique opportunity for Council to deliver significant recreation benefits without cost to the Council or the community. The playing fields will meet growing demands of soccer, cricket and baseball. Nature walks, cycleways and pathways will also be provided. An example of the growth in sport in Sutherland Shire is the 60% increase in soccer participation from 11,650 in 1998 to 17,520 in 2009.



The VPA becomes operative upon the gazettal of a rezoning, expected in July 2010.

2 Engadine Community Facilities Project – Stage 1

The Engadine Community Facilities Project – Stage 1, completed in May 2010, provides new modern facilities in the heart of Engadine – a multipurpose hall with tiered seating for 328, meeting rooms, community offices and a cafe. This development is attracting a broad range of users from the Arts, seniors, families, youth, and businesses have said that they are already gaining benefits from the town square development.



Some comments in the media:

"I'm very impressed with it. I think it looks great, it's an asset for the community".

"It's much more open than before, it was quite drab and dreary and now it looks great".

"I think it's wonderful, good for the community but mostly for the youth as it gives them somewhere to come together. I think it will be good for business".

"It looks much better, it should be great for the community. It's 100% better than before".

Stage 2 includes an aged care centre for 120 rooms, for which a development application has been approved and negotiations are underway with the Moran Group. Land value from the sale of the air rights will go towards reducing Council's cost for the completed community facility.

3 Cronulla Central – Community Facilities/Commercial Project

The \$20m Cronulla Central – Community Facilities/Commercial Project was completed in August 2009. Combining community facilities in a central location with a large commercial component under Council ownership provides a model for financial sustainability. \$6.5m from Council's property fund was used to build the commercial component. Income from the commercial component has been allocated to cover cleaning and maintenance of both the building and public carpark.



PRINCIPAL ACTIVITY : PLACE

4 Como Pleasure Grounds

The Como Pleasure Grounds upgrade project included restoration of heritage stairs and sandstone walls, installation of playground, picnic areas, construction of carpark, installation of subterranean water tanks and pipework, filtration systems providing irrigation from harvested stormwater. Paths, viewing platforms and lighting upgrade is 50% completed, with restoration of the two jetties being staged to enable one jetty to be accessible to the public at all times. The new swimming pool building will be completed in December 2010. Visitors regularly compliment Council on the design, construction and overall improvements to the park.



5 Lantana Park Reserve

Stage 3 of the Lantana Park Reserve development at Engadine was completed during 2009/10. The works included provision of bbq facilities with shelter, picnic tables, benches, bike racks, play equipment, landscaping, signage and fencing.

The site covers 23,000 sq/m and the development of the park maintained and enhanced the natural character of the reserve whilst creating an attractive, well designed park for people of all ages. The final stage has provided a range of recreational opportunities for users, supported by ample off street parking and toilet facilities.



6 The Ridge Golf Course and Driving Range

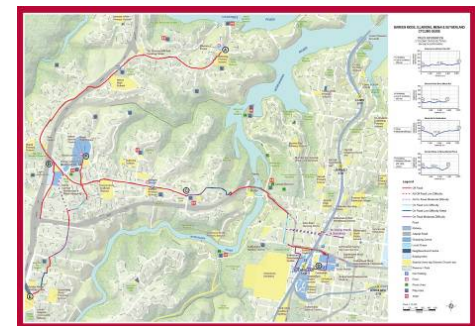
The first 9 holes of the Ridge Golf Course were opened in August 2009. 2009/10 also saw the completion of the amenities building for fields 9 and 10, which includes change room, toilets and kiosk. The carpark to the golf driving range will be completed by July 2010.



7 Off Road Cycleway

Council has been proactive in planning and constructing an off road cycleway. During 2009/10, Council completed the following missing links:

- Menai – Barden Ridge, Illawong, Menai and Sutherland;
- Woollooware Bay leading into Shorebird Reserve;
- Sutherland – Grande Parade (Stage 1 & 2);
- Sutherland – Linden Street;
- Captain Cook Drive.



8 Bundeena Ferry Wharf

The Bundeena Ferry Wharf upgrade project provides access to Bundeena, and compliments the recently completed Gunnamatta ferry wharf. The reconstruction of the wharf involved construction of temporary berthing facilities, demolition of existing wharf and construction of a replacement fixed wharf facility. The facility provides a system of ramps and handrails for easy and safe access for all ages and abilities.



PRINCIPAL ACTIVITY : PLACE

9 Oak Park

Council acquired 3 vacant lots for the extension and upgrade of Oak Park at Cronulla, and developed a concept masterplan following community input.

In June 2010 Council accepted a tender for a \$1.4m project to extend and upgrade the park.



10 Gymea Bay Baths

The baths, which has been in continual use by the community for more than 50 years, is a heritage listed item and in 2009/10 received a much needed facelift making it one of the most picturesque swimming locations on the Shire's waterways. Council consulted extensively with the community and gained support to upgrade the baths and improve access. The upgrade was undertaken by a specialist marine contractor to protect the heritage value of the baths.



11 Gunnamatta Park

The first step in rejuvenating Gunnamatta Park was taken in 2010 with the development and adoption of a concept plan. Works will commence in 2010.



12 Rural Fire Service Stations

The Sutherland Shire community is no stranger to bushfires and as part of Council's commitment to safety and protection from bushfires, Council has a program of replacing all Rural Fire Service Stations. The Engadine RFS fire station was completed in July 2009. The existing fire station at Kurnell is being replaced with a new station, and will be completed by September 2010.



