



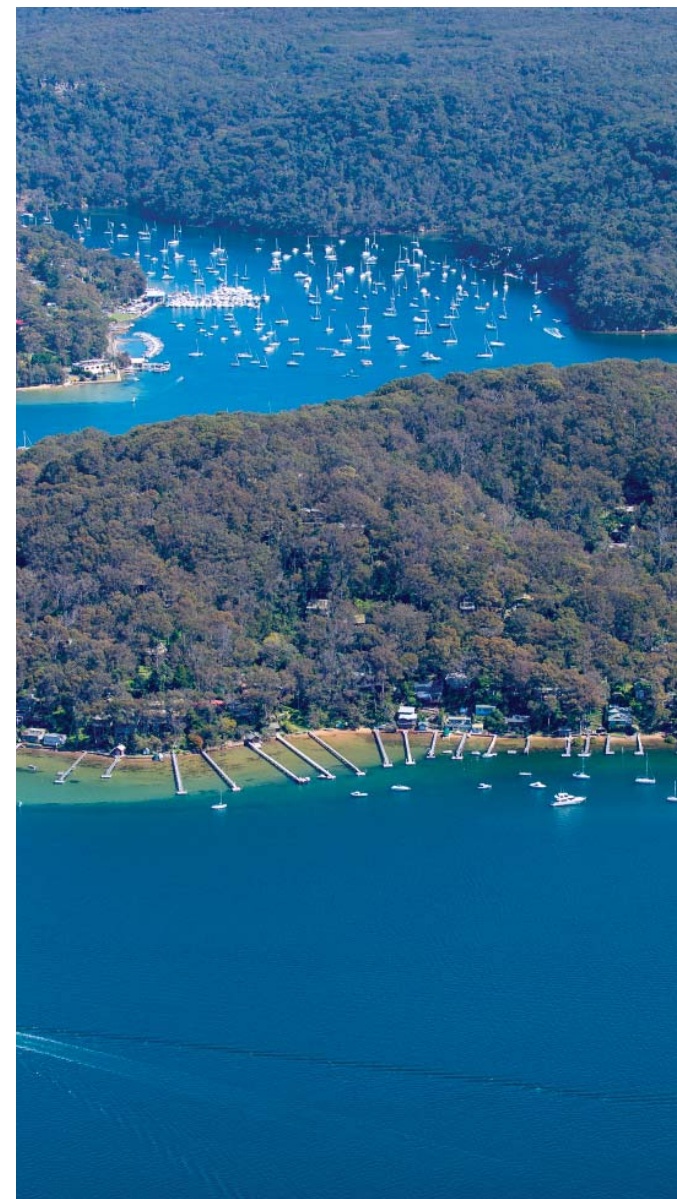
Pittwater Council Annual Report 2013-14

Appendix 1 - Delivery Program Action Updates

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Supporting and Connecting Our Community - Building Communities Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To be a community that appreciates and values our bush, beach and water	Develop and implement actions to respond to the 2012-2016 Social Plan	100%	Delivered a range of actions in response to the Social Plan including: liaising with businesses and the community regarding the Enliven App; the development of the Northern Beaches Youth App in partnership with SHOROC Councils; delivery of the Pittwater Volunteer Expo; member of the northern beaches headspace consortium; and advocating on behalf of the community sector non-government organisations who are at risk of discontinuing their current services due to funding cuts (Bringa Women's Refuge, Burdekin Association, Youth Reach Youth Connections funding, NBBEN Partnership Brokers project).
To be a community that appreciates and values our bush, beach and water	Provide interpretative information on the natural environment	100%	Bicentennial Coastal Walkway signage has been completed including small directional signage and stickers. The main signs have information about the local plants and animals and vegetation communities. Articles have been continuously placed in Cooee highlighting our native plants and animals, including sightings of any threatened or rare species. New Bushcare signs have been created to help encourage people to care for their local environment.
To be a community that appreciates and values our bush, beach and water	Regularly produce a bi-monthly E-bulletin (Cooee) to inform the community of ways they can participate in sustainable environmental actions	100%	Cooee has been issued seven times in total for this financial year. The latest two include Mar/Apr and May/Jun.
To facilitate high levels of community volunteering across a wide range of activities	Conduct a biennial Pittwater Volunteer Awards Function	100%	Limited resources meant the Awards function was deferred and support this year was again provided to local community groups through the Food & Wine Fair Volunteer Expo and in a reception for Australia Day outstanding citizen award nominees.
To facilitate high levels of community volunteering across a wide range of activities	Continue the program to recognise outstanding members of the community	100%	Outstanding members of the community were recognised at the Australia Day Awards night and breakfast. The Volunteers Reception event was held in December to pay tribute to volunteers and acknowledge their contribution to the Pittwater community.
To facilitate high levels of community volunteering across a wide range of activities	Continue to assist resident community groups in writing grant applications	100%	Council supports the work of Pittwater's community environmental volunteers in a number of ways, including through information and capacity building programs. In October 2013, a specialist capacity building Environmental Grant Writing Workshop was offered. Council staff also provide community groups with grant writing assistance on a case-by-case basis. Ongoing technical information is provided to the 36 community groups undertaking work in Pittwater's bushland reserves through a range of channels including Bushcare News, Field Days and provision of a qualified supervisor for the Bushcare group.
To facilitate high levels of community volunteering across a wide range of activities	Hold an annual volunteer reception	100%	The Volunteer Reception was held early in December 2013 attended by over 120 people. Response from attendees was extremely positive, as it brings together volunteers from many different areas of the community including Bushcare, coastal care, cultural and performing arts, state emergency services, resident groups and aged care community facilities.
To facilitate high levels of community volunteering across a wide range of activities	Support for the Coastal Environment Centre (CEC) volunteer program	100%	Continue to support the CEC volunteer program and provide assistance to current volunteers for library and gardens.
To support community initiatives that respond to community needs	Deliver a range of social, cultural and community development initiatives	100%	Artist engaged to temporarily transform some of the sculptures outside Newport Recreation Centre in a Christmas theme. Artist in Residence Program in partnership with Eramboo. A local artist selected through a competitive process to undertake a three month residency program. Mobile exhibition 'Shark in a Bus' in Village Park in Mona Vale. Supported Pittwater Community Arts to deliver its first ever Young Emerging Artist Grant. ARTivity week saw Pittwater Council partner with a number of arts organisations, service providers and artists to transform Newport Community Centre into a cultural hub in April. Artist Emma Anna's public art piece imag_ne installed in Mona Vale.

Supporting and Connecting Our Community - Building Communities Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To support community initiatives that respond to community needs	Provide a Family Day Care Service	100%	Service transferred to a not-for-profit provider in October 2013 as part of a strategic refocusing on Youth and Family services.
To support community initiatives that respond to community needs	Provide a long day care service and occasional care places at Warriewood Children's Centre	100%	Service closed in December 2013 in accordance with Council's decision to no longer be a direct provider of childcare services and redirect resources to Youth & Family services.
To support community initiatives that respond to community needs	Provide a range of demographic information to the community	100%	Council continues to provide statistical information and local demographic information via Council's website.
To support community initiatives that respond to community needs	Provide a Vacation Service for primary school aged children at Narrabeen	100%	Service transferred to a not-for-profit provider in December 2013 as part of a strategic refocusing on Youth & Family services.
To support community initiatives that respond to community needs	Provide OOSH Services at Elanora Heights Public School	100%	Service transferred to a not-for-profit provider in October 2013 as part of a strategic refocusing on Youth & Family services.
To support community initiatives that respond to community needs	Support access to a range of parent support initiatives and programs	100%	Ongoing promotion of local parent programs and initiatives. Involvement in the Regional Parenting Strategy with a number of Northern Sydney Local Government and non-government organisations to coordinate a new approach to parenting support and programs.
To support community initiatives that respond to community needs	Work with local secondary schools to support youth events and community education and awareness programs	100%	Maintained contact with student representatives and School staff. Provided regular updates to high schools regarding opportunities for youth development, events and programs for young people and families. Staff coordinated 24/7 Youth Film Festival, sponsored young person to attend Youth Week Forum, in-school promotion of Enliven Pittwater events and opportunities for young people to participate as performers. Involvement in PYSInc Youth Interagency and headspace consortium.
To increase social cohesion by encouraging and facilitating involvement in community organisations, networks, events and activities	Evaluate civic events (Australia Day, Volunteer Reception & Citizenship Ceremonies) to measure effectiveness	100%	Australia Day was held on 26 January 2013. Over 5000 people attend this event and a random sample of 62 people were surveyed to measure their overall satisfaction with the event. Responses show that 64% of respondents were very satisfied with the organisation, 79% were very satisfied with the location, 46% were very satisfied with the food & beverages, 56% were very satisfied with the entertainment and 32% were very satisfied with the children's entertainment (though this category didn't apply to 24% of respondents).
To increase social cohesion by encouraging and facilitating involvement in community organisations, networks, events and activities	Facilitate a number of outdoor events e.g.: Food and Wine fair, market days	100%	Pittwater Food and Wine Fair, the annual Mona Vale Market day and a series of Palm Beach markets completed
To increase social cohesion by encouraging and facilitating involvement in community organisations, networks, events and activities	Work with youth organisations and young people to develop strategies for delivering a range of youth programs and activities	100%	Staff are represented on PYSInc Committee and headspace Consortium. Staff consulted extensively with youth services in the development of the Youth and Families Emerging Issues paper. Worked closely with Regional Councils and young people on 24/7 Film Festival and the Youth App.
To maintain Pittwater as a safe community	Provide information regarding new liquor license applications, and make submissions on new applications to the State Government as required	100%	Staff continue to monitor local liquor applications and make submissions to the State Government where necessary. Staff work with the Local Area Command (Police) as well as provide local business owners information on the liquor application process.
To maintain Pittwater as a safe community	Respond to a range of community safety issues across Reserves and Building Services	100%	Community safety issues continue to be addressed as they arise e.g. the provision of pedestrian access in Newport Beach Carpark and the provision of safety lighting along Pelican Path.