PRINCIPAL ACTIVITY : NATURE

In the **NATURE** principal activity, our projects include :

1 Voluntary Planning Agreement (VPA)

Our community identified the conservation of our natural resources as a key priority for Council. The Voluntary Planning Agreement (VPA) signed in June 2010 with landowners Australand & Breen Holdings has enabled the creation of an open space corridor which will retain and enhance a number of significant ecological communities. The VPA sets aside 61 ha of land for environmental conservation. The conservation corridor will be embellished and dedicated in a staged manner as works proceed. Heritage Dune was transferred to Council's ownership in 2010 with a cheque for \$3m to meet restoration and ongoing maintenance costs.



2 Water Harvesting and Reuse Scheme at the Como Pleasure Grounds

The water harvesting and reuse scheme at the Como Pleasure Grounds includes a treatment drain to treat backwash water from the swimming pool and the stormwater drainage network, underground storage tanks, pumping and distribution system, electrical/plumbing infrastructure, irrigation distribution and all associated works for system operation.



3 Stormwater Quality Control Devices

As part of Council's ongoing commitment to improving water quality to protect the environment and quality of life in the Shire, during 2009/10 Council installed 5 stormwater quality control devices in various locations.



4 Water Reuse Scheme

During 2009/10 Council completed designs and studies for a water reuse scheme. This scheme involves the installation of a wastewater treatment facility, recycled wastewater pumping station and delivery of pipeline to provide treated wastewater effluent from the Cronulla Wastewater Treatment Plant to nearby playing fields and golf courses, and for sale to industrial, commercial and residential users. The benefits include reduction in demand for potable water and reduction in the level of effluent discharge to ocean outfalls. In June 2010 Council accepted a tender for the project.

5 Oyster Creek Rehabilitation

The Oyster Creek Rehabilitation project was completed in November 2009. Works included creek widening; bank stabilisation; installation of a flood marker, pollutant filter nets at stormwater outfalls and a Gross Pollutant Trap (GPT). The project will reduce flooding, stormwater blockages and Council's resources in maintaining the watercourse. The rehabilitation has also improved the area's visual aesthetics.



6 Volunteer Bushcare Program

Community involvement in bushland management has continued to grow. In 2009/10 one special project involved the planting of over 400 trees and shrubs by volunteers to improve the habitat for an endangered population of beetles (*Menippus Fugitivus*) in the Littoral Rainforest, an endangered ecological community, at Grays Point.

Another project involved volunteers planting over 600 plants to create a buffer area to make the foreshore safer for users of the area between Blackwoods Beach and Shelly Beach at Cronulla. This has also enhanced scenic amenity and biodiversity.

Bushcare volunteers contributed 13,000 hours in 2009/10, and we also had 1,450 volunteers participate in other educational bushcare activities such as training, work days and bushwalks contributing 5,000 hours.

On National Tree Day on 2 August 2009, 172 volunteers planted over 2,750 trees and shrubs in 6 locations within the Shire.



PRINCIPAL ACTIVITY : GOVERNANCE

In the **GOVERNANCE** principal activity, our projects included:

1 Organisational Change Program

To meet financial pressures and the changing needs of the community, Council embarked on a further Organisational Change Program in September 2009. This program is a series of process reviews, structural change, job redesign and efficiency reviews. 11 of the 23 projects identified under the program have been referred to cross divisional project teams to investigate, resolve or make recommendations.

Under the **Emerging Leaders Program** (see below) in December 2009 staff were invited to register their interest to become members in cross divisional project teams to look at a variety of efficiency and improvement projects. Over 50 staff volunteered. The cross divisional project teams provide staff the opportunity to gain experience in broader council issues, represent their area and be leaders in change.

One of the project teams, the **Cost Review Committee**, has identified significant tangible savings or opportunities to increase revenue and over 50 recommendations for improvements. These recommendations have been reviewed by Directors and many will be subject to detailed investigation and report.

The General Manager holds **quarterly briefing sessions** to keep Directors and Managers updated on the organisation's direction. Directors and Managers are encouraged to bring along additional staff members to each briefing to broaden their understanding of the organisation and the challenges we face. These briefing sessions provide for networking and improving the "big picture" understanding of staff.

2 Emerging Leaders Program

With many of the senior management team nearing retirement, strategies are in place to develop our emerging leaders. Staff are nominated to participate in recognised leadership development events and programs such as the Local Government Managers Association Management Challenge and Women in Local Government Mentoring Program. Emerging leaders participate in a range of internal reviews where they take responsibility for initiating and delivering improvements to the organisation, as part of their development.



PRINCIPAL ACTIVITY : GOVERNANCE

The inhouse "Succeeding in Local Government Seminar Series" provides an opportunity for staff to hear from the General Manager, Directors and Managers about their careers and thoughts for the future. An important initiative has been the secondment of an 'emerging leader' to a role in the Corporate Development Team. This person has responsibility for monitoring and supporting the Organisation Change Program.



3 cross divisional teams – Leadership Development Program, Online Managers Coach and Workforce Sustainability Action Plan have been set up to improve and coordinate opportunities for leadership development.

In October 2009, Council participated with 5 other councils in the Corporate Leadership Cup, an initiative to challenge and develop leadership skills, expand experience and networks whilst encouraging positive interaction with sister city councils. Council participated with 2 teams of 5 staff, 3 mentors and also supported its sister-city, Harden Shire Council.