Supporting and Connecting Our Community - Building Communities Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To maintain Pittwater as a safe community	To respond to a range of community safety issues	100%	Commenced secretariat support for the Northern Beaches Domestic Violence Network for a one year period. Represented Council at the White Ribbon Breakfast. Staff continue to liaise with the Local Area Command on local safety issues.
To be a community that respects and values cultural diversity	Conduct citizenship ceremonies	100%	Five Citizenship ceremonies held throughout the year with 265 new citizens inducted.
To be a community that respects and values cultural diversity	Promote Indigenous culture to the wider community	100%	Pittwater Council represented on Guringai Festival 2014 committee. Partnered with neighbouring councils to develop the Guringai Festival 2014 program booklet and marketing collateral. Managed the Guringai Festival 2014 website. Promoted a range of events run through various parts of Pittwater Council, including Joey's Package children's workshop at Mona Vale Library, and various walks and talks presented through the CEC and Natural Environment unit. Supported Northside Aboriginal Artists with the presentation of a three day art exhibition at Mona Vale. Developed promotional and catalogue material for Northside Aboriginal Artist group.
To be a community that respects and values cultural diversity	Provide a range of community events that celebrate diversity and where we live	100%	Community Centre staff have supported numerous community events throughout the past year including the Latin American Festival, Markets, Trivia Nights, Avalon Tattoo, Education Dept. Gifted and Talented Arts Camp, Photographic Exhibitions, Northside Aboriginal Art Exhibition, Artists & Craftsmen of Pittwater Exhibitions, Mona Vale Garden Club exhibition, Movie Days, Pittwater Community Arts Exhibitions, Elanora Players, North Shore Artists exhibition, Artspace, Pittwater Artists Trail, etc.
To encourage a fit and healthy community with access to appropriate health services	Monitor Pittwater residents access to GPs and other allied health services	100%	Staff continue to work closely with Medicare Local on local priorities. Medicare Local was involved in the Volunteer Expo 2014 and distributed information to the community about their services, about general health services available to the community, and about immunisation.
To encourage a fit and healthy community with access to appropriate health services	Participate in the planning for the future of Mona Vale hospital and the new regional hospital at French's Forest	100%	Contributed to masterplanning workshops in December 2013 to develop a new masterplan for the Mona Vale Hospital site post 2018.
To encourage a fit and healthy community with access to appropriate health services	Support the establishment of a Northern Beaches Headspace	100%	Council staff continue to contribute to the establishment of the headspace model on the northern beaches and Council has formalised its arrangement as a consortium member.
To have accessible social infrastructure	Review and support the capacity of existing community organisations to deliver services	100%	Professional development events for existing and emerging arts groups, including: free talks from Arts Law on insurance, contracts and governance; and NAVA (National Association for Visual Artists) workshops in partnership with Eramboo. Staff are involved in the PYSInc Executive Committee, attend various interagency meetings including organisations which provide support to children and families, young people, the aged population and people with disabilities. They maintain relationships with community based organisation and provide up to date information regarding opportunities for professional development available to the sector.
To have accessible social infrastructure	Support a range of local community organisations	100%	Strong relationships were maintained with all the community sector and support provided when required.
To ensure the community has access to a range of facilities for social and cultural participation for people with all abilities	Provide a quarterly school holiday recreation information brochure on activities available for children age 5-18 years	100%	Four School Holiday Recreation Programs were produced for all of the school holidays. These were distributed to community centres, libraries and customer service centres and were made available on the council website and school websites.

Supporting and Connecting Our Community - Building Communities Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To ensure the community has access to a range of facilities for social and cultural participation for people with all abilities	Support and encourage a variety of artistic exhibitions within Pittwater	100%	Avalon Recreation Centre, Newport Community Centre, Mona Vale Memorial Hall, Ted Blackwood Narrabeen Youth and Community Centre and Elanora Heights Community Centre have all hosted a range of cultural and artistic events throughout the year. There were several theatrical productions held at Elanora Heights Community Centre & Newport Community Centres. Staff worked closely with Pittwater Community Arts, North Shore Art Society, Artists & Craftsmen of Pittwater, Northside Aboriginal Artists, Enliven Organisers, Mona Vale Garden Club, Avalon Active Seniors, Avalon Craft Cottage, Artspace, Artist Trail, Wingala Lapidary Club, Aboriginal Support Group, Latin American festival organisers and many other local artists and groups in Pittwater.
To ensure the community has access to a range of support services	Management, development and maintenance of Mona Vale General Cemetery in accordance with the Plan of Management	75%	Plans for upgrade of cemetery entry/exit roads close to finalisation with construction expected 2014/15 financial year. Further works include creation of formal road edging with planting, upgrade of drainage & removal of casuarinas/replace with improved screening tree for adjacent residents as per PoM. Parking spaces to be provided on northern & southern ends.
To ensure the community has access to a range of support services	Provide and promote widely accessible information on support services	100%	Ongoing distribution of promotion materials and information for various community services providers, programs and projects. Distribution through networks, customer service, and community facilities and libraries.
To ensure the community has access to a range of support services	Review the range and availability of childcare services in Pittwater for children aged 0-12 years	100%	Major review completed in 2013 culminating in Council's decision to cease being a provider of childcare services and to refocus resources into the establishment of a Youth & Families team.
To ensure the community has access to a range of support services	Support local organisations to meet the needs of older residents and carers	100%	World's largest exercise class for over 70's co-ordinated by Community Care Northern Beaches and Pittwater Council to celebrate healthy active living. Over 50 older people participated. Promotion and distribution of organisations event information and awareness projects, participation and representation at the local HACC forum, wide distribution of the Services, Activities and Housing Directory.
To ensure the community has access to a range of support services	To provide a range of information on children services and childcare within Pittwater to families	100%	A range of information provided to families over the last 12 months.
To ensure the community has access to a range of support services	Work with regional community service providers to deliver increased outcomes to the Pittwater community	100%	Represented SHOROC interests on the Northern Sydney Ageing Strategy Task Group and contributed to the Regional Youth Strategy as per the State Government's Regional Action Plan. Participated in the Northern Sydney Parent Engagement Strategy and the Northern Beaches Community Drug Action Team Supply Means Supply Campaign. Built and maintained networks with the community sector to identify opportunities for increased access and availability of social support services and consulted extensively with the community sector for the Youth and Families Emerging Issues paper.

Supporting and Connecting Our Community - Recreational Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To improve multi-use recreational facilities and services through ongoing public / private partnerships	Effectively manage all operations associated with Currawong State Park	100%	Currawong State Park is running effectively. A successful working relationship has been established with the Managers of Currawong, Friends of Currawong and the Pittwater Environmental Foundation to ensure effective management of the site.
To improve multi-use recreational facilities and services through ongoing public / private partnerships	Implement the Plan of Management of Sydney Lakeside Holiday Park	100%	Actions are continuously being delivered that relate to the Plan of Management, this includes all the new cabins and amenity upgrades
To improve multi-use recreational facilities and services through ongoing public / private partnerships	Manage the general operations of Sydney Lakeside Tourist Park	100%	Capital works are now complete.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Manage the pump-out facility for boats at Careel Bay wharf	100%	No problems reported with the operation of the pump-out facility. Service is provided for recreational boating and initial environmental concerns that were raised by residents have not been encountered.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Management/maintenance of recreation facilities	100%	The grass area at the rear of Mona Vale Beach dunes has been upraded with new turf, fencing and plantings. Currawong Reserve seawall has been rebuilt and safe access provided to the water. North Avaon Beach Reserve has been significantly upgraded with new accessway to beach planted areas and turf installed. Dunes have been reshaped and replanted.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Progressively implement Plan of Management recommendations	100%	Improvement works completed at South Avalon Beach Reserve as per POM recommendations. Council has also upgraded 20 electrical BBQ units across Pittwater to reduce the liklihood of tripping out due to wet weather . Further improvement works planned for Mona Vale Beach and Winnererremy Bay Res. Upgrading of Plateau Park playground has been completed.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Provide planning, design, investigation and enhancement of recreation facilities	100%	Upgrades have been investigated and designed and implemented at Apex Park, South Avalon Beach, Plateau Park and Mahogany Drive Reserve and upgrades have been investigated for Village Park and Winnererremy Bay.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Undertake regular patrols and respond to community requests for enforcement of use restrictions on public reserves	100%	Reserve patrols are carried out on a regular basis as part of the officers daily activity. Enforcement officers respond to all customer requests and take the appropriate action.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Develop walking networks as per the Plans of Management e.g. Coastal Walkway, Crown to the Sea project, Warriewood Wetlands etc.	100%	A survey has confirmed that it may be possible to provide a coastal walk below the houses at the northern end of Bilgola Beach and exit adjacent to 54 The Serpentine.