The Leadership Development Program will ensure training and conference budgets have a focus on the development of potential and emerging leaders and that information on development opportunities are accessible and well communicated to staff. This program also includes opportunities to engage and retain emerging leaders and establishment of a formal mentoring system for staff.



With the ageing of our senior management team and in supporting Council's policy on developing emerging leaders, EOI were invited from the 10 female managers in Council with the view to adding 2 managers to join the Directors Team. This initiative also sits well with 2010 being Year of Women in Local Government.

For more female managers to be represented on the team it was agreed that their representation be for a 1 year term. The two managers on the team have responded very positively and provide positive input to the team. The Manager-Childrens Services, Renae Giles said... *"the opportunity to be a part of council's Directors Team has provided a fantastic professional development experience as well as extending my knowledge and understanding of the broad council operations & issues. I have relished the opportunity"*.



3 Lobbyist Register

in 2009 Council implemented a system of voluntary registration and procedures for lobbyists. These procedures provide clarity and outline expectations for the behaviour and conduct of lobbyists, staff and councillors when interacting on council business with the aim of increasing transparency around these interactions.

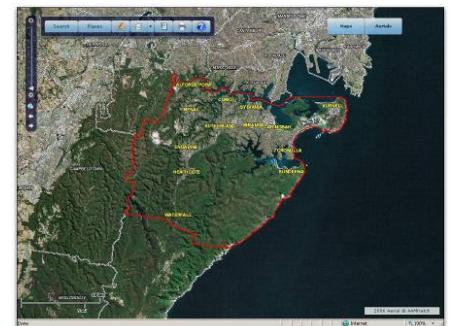
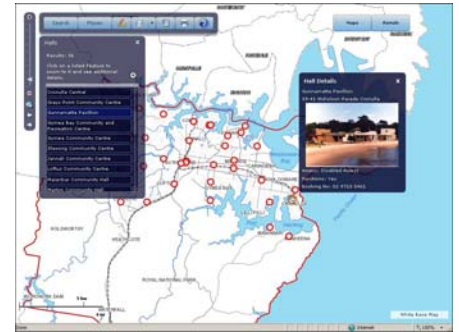
4 Ethics Training

A new program of ethics training aimed at providing all employees with practical skills and knowledge of the application of the ethics principles outlined in Council's Code of Conduct has been introduced. A supplementary *'train the trainer'* supported training program is currently being developed to improve knowledge and implementation of policy and corruption prevention measures. This training will take place in individual work teams in a flexible 'toolbox talk' format.

5 Online Services

In 2009/10 Council developed a range of online services to provide customers with 24/7 access. These include:

- Shire Statistics – provides statistics on ABS specific to the Shire.
- e-Certificates – allows users to apply for s149 planning certificates online. Over 80% of certificates are now issued online and users receive their certificate within 15 minutes.
- Developer Enquirer – provides information on zoning and permissible development.
- Trees online – enables residents to track the receipt and result of their tree removal/pruning applications.
- Shire Maps – is Council's web based mapping application providing aerial maps dating back to 1930, land information such as zoning, bushfire and flood prone land, heritage items, contours, public transport, waste collection pickup details, etc. The site has recorded over 42,000 visits since it was launched in November 2009.

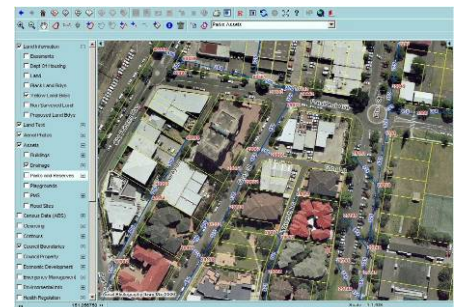


6 Asset Register

CAMS (Corporate Asset Management System) is a single source asset register of all Council's major infrastructure assets across all asset classes and was developed to improve the quality of asset management. CAMS has achieved cost savings, improved service levels, a holistic approach to managing infrastructure, applying best appropriate life cycle practices and processes, and improved corporate reporting and governance.

During 2009/10, the following activities were completed:

- buildings data configured and imported;
- buildings condition and asset surveys configured;
- system upgraded;
- Parks Operations maintenance operations such as tractors implemented;
- integration between CAMS and the Customer Response Management System is in beta version;
- Eview updated and reconfigured to accommodate additional asset classes and retrieve data;
- a number of customised reports established;
- upgrades and improved functionality on the hand held devices implemented;
- Business Process Review for stormwater, irrigation and recycled water completed to enable data to be imported;
- Business Process Review for plant and equipment and energy meter data completed.



7 Shared Service

Sutherland Shire Council and the City of Sydney now share an Animal Shelter Service. This Council provides impounding and animal shelter services for the City of Sydney. The required upgrade to Council's existing facilities, amounting to \$330,000 to accommodate the additional animals, was funded by City of Sydney plus an annual service provision charge of \$40k. The upgrade work was staged between October 2009 and March 2010.



LIST OF PROJECTS COMPLETED BY 30 JUNE 2010

Nature of Project	Date Completed	Total Cost	% Council Funds (incl S94)
Cronulla Central Car Parking, Library and Community Facility	17/7/09	\$19,700,000	100%
Engadine Community Centre	20/4/10	\$9,700,000	100%
Prince Street Seawall – Reconstruction	1/04/10	\$4,350,000	54%
Cronulla Library fit out	17/8/09	\$1,500,000	100%
Engadine Rural Fire Station	20/7/09	\$1,200,000	50%
Gunnamatta Bay Wharf – Upgrade	5/12/09	\$1,136,000	70%
Woronora Floating Fire Station	20/08/09	\$1,045,000	50%
Leisure Centres upgrades	30/6/10	\$1,000,000	100%
Oyster Creek – Floodplain Management Works- Stage 2	25/11/09	\$860,000	93%
'The Ridge' Fields 9&10 amenities	20/3/10	\$700,000	50%
Upgrades to 13 public toilet blocks	30/6/10	\$500,000	100%
The Point Preschool extensions and renovations	10/4/10	\$350,000	50%
Surf Club upgrades	30/6/10	\$200,000	100%
Lantana Road Reserve, Engadine – Stage 3	18/12/09	\$200,000	100%
Lantana Reserve Toilet Block	25/3/10	\$180,000	100%
Stormwater Harvesting – Como Pleasure Grounds	13/12/09	\$184,250	100%
Boronia Avenue, Engadine – Reserve Upgrade	19/11/09	\$150,000	100%
Stormwater Harvesting – Billa Road Oval	31/03/10	\$110,000	41%
'The Ridge' Golf Cart Maintenance Shed	10/7/09	\$140,000	50%
North Cronulla Beach observation tower	14/10/09	\$90,000	100%

LIST OF PROJECTS IN PROGRESS AT 30 JUNE 2010

Nature of Project	% Completed 30/6/10	Total Cost	% Council Funds (incl S94)
'The Ridge Complex' (on-going works)	85%	\$35,000,000	100%
'The Ridge' 2 nd nine holes	60%	\$4,400,000	100%
Caringbah Shopping Centre Upgrade	75%	\$1,363,000	50%
Kurnell RFS rebuild	50%	\$1,200,000	50%
Bundeena Wharf Reconstruction	80%	\$1,170,000	70%
Woronora Land based RFS	35%	\$1,100,000	50%
Wanda Beach Lifeguards headquarters	5%	\$1,050,000	100%
Como Pool Multi Purpose building	15%	\$1,044,000	100%
Shorebird Reserve/Cycleway	33%	\$550,000	58%
Surf Club upgrades	80%	\$500,000	100%
Works depot upgrades	25%	\$490,000	100%
Engadine Leisure Centre power supply upgrade	10%	\$350,000	100%
'The Ridge' Temporary Club	15%	\$250,000	100%
Lakewood City Reserve – Car Park – Upgrade	95%	\$215,000	100%
Gynea Bay Baths – Upgrade	98%	\$150,000	100%
Grande Parade, Sutherland – Cycleway – Stage 2	75%	\$120,000	50%
Disabled Access drive Elouera SLSC	5%	\$100,000	100%
Woolooware Oval new public toilets	25%	\$90,000	100%

AWARDS AND CITATIONS

- 1 2009 LGMA Management Excellence Award for the Ageing Well Strategy, a proactive response to our increasing proportion of older residents.
- 2 Highly Commended Award in the 2009 LGMA Management Excellence Awards for community consultation and engagement.
- 3 Highly Commended in the 2009 Australian Community Violence Prevention Awards for Cronulla Rapid Removal Graffiti Prevention Program.
- 4 Certificate of Merit in the 2009 Australian Community Violence Prevention Awards for Beach Property Minding Service.
- 5 Highly Commended and Certificate of Merit awards with the Staff Training Night for Employees in Licensed Premises and the Domestic Violence Pro-Active Support Service in the 2009 Australian Community Violence Prevention Awards.
- 6 Council's Bradman Road Long Day Care Centre Director named as NSW and ACT finalist in the Australian Fisher Price Child Care Awards for the Director of the Year.
- 7 Silver Award in the 60th Australasian Reporting Awards for high quality annual report.

SUPPLEMENTARY INFORMATION

The extracts from Council's General Purpose Financial Report for the year ended 30th June 2009 are attached in the following pages. Council reports on the Quarterly review of its Management Plan, Budget Review as at 31st March 2010, and latest quarterly Budget Review as at May 2010 are scanned and attached.

Link to council's electronic business papers: <http://144.140.79.192/dir141/webpapr.nsf>

Link to Council's website: www.sutherland.nsw.gov.au

Sutherland Shire Council

Statement of Changes in Equity
for the financial year ended 30 June 2009

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Minority Interest	Total Equity
2009						
Opening Balance (as per Last Year's Audited Accounts)		1,425,345	156,374	1,581,719	-	1,581,719
a. Correction of Prior Period Errors	20 (c)	-	-	-	-	-
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/08)		1,425,345	156,374	1,581,719	-	1,581,719
c. Current Year Income & Expenses Recognised direct to Equity						
- Transfers to/(from) Asset Revaluation Reserve	20b (ii)	-	-	-	-	-
- Transfers to/(from) Other Reserves	20b (ii)	-	-	-	-	-
- Other Income/Expenses recognised	20b (ii)	-	(375)	(375)	-	(375)
- Other Adjustments	20b (ii)	-	-	-	-	-
Net Income Recognised Directly in Equity		-	(375)	(375)	-	(375)
d. Net Operating Result for the Year		12,103	-	12,103	-	12,103
Total Recognised Income & Expenses (c&d)		12,103	(375)	11,728	-	11,728
e. Distributions to/(Contributions from) Minority Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		1,437,448	155,999	1,593,447	-	1,593,447