Supporting and Connecting Our Community - Recreational Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Finalise design and secure funding for Kitchener Park/Village Park, Mona Vale	70%	Design has been completed and approvals obtained. Re-classification /rezoning of the land has commenced.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Promote the utilisation of community buildings	100%	Achieved 71% utilisation of community centres (during peak periods).
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Provide and maintain a network of community centres available to the community	100%	There were approximately 16,000 bookings for the community centre network this period. All community centres continue to be in high demand by the community. Council gave ongoing support to all hirers and implemented the risk management framework. 99.5% of bookings are now carried out on-line. A community centre survey conducted in June 2014 reported 89% overall satisfaction with the centres.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Submit application for rezoning of Lot 3 and subject to approval, sell land in order to fund Kitchener Park/Village Park Mona Vale redevelopment and associated work	100%	Rezoning application re-submitted last quarter 2013. Informal public exhibition has necessitated additional design work to be undertaken - scheduled for completion first quarter 2014. Rezoning application effectively completed - pending further public exhibition first quarter 2014.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	To plan for accessibility across Council's recreational facilities	100%	Accessible pram ramp and parking bays have been installed in Old Barrenjoey Road Avalon outside the chemist. Access through Avalon Beach Reserve has been improved with a recently installed pathway leading from the bus stop to the beach.
To reduce energy and water consumption within Council's activities and buildings in order to lead by example	Implement Council's Energy Saving Action Plan	100%	Numerous solar hot water, solar PV system, energy efficient lighting retrofits, etc have been completed. REF + SRV Energy Budgets were expensed on projects.
To reduce energy and water consumption within Council's activities and buildings in order to lead by example	Install and promote energy efficient public lighting at high profile locations in Pittwater	100%	Along the Pelican Path at North Narrabeen Ausgrid's old lighting infrastructure was removed and Council installed new LED lighting along the path providing improved lighting for the area. In addition, at every Council occupied building all exit lighting and emergency lighting was retrofitted to new compliant LED options.
To reduce energy and water consumption within Council's activities and buildings in order to lead by example	Progressively incorporate integrated and sustainable water, energy and waste initiatives into infrastructure, buildings and facilities	100%	Multiple projects were completed over the financial year. Energy Efficient Solar PV Systems were installed (Boondah Operations Centre – 10kW, Pittwater Rugby Oval – 15kW, Av Rec Centre – 26kW). Multiple Solar gas boosted solar hot water systems have been installed at Sydney Lakeside Holiday Park. Rainwater Reuse projects have been completed for sportsfield irrigation at Boondah Reserve No. 1 & Pittwater Rugby Oval plus Avalon SLSC boat/board wash down.
To encourage and support volunteer participation in a range of recreational activities	Provide lifeguard services and support for lifesaving activities	100%	Council has made a monetary contribution to all surf clubs to assist them in their day-to-day operations. Council has upgraded the lifeguard service at North Palm Beach from six weeks to three months, extended Warriewood Beach from three months to seven months and brought forward the starting times of lifeguards at Palm Beach during the Xmas holidays.

Supporting and Connecting Our Community - Recreational Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To realise and enhance the recreational potential of civic and open spaces	Review the Open Space, Bushland and Recreational Needs Strategy	100%	Public Exhibition period completed . Final report to Council in August for adoption.
To use recreational opportunities to encourage a fit and healthy community for all abilities	Investigate opportunities to implement cycleways into open space and bushland	0%	Council's focus in 2013-14 was on the provision of footpaths in road reserves and significant resources have been directed into this area.



Supporting and Connecting Our Community - Traffic & Transport Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To promote innovative and flexible transport systems that provides alternative transport options	Continued promotional campaign for increased use of Public Transport and Park and Ride facilities	100%	Park and ride facilities are currently at capacity (Kitchener and Warriewood). Due to this, no promotion of park and ride has been carried out. In future park and ride facilities will be extended due to Rapid Bus Transport and these new facilities will be promoted.
To promote innovative and flexible transport systems that provides alternative transport options	Implement education program to promote opportunities and advantages of reduced private motor vehicle usage	100%	Transport Active Guides have been available for the Avalon and Mona Vale Village areas which offer routes for walking and highlights the advantages of reduced motor vehicle use. It is proposed that these can be launched in other villages as required.
To promote innovative and flexible transport systems that provides alternative transport options	Work with community transport providers to expand services to meet the needs of the Pittwater community	100%	Staff have worked with the community and local service providers in monitoring the transport needs of the community. Staff have worked with local transport providers to establish connections with retirement villages within Pittwater, promoted and distributed the Community Transport social outings calendar, and included local providers in the Volunteers Expo 2014.
To promote innovative and flexible transport systems, e.g. water-borne, cycle ways, late-night buses, Bus Rapid Transport	Investigate options for a localised late night transport service	100%	Further research conducted on options during the year but no financially sustainable options were identified.
To create an active transport connectivity network (including roads, pathways, cycle ways)	Continue implementation of pedestrian access improvements including boardwalks and tracks through bushland areas	100%	Council has installed a concrete pathway within the Shearwater Estate which links up with the recently installed pathways and bridge at the rear of the Meriton development in Boondah Road.
To create an active transport connectivity network (including roads, pathways, cycle ways)	Implement Capital Improvement Delivery Program for Traffic and Transport Infrastructure	100%	Traffic infrastructure has been constructed as per the CIP program and works directly related to decisions by the Traffic Committee during the year.
To create an active transport connectivity network (including roads, pathways, cycle ways)	Implement Pittwater Roads & Traffic Master Plan	100%	Walks and Rides Masterplan is used to ensure best use of funds are achieved. Works in line with the program have been completed.
To create an active transport connectivity network (including roads, pathways, cycle ways)	Maintain and service Traffic and Transport Infrastructure	100%	Ongoing maintenance has been undertaken throughout the financial year.
To create an active transport connectivity network (including roads, pathways, cycle ways)	Participate in SHOROC Transport Working Group	100%	SHOROC transport working group involvement has included work with respect to bus rapid transport and Mona Vale Road upgrade.
To create an active transport connectivity network (including roads, pathways, cycle ways)	Provide planning, design, investigation and management of Traffic & Transport Infrastructure	100%	Walks and Rides Masterplan is used to ensure best use of funds are achieved. Works in line with the program have been completed.

Supporting and Connecting Our Community - Traffic & Transport Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To advance an effective and efficient public transport system that services the Pittwater community providing fast connections to village centres, local transport nodes and adjoining regional centres	Continue to lobby state and federal agencies to improve public transport both to the city and cross city	100%	Lobbying has generally been undertaken through SHOROC. Transport for NSW are planning a Bus Rapid Transport and associated infrastructure.
To improve road and footpath safety to encourage use by community	Ongoing program of works to improve pedestrian mobility and access in commercial precincts and bus stops	100%	Program has progressed with significant planning and minor construction for bus stops implemented.
To improve road and footpath safety to encourage use by community	Provide management of works by property owners and developers in the public road reserves	100%	Property owner works have been supervised throughout the financial year.



Valuing & Caring for Our Natural Environment - Beach & Coastal Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To responsibly manage the risks associated with the coastal environment, including risks exacerbated by global warming	Finalise Coastal Zone Management Plan for Pittwater Beaches	0%	This project has been deferred and awaits advice from OEH. Discussions continued with OEH over the yet to be released guidelines on coastal hazard mapping which has provided an impediment to the completion of the Coastal Vulnerability Study and subsequent Coastal Zone Management Plan.
To responsibly manage the risks associated with the coastal environment, including risks exacerbated by global warming	Finalise investigation into adaptive responses of Pittwater estuarine shores to sea level rise	0%	This project was deferred following discussions with the grant agency, OEH, and following changes to the State Government's direction in sea level rise. There has now been recent agreement to replace the project with the development of a Pittwater Estuary Coastal Zone Management Plan.
To provide for the sustainability of beaches, headlands and estuaries	Liaise with the Department of Primary Industries in management and monitoring of Intertidal Protection Areas and other rock platforms in the Pittwater area. Enforce the restrictions on collection of intertidal invertebrates	100%	Rangers respond to any request or advice of unauthorised or damaging activity in the rock shelf areas and have regular training and information sessions with the Department of Fisheries.
To provide for the sustainability of beaches, headlands and estuaries	Provide effective sand dune management	100%	Bush regeneration contractors are engaged to remove weed species and improve diversity at North Palm Beach, Avalon Beach, Bungan Beach, Newport Beach, Mona Vale Beach and Warriewood Beach. Dune stabilisation works have been carried out at North Palm Beach, North Avalon Beach and Mona Vale Beach.
To protect and maintain a healthy coast (beaches, dunes, headlands and estuaries)	Provide planning, design, investigation for the management of issues arising from beaches, coastline and estuaries	100%	The consultancy review of foreshore flood planning levels of Pittwater Estuary continued, with particular emphasis on concurrent mapping sets and flood hazard overlaps. Advice on beach restoration activities and development with the coastal zone provided as required. Discussions continued with OEH over the yet to be released guidelines on coastal hazard mapping which has provided an impediment to the completion of the Coastal Vulnerability Study and subsequent Coastal Zone Management Plan.
To provide and maintain coastal infrastructure and public facilities	Ongoing maintenance and servicing of beach, coastal & estuary facilities	100%	Beaches are cleaned fortnightly throughout the swimming season and monthly in the winter months. Rock pools are cleaned weekly throughout the swimming season and fortnightly in the winter months.
To provide and maintain coastal infrastructure and public facilities	Ongoing upgrade of beach, coastal and estuary facilities	100%	Repair works have been carried out to Palm Beach Pavillion to ensure public safety. Palm Beach rock pool facilities have been upgraded.
To provide public access to beaches, headlands and estuaries	Implement recommendations from the disability audit at each of the beach reserves	100%	Accessibility access has been provided at South Mona Vale Beach Reserve and Avalon Beach. Safe access has also been provided in Newport Beach Carpark.

Valuing & Caring for Our Natural Environment - Catchment Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To effectively manage stormwater and flooding including the impacts of climate change	Implement a Flood and Stormwater Management Plan for a 10 year program for all catchments (Water quality and quantity)	100%	Program continuing. It should be noted that both Federal and State government delayed the release of grants due to government changes. Some project timeframes have had to be re-adjusted.
To effectively manage stormwater and flooding including the impacts of climate change	Implement Capital Improvement Delivery Program for Stormwater and Flood Mitigation Infrastructure	100%	Stormwater improvement works complete at end of financial year. Major portion of this work responded to failed infrastructure.
To effectively manage stormwater and flooding including the impacts of climate change	Maintain and service stormwater management infrastructure	100%	Stormwater upgrades have been undertaken particularly where isolated nuisance flooding has occurred.
To effectively manage stormwater and flooding including the impacts of climate change	Mitigate flood risks through the management of the Narrabeen Lagoon Entrance in collaboration with Warringah Council	100%	Narrabeen Lagoon entrance clearance works were not required in the current year. A further application for grant funding under the Floodplain Management Program was made by Warringah Council as funding was not successful in the current year. A draft brief is in preparation for the Narrabeen Lagoon Floodplain Risk Management Study and Plan to investigate management options associated with the lagoon entrance.
To effectively manage stormwater and flooding including the impacts of climate change	Provide planning, investigation design and Management of Stormwater Drainage Infrastructure	100%	Stormwater upgrades have been undertaken particularly where isolated nuisance flooding has occurred.
To achieve an integrated sustainable approach to water cycle management	Monitor and update integrated Urban Water Management framework as required to align with agency requirements	100%	No changes were required to the Integrated Urban Water Management Framework.
To sustainably manage water consumption through measures such as harvest rainwater, recycle stormwater and maximise the reuse of waste water and treated effluent	Implement Water Efficiency measures	100%	Water usage metering continued at 20 locations throughout Council facilities. New opportunities for rainwater harvesting that were implemented included a scheme collecting rainwater off Boondah Operations Centre for use on Boondah Sportsfield No. 1, a 10,000L rainwater tank installation at Avalon Surf Club and rainwater tanks installed on new villas at Sydney Lakeside Holiday Park.
To sustainably manage water consumption through measures such as harvest rainwater, recycle stormwater and maximise the reuse of waste water and treated effluent	Provide planning, design, investigation for further water efficiency at council sites	100%	The Sydney Water Partnership project was expanded leading to water audits conducted at Boondah Operations Centre, Avalon Recreation Centre, and Boondah East fields and the implementation of some additional water efficiency measures.
To manage catchments effectively to improve the health and biodiversity of eco-systems	Define priority creek systems and investigate treatment options	100%	Creek systems were identified via the 'Defining the Creek Systems of the Pittwater Estuary catchment' project. Considerations for creek rehabilitation options are now being incorporated with floodplain risk management planning due to cost efficiencies. The Avalon to Palm Beach Floodplain Risk Management Study and Plan will incorporate options to investigate Careel Creek and sedimentation issues.
To manage catchments effectively to improve the health and biodiversity of eco-systems	Support catchment action planning initiatives consistent with State Government's Local Land Services	100%	All current and draft Plans of Management incorporate catchment action planning initiatives. Future catchment management actions will be developed in co-operation with the Greater Sydney Local Land Services.

Valuing & Caring for Our Natural Environment - Catchment Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To sustain suitable environmental flows and water quality to support healthy terrestrial, aquatic and groundwater dependent ecosystems	Monitor groundwater usage and investigate ecosystem impacts	100%	Investigations were undertaken to determine suitable locations for groundwater monitoring meters.
To sustain suitable environmental flows and water quality to support healthy terrestrial, aquatic and groundwater dependent ecosystems	Progressively implement measure to reduce the environmental impact of stormwater run-off and monitor groundwater usage	100%	Water management considerations were incorporated into the development of technical briefs associated with the Ingleside Precinct investigation area.
To protect, enhance and conserve catchment zones, native aquatic vegetation and riparian corridors	Develop, review and implement water management policy	100%	The water management controls relating to watercourses and overland flow paths were placed on statutory exhibition and were subsequently adopted by Council. Riparian corridor and catchment management considerations were incorporated into the consultant briefs for the Ingleside Precinct Planning Process.
To foster proactive participation in planning and managing for a sustainable water future	Partner with Sydney Water with their Water Saving initiatives and in the upgrade of their Water Supply & Sewerage network	100%	Pittwater Council's Small to Medium Water using (SMWU) Business Partnership Program with Sydney Water has achieved water savings of 62.7kL/day and has engaged 34 local businesses to participate in the program since the program commenced in Pittwater LGA in August 2012. Businesses that have large numbers of visitors and longer opening hours including local shopping centres and clubs have led to the largest water savings. The program was further expanded to include some Council facilities during the year.
To improve the water quality of creeks, waterways and receiving waters	Continued liaison with State agencies for water quality monitoring and reporting	100%	Provision of data to OEH for Beachwatch and Harbourwatch reporting. Participated in Beachwatch and Harbourwatch training session. Liaison with EPA on outcomes of Mona Vale fuel spill incident (October 2013) and cleanup activities.
To improve the water quality of creeks, waterways and receiving waters	Council to maintain an ongoing database of all sewage management systems within the Local Government Area	100%	Database maintained and available for review, inspection program conducted for outstanding systems. All System owners/operators are advised of responsibilities.
To reduce erosion and sedimentation in creeks, estuarine communities and watercourses	Undertake catchment mapping, monitoring and impact assessments of stormwater systems	100%	The final report for the grant funded Creek Mapping: Defining the Creek Systems of the Pittwater Estuary Catchment project was completed. This project mapped the creeks of Pittwater. The project documents the outcomes of desktop and field mapping that were completed to define the alignment of creeks draining to the estuary, Narrabeen Lagoon and Pittwaters ocean beaches culminating in the development of a GIS database. The database provides a comprehensive spatial description of all streams identified and incorporates a range of auxiliary information including photographic logging, water quality information and riparian/stream habitat information to assist with subsequent stages of the Pittwater Estuary Management Plan implementation.

Valuing & Caring for Our Natural Environment - Flora & Fauna Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To conserve, support and enhance native biodiversity (flora & fauna) through appropriate land use and development controls and enforcement	(LEP Project) incorporate controls from Wildlife Corridor Plan into LEP	100%	Pittwater LEP 2014 has now been published on the NSW Legislation website.
To conserve, support and enhance native biodiversity (flora & fauna) through appropriate land use and development controls and enforcement	Enforce breaches of environmental legislation	100%	All breaches are investigated and addressed through either penalty infringements or prosecution.
To conserve, support and enhance native biodiversity (flora & fauna) through appropriate land use and development controls and enforcement	Enforce relevant legislation	100%	Legislation for which Council is the appropriate regulatory authority is enforced as required.
To conserve, support and enhance native biodiversity (flora & fauna) through appropriate land use and development controls and enforcement	Review relevant controls for integration into Council's DCP & LEP	100%	No reviews of the DCP or LEP were conducted by NEE in 2013-2014 (none were requested by the Planning & Assessment Unit). Even though the new LEP was adopted, this review and development had occurred during the previous year. A new information system, Icon, was rolled out this year to replace the old Masterplan Assessor system used for assessing DAs and NEE staff were involved in fine-tuning it as well as reviewing all natural resource-related content within it (such as guidelines and conditions).
To maintain Pittwater's tree canopy	Develop a shade tree program for Council park and road reserves	80%	The addition of one staff member has enabled the development of this program. Priority given to Elanora Heights following resident requests and to the Mona Vale Industrial area. Notifications to adjoining residents and businesses sent out with further plantings to be undertaken in spring.
To maintain Pittwater's tree canopy	Develop a Tree Planting and Retention Plan including an education component	100%	Trees have been planted at Beeby Park, Mona Vale, Katoa Reserve Warriewood, Winnereremy Reserve, Mona Vale and Elanora Village Centres, Kitchener Park Mona Vale, Bilarong Reserve, North Narrabeen and North Narrabeen rock pool carpark. Tree planting locations have been established in Elanora. Consultation and education with residents regarding tree planting and retention has been undertaken.
To maintain Pittwater's tree canopy	Implement the Pittwater Tree Preservation and Management Order	100%	Council has processed 925 tree applications. The emphasis is on protection of trees where possible.
To protect threatened species and habitats	(LEP Project) Incorporate Threatened Species Management Plan controls into LEP	100%	Pittwater LEP 2014 has now been published on the NSW Legislation website.
To manage catchments, habitats, corridors and ecosystems effectively	Implement Management Plans for native fauna and remnant vegetation	100%	Actions from the Pittwater Native Fauna Management Plan and the Pittwater Native Vegetation Management Plan were implemented, including: Preservation of remnant bushland; planting of additional food plants and canopy trees; incorporating habitat requirements into fire regimes; implementing pest control programs; strengthening domestic animal control; installation of nest boxes and preservation of hollow-bearing trees.