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Minority Interest	Total Equity
2008						
Opening Balance (as per Last Year's Audited Accounts)		1,239,446	174,137	1,413,583	-	1,413,583
a. Correction of Prior Period Errors	20 (c)	15,743	-	15,743	-	15,743
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/07)		1,255,189	174,137	1,429,326	-	1,429,326
c. Current Year Income & Expenses Recognised direct to Equity						
- Transfers to/(from) Asset Revaluation Reserve	20b (ii)	-	156,374	156,374	-	156,374
- Transfers to/(from) Other Reserves	20b (ii)	-	(4,262)	(4,262)	-	(4,262)
- Other Income/Expenses recognised	20b (ii)	-	-	-	-	-
- Other Adjustments	20b (ii)	-	-	-	-	-
Net Income Recognised Directly in Equity		-	152,112	152,112	-	152,112
d. Net Operating Result for the Year		281	-	281	-	281
Total Recognised Income & Expenses (c&d)		281	152,112	152,393	-	152,393
e. Distributions to/(Contributions from) Minority Interests		-	-	-	-	-
f. Transfers between Equity		169,875	(169,875)	-	-	-
Equity - Balance at end of the reporting period		1,425,345	156,374	1,581,719	-	1,581,719

Sutherland Shire Council

Balance Sheet

as at 30 June 2009

\$ '000	Notes	Actual 2009	Actual 2008
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	11,665	10,191
Investments	6b	69,806	86,444
Receivables	7	13,712	12,101
Inventories	8	5,472	5,429
Other	8	1,144	984
Non-current assets classified as "held for sale"	22	-	-
Total Current Assets		101,799	115,149
Non-Current Assets			
Investments	6b	-	-
Receivables	7	1,299	1,365
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	1,541,072	1,508,986
Investments accounted for using the equity method	19	-	-
Investment Property	14	35,527	35,527
Intangible Assets	25	-	-
Non-current assets classified as "held for sale"	22	-	-
Other	8	344	330
Total Non-Current Assets		1,578,242	1,546,208
TOTAL ASSETS		1,680,041	1,661,357
LIABILITIES			
Current Liabilities			
Payables	10	15,299	15,312
Borrowings	10	3,524	1,577
Provisions	10	31,408	30,051
Total Current Liabilities		50,231	46,940
Non-Current Liabilities			
Payables	10	-	-
Borrowings	10	32,657	29,334
Provisions	10	3,706	3,364
Total Non-Current Liabilities		36,363	32,698
TOTAL LIABILITIES		86,594	79,638
Net Assets		1,593,447	1,581,719
EQUITY			
Retained Earnings	20	1,437,448	1,425,345
Revaluation Reserves	20	155,999	156,374
Council Equity Interest		1,593,447	1,581,719
Minority Equity Interest		-	-
Total Equity		1,593,447	1,581,719

Sutherland Shire Council

Income Statement

for the financial year ended 30 June 2009

Budget ⁽¹⁾				Actual	Actual
2009	\$ '000		Notes	2009	2008
Income from Continuing Operations					
Revenue:					
107,156	Rates & Annual Charges		3a	107,101	103,580
27,090	User Charges & Fees		3b	23,815	22,506
7,870	Interest & Investment Revenue		3c	4,230	7,501
12,596	Other Revenues		3d	16,531	13,256
10,390	Grants & Contributions provided for Operating Purposes		3e,f	13,680	12,073
12,551	Grants & Contributions provided for Capital Purposes		3e,f	24,585	9,243
Other Income:					
21	Net gains from the disposal of assets		5	-	-
177,674	Total Income from Continuing Operations			189,942	168,159
Expenses from Continuing Operations					
77,225	Employee Benefits & On-Costs		4a	81,377	76,614
1,932	Borrowing Costs		4b	1,900	2,167
29,318	Materials & Contracts		4c	26,817	27,715
20,082	Depreciation & Amortisation		4d	22,737	21,460
29,503	Other Expenses		4e	30,053	28,810
-	Interest & Investment Losses ⁽²⁾		3c	7,466	10,040
200	Net Losses from the Disposal of Assets		5	7,489	1,072
-	Net Share of interests in Joint Ventures & Associated Entities using the Equity Method		19	-	-
158,260	Total Expenses from Continuing Operations			177,839	167,878
19,414	Operating Result from Continuing Operations			12,103	281
Discontinued Operations					
-	Net Profit/(Loss) from Discontinued Operations		24	-	-
19,414	Net Operating Result for the Year			12,103	281
19,414	Net Operating Result attributable to Council			12,103	281
-	Net Operating Result attributable to Minority Interests			-	-
6,863	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes			(12,482)	(8,962)

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

(2) The figure of \$7,466 represents the impairment of investments at market value as at 30 June 2009. It is provided in this statement to conform with the Australian Accounting Standards and the Local Government Code of Accounting Practice to highlight a potential loss as at 30 June 2009. This figure does not represent any real losses as Council intends to hold these impaired investments to maturity and realise repayment of the full original principal. Of the investment value represented, 77.2% have a capital protection facility.