Valuing & Caring for Our Natural Environment - Flora & Fauna Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To manage catchments, habitats, corridors and ecosystems effectively	Manage the volunteer bushcare groups across Pittwater area and develop additional groups ie. corporate groups	100%	There are currently 42 Bushcare groups with four or more members. 34 groups meet on a monthly basis. nine groups meet bi-monthly or spontaneously (e.g. no regular monthly commitment). Pittwater Bushcare volunteers from the Elanora area now also support bush regeneration at Baha'i Temple. A new Bushcare group at Woodlands Reserve in Mona Vale commenced in October 2013. Bushcare assists Local Land Services - Greater Sydney (formerly known) Hawkesbury Nepean Catchment Management Authority) with offshore Corporate Volunteer Days such as Floating Landcare. Three events have been held since July 2012. Corporate groups include Westpac, Telstra, Qantas and Ferris Wheels Motorcycle Tours. There are currently 240 Pittwater Bushcare volunteers.
To manage catchments, habitats, corridors and ecosystems effectively	Noxious weed management on public land	100%	Council gained and then managed Weed Action Plan grant projects in 2013-2014. This involved targeting new noxious weed incursions: including Cats Claw Creeper, Asparagus Falcatus, Senegal Tea as well as treat noxious aquatic weeds in the Narrabeen lagoon catchment and Warriewood Valley. These were managed as noxious weed contracts and finished in June 2014 with reporting to the grant body due in July. All contracts were managed to a high standard with good results. Over 100 strategic inspections were conducted on private property and high risk sites for new weed incursions, including nurseries, fish shops, dams on private and public properties, main road arteries. Weed Action Plan funding has been successfully applied for and gained again for 2014-2015 and Council has also committed its own matched and in-kind funding.
To manage catchments, habitats, corridors and ecosystems effectively	Ongoing partnership with the Rural Fire Service, particularly in provision of environmental assessment	100%	A Review of Environmental Factors or a Hazard Reduction Certificate was completed for all 2013/14 hazard reduction works. NEEs Hazard Reduction Checklist and the RFS Bushfire Risk Information System (BRIMS) have been updated to show all works completed in 2013/14. NEE staff represented Council at the Bushfire Management Committee meetings held on 4 June 2013, 3 September 2013, 3 December 2013 and 4 March 2014 and all Bushfire Management Committee meeting minutes were reported to Council. Claim forms for the reimbursement of funds spent under the Local Government Programme Funds Allocation for hazard reduction works in Pittwater were sent to the Rural Fire Service on 24 April 2014.
To conserve and enhance native flora and fauna	Assess development applications against controls relating to the natural environment in the DCP & LEP. Review Council's part five assessments where an REF is required.	100%	Development applications including Section 96 Modifications and Section 82a Reconsiderations are continued to be assessed as per the DCP and LEP. For the financial year 2013/14 approximately 560 applications have been assessed (includes 432 DAs and S96/S82a's).
To conserve and enhance native flora and fauna	Conduct private property inspectorial under the noxious weed program	100%	175 initial inspections. 114 notices issued. One property was issued with a penalty for failure to comply under the Act. Inspections are both general Merit generated complaints as well as strategic inspections targeting private properties around core bushland reserves that have bushland regeneration contracts and/or bushcare volunteers programmes. Also those that are adjacent to new incursions or are a threat to remnant vegetation. A total of 126 properties were inspected in 2013-2014.
To conserve and enhance native flora and fauna	Develop and implement a representative program for monitoring of flora and fauna	100%	The Eastern Pygmy Possum nestbox monitoring program within additional Council reserves was conducted throughout the year and reported on in June 2014. No further Eastern Pygmy Possums were found outside the Ingleside area. Grey-headed Flying Foxes continue to be monitored at two camps and a consultant is providing management recommendations. The community bird survey methodology has been finalised and a peer review completed in June 2014. The survey will commence in September 2014. A microbat survey was undertaken in historically recorded locations and a report has been produced. The Biodiversity Incentive Tool trial has been undertaken and is awaiting a decision regarding its ongoing use, as most other Councils have decided against using it.

Valuing & Caring for Our Natural Environment - Flora & Fauna Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To conserve and enhance native flora and fauna	Implement control programs for pest animals in the Pittwater area	100%	Council employed an integrated rabbit control program throughout 2013-14. Warren fumigation investigated/undertaken at several sites. Shooting continues monthly. Six foxes have also been removed as part of these activities. Council's rabbit trapping program for residents continues. Complaints and trap usage have slowed significantly. The November 2013 Pindone program was delayed at the request of Local Lands Services so Pittwater could participate in a regional program (with Urban Feral Animal Action Group) in February 2014. This was followed in April by the regional release of calicivirus. Council is leading development of a regional community rabbit education program with UFAAG. The engagement plan will be presented to UFAAG members at the next meeting. Several Indian Myna traps have been purchased and a pilot control program is underway with a view to expanding to community in future. A report regarding the pilot will follow in coming months with a review of feasibility for roll-out to the community.
To conserve and enhance native flora and fauna	Promote natural resource management on private property for example plant giveaways, targeted environmental programs	100%	Twelve events were held between January and June 2014 to promote Bushcare, protection of native vegetation on private land and weed identification and control. Three additional native plant giveaways were held in conjunction with local planting events. Approximately 6,000 native tubestock have been supplied to residents, Bushcare volunteers and Backyard Bushcare participants over the last six months.
To conserve and enhance native flora and fauna	Publicise organisations which rescue and rehabilitate sick, injured or orphaned animals in Pittwater	100%	Promotion, support and cooperation with native animal rescue services operating in Pittwater continues through promotion in Cooe, Council's website, and the distribution of brochures and attendance at Council events (e.g. School Holiday Program, Community Biodiversity Program, Food & Wine Fair, Bushcare events etc.) and the provision of community halls for training courses, free of charge.
To develop and maintain an effective wildlife corridor network	Encourage community involvement in improving Wildlife corridors through programs such as plant giveaways	100%	Community involvement in improvement of Wildlife corridors was facilitated through events promoting Bushcare. Twelve events including Native Plant Giveaway stalls, Bushcare's Major Day Out, and local planting days (including National Tree Day events) were held between January and June 2014. A brochure promoting the Bushcare program was produced late last year and made available at all events, libraries and community centres. Bushcare provides a continual support program to residents who wish to preserve, protect and enhance native vegetation on private property through provision of native tubestock, plant identification, provision of weed bags and tree guards, and technical advice.
To develop and maintain an effective wildlife corridor network	Liaise with relevant agencies and stakeholders regarding regional wildlife corridors	100%	NEE's Principal Officer attended two Northern Beaches Roadkill Prevention Committee meetings in 2013-2014. NEE staff have been involved in reviewing associated plans and reports for the Ingleside Precinct Planning project as run by the NSW DP&I. The precinct area is located within an important regional wildlife corridor and NEE staff have worked with the project staff and consultants to ensure that any new planned development will attempt to minimise impacts to wildlife and its movement.
To sustainably manage urban forest and native bushland	Encourage landowners to rehabilitate and restore native bushland in degraded areas	100%	Bushcare provides a continual support program to residents who wish to preserve, protect and enhance native vegetation on private property through provision of native tubestock, plant identification, provision of weed bags and tree guards, and technical advice. Seven residents have registered with the Backyard Bushcare program this year.
To sustainably manage urban forest and native bushland	Maintain the 450 hectares of bushland reserves and implement programs to rehabilitate and restore native bushland in a economically sustainable manner	100%	A total of 84 annual bushland management contracts were completed to 100% by the end of June 2014. This included contracts for major reserves, specific habitat management, bushland maintenance, wetland and riparian management, noxious weed control and hazard reduction and asset protection as required by the NSW Rural Fire Service.

Enhancing our Working & Learning - Economic Development Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To attain state-of-the-art telecommunications infrastructure including broadband access for the entire Pittwater area	Monitor national broadband initiatives and capacity available within Pittwater	100%	Ongoing monitoring of NBN and part of national web interest group.
To promote and encourage local employment opportunities	Develop a calendar of business seminars/events for local and regional businesses	100%	Ongoing calendar of business seminars/ events for local and regional businesses promoted and delivered over the past year. Seminar topics have included the fitness industry, small business, legal considerations, social media. Business capacity workshops have been delivered through the Enliven Pittwater program including; Visual Merchandising and Desinging your Business, both had over 75 participants.
To promote and encourage local employment opportunities	Encourage and facilitate a range of Business Mentoring Programs	100%	Have worked with local business networks to promote suitable mentoring networks and linkages to PBL and local Chamber of Commerce.
To promote and encourage local employment opportunities	Investigate and lobby as appropriate the potential development of one or more of the following; business incubator, business accelerator and or business enterprise centre	50%	Few opportunities have been available to promote these initiatives over the past 12 months. Further avenues will be investigated in the coming year.
To promote and encourage local employment opportunities	Seek funding opportunities from relevant NSW and Federal Government agency programs to support economic development and employment growth of local SMEs	100%	Maintained regular contact with relevent NSW and Federal Governments, business-related agencies and the NSW Small Business Commissioner's office to seek funding for SMEs.
To work with other councils and authorities to increase sub-regional employment opportunities	Investigate potential sub-regional employment opportunities	100%	Continued monitoring of sub-region employment opportunities. Promotion of local employment initiatives including the delivery of JOBSHED in July 2013.
To support new and existing businesses that are compatible with Pittwater's values, vision and community aspirations	Develop and implement actions from the 2012-2016 Economic Development Plan	100%	Ongoing development of a range of activities to respond to the ED Plan including the development and delivery of the first JOBSHED event.Supporting business through seminars, promotion of businesses through the Enliven Pittwater App and associated activities, ongoing support provided to the Chamber of Commerce and promotion of PBL.
To support new and existing businesses that are compatible with Pittwater's values, vision and community aspirations	Investigate opportunities to facilitate structured clusters and networks particularly in the marine, health and creative industries	100%	Business clusters will be identified to particpate in the Village Economies Summit in the second half of 2014.
To support new and existing businesses that are compatible with Pittwater's values, vision and community aspirations	Liaise with Sydney Lakeside Holiday Park to run mutually beneficial programs	100%	Continue to liase with Sydney Lakeside Holiday Park. Provided two summer holiday program activities.
To support new and existing businesses that are compatible with Pittwater's values, vision and community aspirations	Provide updated economic data to local businesses and the wider community	100%	Information continually updated as new census data released and made available through Council websites.