Sutherland Shire Council

Cash Flow Statement

for the financial year ended 30 June 2009

Budget 2009	\$ '000	Notes	Actual 2009	Actual 2008
Cash Flows from Operating Activities				
Receipts:				
106,084	Rates & Annual Charges		107,001	103,686
27,090	User Charges & Fees		23,816	22,506
7,791	Interest & Investment Revenue Received		5,120	7,013
16,241	Grants & Contributions		24,553	21,327
12,470	Other		15,438	12,783
Payments:				
(75,960)	Employee Benefits & On-Costs		(79,843)	(75,277)
(28,732)	Materials & Contracts		(27,020)	(26,977)
(1,835)	Borrowing Costs		(1,900)	(2,168)
(28,913)	Other		(31,515)	(30,398)
34,236	Net Cash provided (or used in) Operating Activities	11b	35,650	32,495
Cash Flows from Investing Activities				
Receipts:				
9,520	Sale of Investment Securities		57,936	92,821
6,921	Sale of Real Estate Assets		(3)	20
1,000	Sale of Infrastructure, Property, Plant & Equipment		1,817	1,550
163	Other Investing Activity Receipts		-	-
Payments:				
-	Purchase of Investment Securities		(49,139)	(82,844)
(59,290)	Purchase of Infrastructure, Property, Plant & Equipment		(50,066)	(44,815)
(41,686)	Net Cash provided (or used in) Investing Activities		(39,455)	(33,269)
Cash Flows from Financing Activities				
Receipts:				
4,600	Proceeds from Borrowings & Advances		4,000	-
-	Other Financing Activity Receipts		902	1,077
Payments:				
(430)	Repayment of Borrowings & Advances		-	(430)
(750)	Repayment of Finance Lease Liabilities		(677)	(660)
3,420	Net Cash Flow provided (used in) Financing Activities		4,225	(13)
(4,030)	Net Increase/(Decrease) in Cash & Cash Equivalents		420	(787)
9,219	plus: Cash & Cash Equivalents - beginning of year	11a	9,219	10,006
5,189	Cash & Cash Equivalents - end of the year	11a	9,639	9,219

Please refer to Note 11 for information on the following:

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

Sutherland Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2009

Note 6a. - Cash Assets and Note 6b. - Investment Securities

\$ '000	2009	2009	2008	2008
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Cash & Cash Equivalents (Note 6a)				
Cash on Hand and at Bank	3,798	-	597	-
Cash-Equivalent Assets ¹				
- Deposits at Call	7,867	-	9,594	-
Total Cash & Cash Equivalents	11,665	-	10,191	-
Investment Securities (Note 6b)				
- Managed Funds	-	-	6,387	-
- Long Term Deposits	12,500	-	12,600	-
- Equity Linked Notes	26,877	-	28,419	-
- NCD's, FRN's (with Maturities > 3 months)	20,868	-	21,630	-
- CDO's	6,464	-	11,516	-
- Secured Capital Protected Notes	3,097	-	4,089	-
- Corporate Bonds	-	-	1,803	-
Total Investment Securities	69,806	-	86,444	-
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS	81,471	-	96,635	-

¹ Those Investments where time to maturity (from date of purchase) is < 3 mths.

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

Cash & Cash Equivalents

a. "At Fair Value through the Profit & Loss"	11,665	-	10,191	-
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Investments

a. "At Fair Value through the Profit & Loss"				
- "Held for Trading" 6(b-i)	24,917	-	37,336	-
- "Designated At Fair Value on Initial Recognition" 6(b-i)	-	-	-	-
b. "Held to Maturity" 6(b-ii)	12,500	-	12,600	-
c. "Loans & Receivables" 6(b-iii)	-	-	-	-
d. "Available for Sale" 6(b-iv)	32,389	-	36,508	-
Investments	69,806	-	86,444	-

Sutherland Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2009

Note 6b. Investments (continued)

\$ '000	2009 Actual Current	2009 Actual Non Current	2008 Actual Current	2008 Actual Non Current
Note 6(b-i)				
Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	37,336	-	57,153	-
Revaluations (through the Income Statement)	(3,722)	-	(4,240)	-
Additions	7,609	-	49,244	-
Disposals (sales & redemptions)	(16,306)	-	(64,821)	-
Balance at End of Year	24,917	-	37,336	-
Comprising:				
- Managed Funds	-	-	6,387	-
- NCD's, FRN's (with Maturities > 3 months)	20,868	-	21,630	-
- CDO's	4,049	-	7,516	-
- Corporate Bonds	-	-	1,803	-
Total	24,917	-	37,336	-
Note 6(b-ii)				
Reconciliation of Investments - "Held to Maturity"				
Balance at the Beginning of the Year	12,600	-	10,000	-
Additions	41,530	-	25,600	-
Disposals (sales & redemptions)	(41,630)	-	(23,000)	-
Balance at End of Year	12,500	-	12,600	-
Comprising:				
- Long Term Deposits	12,500	-	12,600	-
Total	12,500	-	12,600	-
Note 6(b-iii)				
Reconciliation of Investments classified as "Available for Sale"				
Balance at the Beginning of the Year	36,508	-	43,570	-
Revaluation [transferred to/(from) equity]	(375)	-	(4,262)	-
Revaluation [transferred to income statement]	(3,744)	-	(5,800)	-
Additions	-	-	8,000	-
Disposals (sales & redemptions)	-	-	(5,000)	-
Balance at End of Year	32,389	-	36,508	-
Comprising:				
- Equity Linked Notes	26,877	-	28,419	-
- CDO's	2,415	-	4,000	-
- Secured Capital Protected Notes	3,097	-	4,089	-
Total	32,389	-	36,508	-