Enhancing our Working & Learning - Economic Development Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To foster business opportunities through innovative technologies	Develop a Business Online portal	100%	www.businessinpittwater.com.au website was launched early 2014. This website is designed to be a valuable resource as an information portal for local businesses as well as providing a database of businesses listed on the Enliven Pittwater App.
To foster and encourage local and regional training and apprenticeship opportunities	Work with businesses and education and training providers to promote opportunities for a range of career and training pathways	100%	Development and delivery of JOBSHED targeted at 17-30 year olds looking for employment or new career. Continue liaising with and promotion of Northern Sydney Institute of TAFE.
To encourage diverse retail and commercial opportunities within town and village centres	Monitor the health of Pittwater's employment areas	100%	Audit of employment lands completed.
To encourage diverse retail and commercial opportunities within town and village centres	Support initiatives that encourage diversity within our town and village centres	100%	Implementation of the Enliven Pittwater strategy over the past 12 months. Enliven Pittwater's aim is to enhance vibrancy in Pittwater's Town and Village centres. Over past 12 months 30 immediate interventions - 'quick wins' have been undertaken including the development and launching of the Enliven Pittwater App.
To promote opportunities for sustainable tourism	Contribute to the development of a regional Tourism Strategy	100%	During the past year data collected and discussions held with SHOROC and Destination NSW Tourism will be explored through an emerging issues paper within the Economic Development Plan over the next 12 months.
To support and promote local and regional business networks	Develop and maintain a partnership program with key stakeholders including business groups and Chambers of Commerce	100%	Continued development of key stakeholder partnership program, especially Pittwater Business Ltd, NSI TAFE NSW, Chambers of Commerce, Beaches Connect and Sydney Business. On-going lobbying for NSW Small Business Commissioner programs and services, including Small Biz Bus visits through the Office of the Small Business Commissioner.



Enhancing our Working & Learning - Community Education & Learning Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To have well resourced public schools	Ongoing development of school based environmental program	100%	Continued engagement with local schools through discounted rates for environmental programs and free stormwater education programs delivered to local primary schools. After no further contact from schools the sustainable schools awards were not held in 2014. After making contact through the Peninsular Community of Schools a better process of engagement with local schools has been established. There has been initial planning of establishing Bushcare programs supporting Duke of Edinburgh students in local high schools. Local primary schools and high schools were offered native plants for National Tree day with seven local schools taking up the offer receiving 100 native plants per school. Continued support for the Northern Beaches Sustainable Schools Education Network.
To have well resourced public schools	Update curriculum linked school environmental excursions for high school and primary school	100%	Curriculum linked programs have been updated to reflect changes to the school curriculum and national curriculum. Both programs have included new and updated field trips and excursions in order to improve and update programs offered to schools. Primary school program improvements have included the addition of the 'Beneath our Feet' program new for 2014. Pre school programs have also been updated to meet the needs of the Early Years Learning Framework.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Continue to provide Education Programs on a range of topics (including animal care and ownership, compliance advisory service, parking, food handling, builders advisory service, sustainability, tree management)	100%	The following education programs have been implemented; Waste Service Improvements Education Campaign, Tuck Shop Workshops, Swimming Pool Information Sessions, Ready Set Grow Workshop, Schools Clean Up Day, Clean Up Australia Day, Ready Set Grow - Propagation Workshop, Seniors Companion Animal Session, Dog Education Night, Wood Smoke Reduction Program, Waste Calendars, Worm Farm Workshops, Chemical Clean Out Collections, Food & Wine Fair education- Wood Smoke, Compost Revolution, Building Compliance, Waste, International Compost Week Workshop, development of signage for pay-as-you-go car parks, Communication and Education Plan created for Local Government Organics Collection Systems Grants Program, Better Waste and Recycling project plan completed.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Develop and implement a community based program encouraging sustainable behaviour	100%	Development and implementation of education and engagement programs promoting adoption of sustainable behaviour are ongoing for both Council staff and community. A series of three Sustainability@Work programs for Council staff were well received. Community sustainable living events were delivered throughout the year.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Develop and implement community events and programs, focusing on environmental sustainability issues	100%	Environmental sustainability issues addressed by walks, talks and workshops for adults included household energy efficiency, solar hot water, community grants workshops and valuing and caring for Pittwater's native wildlife and bushland. The CEC's school holiday program in July and September provided a wide range of activities for students to learn about and explore our coastal and marine environment.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Promote alternative transport options	100%	Alternative transport options have been promoted to schools as required throughout the year.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Provide guided tours (walks/talks) of Pittwater's natural environment	100%	In 2013-14 there were a total of 1297 attendees at 41 workshops. These workshops included: Native Bee workshop which proved to be over subscribed and will be run again in 2014-2014 to a larger audience, Rock Platform tours, Snake and Spider awareness workshops, Guringai festival events.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Provide information to residents of State and Federal incentives and programs to encourage environmentally sustainable actions	100%	Up-to-date information on State and Federal incentive and rebate programs promoting sustainable living is disseminated to residents on a regular basis through a range of channels. A dedicated webpage - 'Rebates & Incentives for Sustainable Living' - is maintained on Council's site as a portal to current open programs. The page is updated quarterly. Promotion of sustainable living guidance information as a useful and accessible part of Pittwater Council's website is ongoing.

Enhancing our Working & Learning - Community Education & Learning Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To encourage a range of education programs that raise awareness of significant issues affecting the community	Provide information to the community on road safety issues through annual calendar	100%	2014 Seniors Road Safety Calender was produced in partnership with other local councils and distributed to the Pittwater community.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Provide innovative and informative programs to promote school zone safety	100%	Rangers liaise with the Road Safety Officer to develop effective enforcement programs that complement the education activities related to school zone safety.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Targeted stormwater education within communities and schools e.g. drain stencilling and field days	100%	Stormwater education delivered to six Primary schools in the Pittwater LGA total of 1,102 students engaged. Engagement process still ongoing with local high schools with contact made and planning for 2014-2015 to deliver stormwater education to local high schools with Pittwater and Barrenjoey High school engaged. High school program has been developed and advertised to all local high schools. 240 drain markers placed in the Narrabeen Lagoon and Pittwater catchment area. Setting up of Streamwatch Community Science groups and community education program initiated, resulting in the establishment of two groups operating four separate sites in the Mullet Creek and McCarrs Creeks. 10 Drain Markers placed at Pittwater High School.
To increase awareness and participation in education learning opportunities through information dissemination	Improve the information technology within the CEC	100%	A new demonstration microscope has been set up to improve visual presentations. A new projector has been installed to keep up with changes to media. The CEC is now linked directly to Councils computer systems with the installation of cabling from Vuko Place. All of this achieved with improved budget position due to changes in school program and operations.
To increase awareness and participation in education learning opportunities through information dissemination	Provide information on education and learning opportunities within Pittwater	100%	Development and delivery of JOBSHED. Continue liaising with and promotion of TAFE. Online Community Directory maintained and updated with current information on education & learning opportunities in Pittwater and on the Northern Beaches; information also disseminated through community noticeboards in Mona Vale, Newport & Avalon. Information about programs run by University of 3rd Age, Avalon Computer Pals, North Sydney Health, Mental Health and many private organisations are provided to residents of Pittwater and the northern beaches, through combined community centre brochures, Senior's Week brochures, local media, community centre noticeboards and Council's website.
To maximise the use of community facilities to encourage education and learning opportunities	Promote the availability of Council's community centres for engagement and educational purposes	100%	There were two publications of Community Centre Activities Program produced this year, which were distributed to the local community through letterbox drops, noticeboards, community centres, libraries and customer service centres. Quarterly advertising in the local media, editorials, council website also promoted the availability of council's community centres. Partnered key organisations to provide 90 educational programs within the community centre network. There were 60 public meetings held in the community centres this year.
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Encourage the use of Mona Vale Library for educational purposes	100%	Four HSC lock-ins held, attended by approximately 250 students; ongoing Duke of Edinburgh programs for students, including intergenerational training; 24 online databases now provided for curriculum support and information for everyday living; talks on road safety, learner drivers and companion animals held, as well as talks on the Flying Doctor Service & Sailability.
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Promote Mona Vale and Avalon Community libraries as centres for the development of literacy and learning	100%	Three storytelling sessions per week in school terms with 20-30 children per session; 206 new Book Babes registered.

Enhancing our Working & Learning - Community Education & Learning Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Provide a public library service at Mona Vale	100%	209,447 visits to Mona Vale Library, 284,081 loans, 22,000 public PC bookings.
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Provide quality library services and events	100%	15 author talks held with approximately 800 attendees; Monthly Lego Club for children; introduced monthly chess club for all ages; Children's Book Week Activity; Halloween activity; Guringai Festival event; 2 school holiday games sessions; 2 book launches; 3 movie nights; Writers Day held with 5 events including the Big Read & a writing workshop for children.
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Support Avalon Community Library Association to provide a community library service at Avalon	100%	60,00 visits and 75,771 loans at Avalon Community Library. Annual grant of \$55,000 provided to the Association.
To promote lifelong learning opportunities	Develop and maintain partnerships to increase the range of learning programs available within Pittwater	100%	Partnerships have been developed and continue to be maintained with U3A, Computer Pals, Healthy Lifestyle, Peninsula Bridge Club, Avalon Active Seniors, Narrabeen Seniors Club, Mental Health, North Sydney Health, Northern Beaches Interchange, Northern Beaches Creative Leisure, Aboriginal Support Group and many private providers.
To promote access to online education and learning resources	Provide and promote curriculum support to local Schools at Mona Vale Library	100%	School class tours of library held; Mona Vale PS Christmas Concert held in Library; 22 databases relevant to school curriculum provided online from library web page.
To provide opportunities to appreciate the history, heritage and natural diversity of Pittwater	Preserve and provide access to Pittwater's historical resources	100%	90 new resources added to Local Studies collection; D of E program to photograph local area; Exhibitions for Heritage Week & History Week. Heritage walk held as part of Heritage Festival. Ongoing digitisation of photographs and news clippings related to the Pittwater area.
To ensure access to information and resources for the whole community	Develop and implement actions that respond to the Library Strategic Plan	100%	RFID system installed for more efficient loans and returns, as well as improved customer service & collection security; approximately 70% of loans and all returns use RFID system; eAudio, digital magazines & films available through library webpage; ebooks now available for loan.
To ensure access to information and resources for the whole community	Provide, maintain and promote annual events calendar	100%	Council continues to provide an online event calendar to be used to promote Council and community events. Links to the calendar are also provided through our online e-newsletter 'About Pittwater'.
To promote the CEC as an environmental learning centre	Continue to collect statistics on CEC user numbers for events, community programs, school programs, etc.	100%	CEC statistics continue to be collected and reported on a monthly basis, with a yearly update provided.
To promote the CEC as an environmental learning centre	Develop and seek alternative funding sources for CEC	100%	Several Grants received including from the Environmental Trust and Local Land Services. Both these grants relate to education with schools and the other with nippers via surf clubs. Currently finalising draft EOI for sponsorship.
To promote the CEC as an environmental learning centre	Encourage and support local volunteer groups in environmental sustainable actions	100%	Coastal Ambassadors program delivered in 2014.

Enhancing our Working & Learning - Community Education & Learning Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To promote the CEC as an environmental learning centre	Finalise review of CEC Business and Strategic Plan, including evaluation mechanism	50%	Staffing changes and a change in focus have led to this action not being implemented.



Integrating our Built Environment - Land Use & Development Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To promote sustainability initiatives in land use development	Review and update Pittwater Sustainability Principles and Checklist	100%	Working with the STV Reference group members to update this document.
To deliver a comprehensive suite of development controls that improve the livability of the area	Monitor and apply development controls relevant to tree planting and landscaping in the public domain	100%	Controls for tree planting in the public domain are applied as required and appropriate.
To deliver a comprehensive suite of development controls that improve the livability of the area	Ongoing review of Council's planning process to improve service	100%	Continual monitoring and implementation of improvement measures to ensure a robust and timely provision of planning services.
To protect environmentally sensitive areas and support the quality of beach, bush and water	Manage construction certificate process, Principal Certifying Authority process, building site service and management, and inspection and orders process	100%	The development control process includes the initial inspection of all development sites. 457 notices of commencement were received and inspected in the reporting period, responding to community concerns regarding development issues and ensuring the maintenance of development standards. Council has responded to 339 merit requests relating to building and 417 requests relating to land use issues. This is in relation to the 2013-2014 reporting period.
To reduce Pittwater waste to landfill and maximise recovery and use of recycled materials	Promote participation by commercial groups in recycling programs	100%	Ongoing program. Officers conduct routine inspections and encourage shops to undertake recycling.
To reduce Pittwater waste to landfill and maximise recovery and use of recycled materials	Reduce the volume of putrescible material going to landfill by promoting composting, worm farming etc.	100%	Compost Revolution program and schools activity program is continuing. Community workshops run to celebrate International Compost Week. Community education stalls held to promote composting and worming farming at the Food and Wine Fair.
To reduce litter and illegal dumping and promote sustainable waste management practices	Provide innovative and targeted education program to promote waste minimization, supported by active enforcement of controls	100%	Reduction programs include changes to the general cleanup collection service, moving to an on demand service, waste information on collection calendars, education stalls and waste information banners. Rangers investigate every reported waste dumping incident with a view to prosecution.
To actively participate in the development of new technology in waste management	Participate in and promote the SHOROC waste initiatives	100%	Council participates in the development of the SHOROC common waste collection systems and the Kimbriki Alternate waste technology including involvement in the development of Regional Waste Strategy 'Too Good to Waste', Successful grant application for the Waste Less Recycle More program, receiving \$1,005,253.00 for the Organics Collections System Improvements program. The grant funding allows the introduction of a regular bin based garden organics service, serving as the first phase of the future 240 litre SHOROC combined food and organics bin collection system.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Incorporate appropriate land use management controls into DCP	100%	Pittwater 21 DCP updated in line with Pittwater LEP 2014.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Commence and progress the Ingleside Precinct Planning Process with the State Government	100%	First round of design workshops with community and landowners was completed and reported in the third quarter. Progress has been delayed this quarter due to specific biocertification issues (flowering season of the Angus Onion Orchid in May to October and biocertification credit calculations) and the traffic modelling & transport assessment for the Mona Vale Road upgrade not yet completed to enable commencement of modelling for Ingleside.

Integrating our Built Environment - Land Use & Development Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Continue to lobby State Government to employ beyond BASIX	100%	Council made a submission on the BASIX review undertaken in January. Further, staff have met with Planning & Environment staff and requested update to BASIX.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Effective management of planning related legal matters	100%	Close monitoring of all appeal matters with a view to ensuring a strong defence of Council's decisions and efficient and cost effective handling of appeals.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Effectively manage the Ingleside Land Release process	100%	Ongoing coordination of land release planning investigation at Ingleside to continue beyond this reporting phase (as in 2014-15).
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Effectively manage Warriewood Valley Land Release process	100%	Ongoing coordination of development enquiries and applications for residential development in Warriewood Valley.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Implement recommendations from the Warriewood Valley Strategic Review	85%	Reviews of the Warriewood Valley Section 94 Plan and Planning Framework 2010 have been completed, resulting in the preparation of a revised Section 94 Plan and the Draft Warriewood Valley Strategic Review Addendum being reported to Council and placed on exhibition. The outcomes from each exhibition however will be reported in the next financial year.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Implement works proposed as part of the Warriewood Release Area including the multifunction corridors and landscape amenity buffers	100%	Cycleway link between Meriton bridge and Garden St. connection completed.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Prepare new Standard Instrument LEP	100%	Pittwater LEP 2014 exhibited, adopted by Council, signed-off by Planning & Environment and published on NSW legislation website. In force from 27 June 2014.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Provide an effective development application assessment and determination service	100%	Determinations: DA - 382; Modifications - 153; Reconsiderations - 11.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Provide an effective Planning Proposal (rezoning) assessment system	100%	Planning Proposals effectively managed and processed.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Provide quality evidence and accurate document management	100%	High quality evidence provided on behalf of Council.

Integrating our Built Environment - Land Use & Development Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Respond to Council purchase or divestment of land as required through necessary and appropriate amendments to the LEP	100%	Relevant planning proposals have been progressed through the planning process.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Review and update Pittwater 21 DCP to align with the new Pittwater Standard Instrument LEP	100%	Review completed, adopted by Council and in force.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Review Pittwater Local Planning Strategy	50%	Review has commenced. Awaiting the release of updated Metro and sub-regional strategies from the Department of Planning & Environment.
To identify and conserve Pittwater's heritage	Effectively protect and manage Aboriginal heritage in Pittwater and continue to support the Aboriginal Heritage Office	100%	Aboriginal heritage issues are considered in applications where appropriate. Relevant staff receive training from the AHO. Council continues to support the Aboriginal Heritage Office.
To identify and conserve Pittwater's heritage	Effectively protect and manage European heritage in Pittwater	100%	A Community Based Heritage Study is currently on exhibition to update Council's heritage list.
To identify and conserve Pittwater's heritage	Undertake a community based heritage study and implement associated recommendations to protect Council's valuable heritage items	75%	The draft Community Based Heritage Study has been reported to Council and is currently on exhibition. Following exhibition, submissions will be reviewed and the Study will be reported back to Council for consideration.
To effectively respond to state and regional planning initiatives	Implement State Government e-planning initiatives to maintain and improve Council e-planning system	100%	Ongoing implementation and enhancement of Council's electronic planning information services in addition to continuing discussions the Department of Planning on State wide initiatives.
To effectively respond to state and regional planning initiatives	Monitor legislative and regulatory reforms relating to land use planning and respond and advocate on behalf of Council	100%	Continual monitoring of proposed legislative reforms and reporting to Council where appropriate.
To effectively respond to state and regional planning initiatives	Respond to new Planning Act. Inform the community and advocate on behalf of Council	100%	Owing to a change in direction from State Government, the new Act has not been released.