Sutherland Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2009

Note 13. Statement of Performance Measurement - Indicators

\$ '000	Amounts 2009	Indicator 2009	Prior Periods 2008 2007	
1. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	<u>49,165</u>	1.83 : 1	1.45	2.53
Current Liabilities less Specific Purpose Liabilities ^(2,3)	<u>26,793</u>			
2. Debt Service Ratio				
Debt Service Cost	<u>5,097</u>	3.18%	3.70%	3.67%
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	<u>160,535</u>			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	<u>107,101</u>	56.39%	61.60%	59.74%
Revenue from Continuing Operations	<u>189,942</u>			
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding ⁽⁴⁾	<u>5,735</u>	5.06%	5.02%	5.19%
Rates, Annual & Extra Charges Collectible	<u>113,418</u>			
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁵⁾ [Buildings & Infrastructure]	<u>21,796</u>	144.77%	106.94%	103.00%
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	<u>15,056</u>			

Notes

⁽¹⁾ Refer Notes 6-8 inclusive.

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

⁽²⁾ Refer to Note 10(a).

⁽³⁾ Refer to Note 10(c) - excludes all ELE not expected to be paid in the next 12 months.

⁽⁴⁾ The Rates & Annual Charges outstanding includes an amount of \$1,721 million due but not pursued as recovery action due to Council policies. This amount can be split as follows:

Eligible Pensioners	\$ 1,346,000.00
Arrangements under financial hardship	\$ 375,000.00

If Council policies were discounted from the amount outstanding then the Outstanding Percentage Ratio would be:

$$\frac{\$ 4,014}{\$113,418} = 3.54\%$$

⁽⁵⁾ Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Sutherland Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2009

Note 13a. Statement of Performance Measurement - Graphs

\$ '000

<p>1. Unrestricted Current Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio : 1</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>2.21</td> </tr> <tr> <td>2007</td> <td>2.53</td> </tr> <tr> <td>2008</td> <td>1.45</td> </tr> <tr> <td>2009</td> <td>1.83</td> </tr> </tbody> </table>	Year	Ratio : 1	2006	2.21	2007	2.53	2008	1.45	2009	1.83	<p>Purpose of Unrestricted Current Ratio</p> <p>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</p>	<p>Commentary on 2008/09 Result</p> <p>2008/09 Ratio 1.83 : 1</p> <p>Ratio is better than industry recognised standard benchmark of 1.00:1</p>
Year	Ratio : 1											
2006	2.21											
2007	2.53											
2008	1.45											
2009	1.83											
<p>2. Debt Service Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>3.82%</td> </tr> <tr> <td>2007</td> <td>3.67%</td> </tr> <tr> <td>2008</td> <td>3.70%</td> </tr> <tr> <td>2009</td> <td>3.18%</td> </tr> </tbody> </table>	Year	Ratio %	2006	3.82%	2007	3.67%	2008	3.70%	2009	3.18%	<p>Purpose of Debt Service Ratio</p> <p>To assess the impact of loan principal & interest repayments on the discretionary revenue of council.</p>	<p>Commentary on 2008/09 Result</p> <p>2008/09 Ratio 3.18%</p> <p>Ratio is well below industry recognised standard benchmark of 10%</p>
Year	Ratio %											
2006	3.82%											
2007	3.67%											
2008	3.70%											
2009	3.18%											
<p>3. Rates & Annual Charges Coverage Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>59.37%</td> </tr> <tr> <td>2007</td> <td>59.74%</td> </tr> <tr> <td>2008</td> <td>61.60%</td> </tr> <tr> <td>2009</td> <td>56.39%</td> </tr> </tbody> </table>	Year	Ratio %	2006	59.37%	2007	59.74%	2008	61.60%	2009	56.39%	<p>Purpose of Rates & Annual Charges Coverage Ratio</p> <p>To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.</p>	<p>Commentary on 2008/09 Result</p> <p>2008/09 Ratio 56.39%</p> <p>2009 ratio is distorted by capital income recognition of Land Under Roads (\$7.23 mil) and other dedications. If this income was not recognised a more comparable ratio of 60.4% would be presented.</p>
Year	Ratio %											
2006	59.37%											
2007	59.74%											
2008	61.60%											
2009	56.39%											
<p>4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>6.08%</td> </tr> <tr> <td>2007</td> <td>5.19%</td> </tr> <tr> <td>2008</td> <td>5.02%</td> </tr> <tr> <td>2009</td> <td>5.06%</td> </tr> </tbody> </table>	Year	Ratio %	2006	6.08%	2007	5.19%	2008	5.02%	2009	5.06%	<p>Purpose of Rates & Annual Charges Outstanding Ratio</p> <p>To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.</p>	<p>Commentary on 2008/09 Result</p> <p>2008/09 Ratio 5.06%</p> <p>Refer to footnote 4 on Note 13. If Council debt policies were discounted from the ratio then this ratio would be 3.54%, well within the industry standard benchmark of 5%.</p>
Year	Ratio %											
2006	6.08%											
2007	5.19%											
2008	5.02%											
2009	5.06%											

Sutherland Shire Council

Income Statement of Council's Other Business Activities

for the financial year ended 30 June 2009

\$ '000	Long Day Care		Operational Property	
	Actual 2009	Actual 2008	Actual 2009	Actual 2008
Income from continuing operations				
Fees	5,882	5,235	-	-
Interest	12	12	716	1,046
Grants and contributions provided for non capital purposes	2,168	2,409	-	3,519
Profit from the sale of assets	-	-	4	-
Other income	-	1	4,827	-
Total income from continuing operations	8,062	7,657	5,547	4,565
Expenses from continuing operations				
Employee benefits and on-costs	6,321	5,661	-	-
Materials and contracts	559	991	52	54
Depreciation and impairment	27	25	159	176
Loss on sale of assets	-	-	-	647
Calculated taxation equivalents	320	275	785	634
Internal Rent	560	558	-	-
Other Notional Internal Expenses	8	-	21	58
Other expenses	1,247	1,345	173	170
Total expenses from continuing operations	9,042	8,855	1,190	1,739
Surplus (deficit) from Continuing Operations before capital amounts	(980)	(1,198)	4,357	2,826
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	(980)	(1,198)	4,357	2,826
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	(980)	(1,198)	4,357	2,826
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-	(1,307)	(848)
SURPLUS (DEFICIT) AFTER TAX	(980)	(1,198)	3,050	1,978
plus Opening Retained Profits	1,028	1,393	48,094	48,898
plus/less: Prior Period Adjustments	-	-	-	-
plus Adjustments for amounts unpaid:				
- Taxation equivalent payments	320	275	785	634
- Internal Rent	560	558	-	-
- Other Notional Internal Expenses	8	-	21	58
- Debt guarantee fees	-	-	-	-
- Corporate taxation equivalent	-	-	1,307	848
add:				
- Subsidy Paid/Contribution To Operations	-	-	-	-
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	-	-	(4,634)	(4,322)
Closing Retained Profits	936	1,028	48,623	48,094
Return on Capital %	-499.0%	-624.0%	9.5%	6.2%
Subsidy from Council	991	1,210	-	45

Sutherland Shire Council

Income Statement of Council's Other Business Activities

for the financial year ended 30 June 2009

\$ '000	Entertainment Centre		Commercial Waste	
	Actual 2009	Actual 2008	Actual 2009	Actual 2008
Income from continuing operations				
User charges	1,110	1,086	650	570
Grants and contributions provided for non capital purposes	1,393	1,004	11	122
Total income from continuing operations	2,503	2,090	661	692
Expenses from continuing operations				
Employee benefits and on-costs	1,769	1,300	190	143
Borrowing costs	-	-	-	-
Materials and contracts	869	709	29	2
Depreciation and impairment	28	13	-	-
Loss on sale of assets	-	-	-	-
Calculated taxation equivalents	83	51	-	-
Internal Rent	701	692	1	1
Other Notional Internal Expenses	171	166	10	9
Debt guarantee fee (if applicable)	-	-	-	-
Other expenses	364	311	308	298
Total expenses from continuing operations	3,985	3,242	538	453
Surplus (deficit) from Continuing Operations before capital amounts	(1,482)	(1,152)	123	239
Grants and contributions provided for capital purposes	470	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	(1,012)	(1,152)	123	239
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	(1,012)	(1,152)	123	239
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-	(37)	(72)
SURPLUS (DEFICIT) AFTER TAX	(1,012)	(1,152)	86	167
plus Opening Retained Profits	(1,645)	(1,402)	1,661	1,412
plus/less: Prior Period Adjustments	-	-	-	-
plus Adjustments for amounts unpaid:				
- Taxation equivalent payments	83	51	-	-
- Internal Rent	701	692	1	1
- Other Notional Internal Expenses	171	166	10	9
- Debt guarantee fees	-	-	-	-
- Corporate taxation equivalent	-	-	37	72
add:				
- Subsidy Paid/Contribution To Operations	-	-	-	-
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	-	-	-	-
Closing Retained Profits	(1,702)	(1,645)	1,795	1,661
Return on Capital %	-287.5%	-3716.1%	n/a	n/a
Subsidy from Council	1,511	1,153	-	-

Sutherland Shire Council

Income Statement of Council's Other Business Activities

for the financial year ended 30 June 2009

\$ '000			Certification Unit	
			Actual 2009	Actual 2008
Income from continuing operations				
User charges	-	-	48	47
Fees	-	-	671	734
Grants and contributions provided for non capital purposes	-	-	8	7
Total income from continuing operations			727	788
Expenses from continuing operations				
Employee benefits and on-costs	-	-	897	877
Materials and contracts	-	-	2	6
Calculated taxation equivalents	-	-	17	12
Internal Rent	-	-	33	32
Other Notional Internal Expenses	-	-	220	213
Other expenses	-	-	15	4
Total expenses from continuing operations			1,184	1,144
Surplus (deficit) from Continuing Operations before capital amounts			(457)	(356)
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts			(457)	(356)
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax			(457)	(356)
less: Corporate Taxation Equivalent (30%) [based on result before capital]			-	-
SURPLUS (DEFICIT) AFTER TAX			(457)	(356)
plus Opening Retained Profits	-	-	1,953	2,052
plus/less: Prior Period Adjustments	-	-	-	-
plus Adjustments for amounts unpaid:				
- Taxation equivalent payments	-	-	17	12
- Internal Rent	-	-	33	32
- Other Notional Internal Expenses	-	-	220	213
- Debt guarantee fees	-	-	-	-
- Corporate taxation equivalent	-	-	-	-
add:				
- Subsidy Paid/Contribution To Operations	-	-	-	-
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	-	-	-	-
Closing Retained Profits			1,766	1,953
Return on Capital %			n/a	n/a
Subsidy from Council	-	-	457	-