Integrating our Built Environment - Town & Village Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To improve streetscape and recreational qualities of the centres	Implement Town and Village Capital Improvement Program	100%	Community consultation is planned for early in the next financial year in respect to the upgrade of Elanora Village Centre.
To improve streetscape and recreational qualities of the centres	Ongoing maintenance and servicing of town and village facilities	100%	Towns and Villages are cleaned of litter daily, gardens are mulched where required every four weeks and pavement steam cleaning has been undertaken in high usage areas.
To improve streetscape and recreational qualities of the centres	Progress North Narrabeen Masterplan (dependent on establishment of flood levels)	25%	Project currently on hold subject to progression of Mona Vale Place Strategy.
To improve streetscape and recreational qualities of the centres	Provide professional planning, design, investigation to enhance the image and improve the town and village infrastructure	100%	Design for public domain streetscape works for Kalang Road complete. Re-engagement process to complete end October 2014, with works due to commence first quarter of 2015.
To enhance access to our village centres through improved public transport, parking, cycling and walking opportunities	Incorporate carparking and traffic management issues in Masterplans	100%	Walks and Rides Masterplan is used to ensure best use of funds are achieved. Works in line with the program have been completed.
To provide adequate parking to meet the needs of businesses and customers	Develop initiatives to provide carparking in Foamcrest Avenue, Newport	100%	Awaiting lodgment of Development Application.
To provide adequate parking to meet the needs of businesses and customers	Ongoing enforcement program to achieve effective car parking utilising technology	100%	The enforcement program is operating in accordance with the current operational plan. Upgrades to credit card security, machine safety and the introduction of enhanced non-cash payment options has been implemented and completed,
To provide adequate parking to meet the needs of businesses and customers	To manage the multideck construction at Mona Vale car park as well as the development of additional overflow parking	100%	Bungan Lane carpark is progressing well with approximately 60% completion at the end of the financial year. Beeby Park carpark was also reconstructed during the financial year.
To ensure that Pittwater's villages remain vibrant as social, cultural and economic hubs	Commence preparations for Mona Vale Village Centre Masterplan	100%	Council are pursuing a Place-based approach to Enliven to reinvigorate Mona Vale. A Place Management Business Unit has been established to deliver in this regard. Further, Council have been successful in being accepted into the Future Cities program.
To ensure that Pittwater's villages remain vibrant as social, cultural and economic hubs	Develop a strategy to enhance the public domain in local villages and town centres to stimulate social, cultural and economic activity	100%	A range of activities have been implemented over the past 12 months through the Enliven Pittwater strategy (30 'quick wins'). Activities have including working in partnership with local business and Chamber of Commerce in the delivery of; Mona Vale Market Day, outdoor cinema events, yoga in the park, pop up bar in Mona Vale, arts and cultural events. In addition there have been a number of workshops and seminars delivered to strengthen the capacity of local businesses.
To make our village centres safe	Maintain and manage Council's CCTV system	100%	Staff continue to manage and maintain Council's CCTV system and provide data to Police when requested.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To ensure effective and cooperative management by providing equitable and transparent business processes	Develop Business Unit operational plans	100%	Business Unit Operational Plans completed for 2014-15.
To ensure effective and cooperative management by providing equitable and transparent business processes	Implement Council Fleet Road Safety Policy	55%	A working party is being formed between the Senior Officer Procurement & Fleet, Road Safety Officer and Admin & Governance Risk & Insurance staff to progress the issue of safe use of Council vehicles.
To ensure effective and cooperative management by providing equitable and transparent business processes	Undertake process improvement reviews across Council as required	100%	Process reviews have been completed across Council as required.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Continue to integrate information systems	100%	Intergration of Council's IT systems is undertaken on an ongoing basis where possible. In addition, based on Council's IT Strategy, Council will always engage Council's main Technology Partner, Technology One (where possible) in order to maintain a high level of single supplier integration.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Maintain an accurate Property Register	100%	Property register continually updated on Council's website.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Maintain an effective record management system	100%	Department visits continuing to review ECM set up. Review of ECM security settings commenced. Destruction of daily mail boxes completed and destruction of DA boxes and associated audit commenced.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Manage Council's IT network and infrastructure	100%	Council's IT network is maintained highly efficiently with an weighted average uptime of approximately 99%.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Periodically test Council's IT Business Continuity Plan	100%	Council has full IT disaster recovery systems in place that are updated constantly as technology changes. Such systems were reviewed as part of the IT internal audit review. In addition testing is currently being undertaken as per Council written procedures to ensure all methodologies are correct and will ensure continuity of IT operations. This process will be ongoing.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Provide planning, investigation, design and management of Flood Mitigation Infrastructure	100%	Management of flood mitigation structures has been undertaken.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Review and update all Council's procedures regarding Council's information systems and infrastructure e.g. networks, backups	100%	The review of procedures and systems associated with IT are ongoing and updated dependant upon application upgrades and other changes within the IT field.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To engage proactively with the community in a way that is consistent, appropriate and effective	Implement mechanisms to enhance feedback to the community on larger community projects	100%	A diverse range of measures have been utilised to engage residents in matters that affect them. Council is pleased to see increasing participation from residents in these decision making processes. Further strategies are in place to demonstrate how the community's input has influenced outcomes as a result of consultation processes.
To engage proactively with the community in a way that is consistent, appropriate and effective	Maintain the community consultation database	100%	The current consultation project page continues to be updated to provide relevant information to the community about key projects of Council where community feedback is sought. This page provides access to documentation regarding each project and the outcomes as a result of community consultation.
To engage proactively with the community in a way that is consistent, appropriate and effective	Ongoing review and management of Council's reference groups	100%	Reference Groups are half way through their term of appointment. An increasing number of presentations are being given by members. Reference groups have been briefed on the current strategic issues affecting the Pittwater community.
To engage proactively with the community in a way that is consistent, appropriate and effective	Provide an efficient and effective service to respond to general planning enquiries	100%	The past year was one of significant changes in the planning area with the introduction of the new LEP. The public was kept well informed and the transition went very smoothly due to a combined team effort.
To engage proactively with the community in a way that is consistent, appropriate and effective	Provide effective pre-lodgement advice and related customer service	100%	50 pre-lodgement meetings held and advice provided.
To engage proactively with the community in a way that is consistent, appropriate and effective	Review and monitor the commercial delivery of complying and development certificates	100%	For the 2013-2014 reporting period, Development Compliance has received and responded to Private Certifications: Construction Certificates 542, Complying Development Certificates 307, Notices of Commencement 407. Council Certifications: Construction Certificates 32, Complying Development Certificates 39, Notices of Commencement 37, Swimming Pool Compliance Certificates 321, Occupation Certificates 65, Critical Stage Inspections 178.
To provide an effective, efficient and courteous customer service in accordance with Council values	Ensure that Council's Values are incorporated into HR initiatives and activities	100%	Council Values workshops held for all staff and senior management in February 2014. Council Values incorporated into HR initiatives on an ongoing basis, including performance appraisal processes and documentation, new staff inductions, and human resources staff guidelines.
To provide an effective, efficient and courteous customer service in accordance with Council values	Monitor compliance with the Customer Service Charter guidelines	100%	Merit project continuing with a renewal of merit and introduction of Traveller for field staff. Workflows, keywords and other functions being updated to ensure system reflects requirements and solid reporting is available. Project due for completion by end 2014.
To provide an effective, efficient and courteous customer service in accordance with Council values	Provide an effective customer service	100%	Phone statistics - Main Line: Call centre - 32,259 calls. Abandonment rate - 0.97%. Average talk time - 1 min 49 sec. Average answer time - 23 sec, Phone statistics - Transfer Line: Calls 5,222 calls. Abandonment rate - 1.63%. Average talk time - 47 sec. Average answer time - 28 sec. Total Merits Logged = 8,017, Avalon = 4,329. Mona Vale = 2,922.
To provide leadership through ethical, accountable and legislative decision-making processes	Chair Development Unit, PAMP, JRPP Panel Review Unit meetings	100%	All Development Unit meetings, JRPP Review Unit meetings and PAMP meetings have been chaired.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To provide leadership through ethical, accountable and legislative decision-making processes	Conduct ongoing Councillor induction/training programs	100%	Company Directors Courses completed by councillors and some senior staff. Ongoing Councillor briefings undertaken throughout the year as well as attendance at several relevant Conferences.
To provide leadership through ethical, accountable and legislative decision-making processes	Continue integration of all Council plans within the integrated planning and reporting framework	100%	Pittwater's Draft Public Space and Recreation Strategy was reviewed to ensure integration into Council's integrated planning framework.
To provide leadership through ethical, accountable and legislative decision-making processes	Continued implementation of Pittwater's branding into all Council activities	100%	Council has strengthened its branding through projects such as the Enliven project where branding elements have been incorporated into innovative design on printed and online material. A fresh branding approach has been implemented with Council's e-newsletter and noticeboards in local print media.
To provide leadership through ethical, accountable and legislative decision-making processes	Develop and implement leadership and cultural development programs for Council Staff	100%	'Managing People' leadership programs conducted for selected senior & supervisory staff during 2013 and 2014. Council Values/ Culture workshops completed for all staff and senior management in February 2014. 'Future Coach' program completed for nominated senior staff in 2014.
To provide leadership through ethical, accountable and legislative decision-making processes	Produce Council's strategic reporting, delivery program and budget	100%	The 2014-18 Delivery Program & Budget has been created. The six Monthly Management Report and Annual Report have been completed for the 2013-14 period.
To provide leadership through ethical, accountable and legislative decision-making processes	Provide accurate and timely meeting, agendas and minutes	100%	All agendas and minutes for all meetings circulated as required.
To provide leadership through ethical, accountable and legislative decision-making processes	Provide strategic and operational advice and support to management	100%	Strategic business partnerships are established between each Business Unit and a nominated Corporate Development Officer. These partnerships facilitate strategic and operational advice on all Human Resources/employment related matters including recruitment, industrial matters, training and staff development, remuneration and conditions of employment and Award interpretation matters. These partnerships were successfully maintained throughout 2013/14.
To provide leadership through ethical, accountable and legislative decision-making processes	Provision of administrative support to elected Councillors and executive	100%	Councillor support continues to be provided in a efficient and timely manner.
To provide leadership through ethical, accountable and legislative decision-making processes	Report on and review KPI targets	100%	KPIs are reviewed annually through the Delivery Plan & Budget process and are reported annually through the Annual Report.
To provide leadership through ethical, accountable and legislative decision-making processes	Review format, location and information provided at Council meetings	100%	Investigations progressing in relation to the use of electronic business papers using I-annotate software. Acoustic controls undertaken at Mona Vale Hall as well as improvements to the conferencing system. Review of the Council's reporting template commenced.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To provide leadership through ethical, accountable and legislative decision-making processes	Undertake lobbying priorities as listed in Pittwater 2025	100%	Lobbying of state and federal government continues. This is done primarily through SHOROC.
To provide leadership through ethical, accountable and legislative decision-making processes	Undertake the role of Public Officer	100%	All duties of Public Officer being undertaken as delegated.
To facilitate timely, understandable and accurate information to the public	Assist with the enhancement of Council's Mobility Plan	100%	IT is assisting with Council's Mobility Plan as required.
To facilitate timely, understandable and accurate information to the public	Complete an initial audit of all existing information management systems for consistency	100%	This project has commenced with the main focus on looking at the customer service system. This will be achieved using the current merit system as our primary customer request system to better our customer service.
To facilitate timely, understandable and accurate information to the public	Conduct audit of existing signage for public safety and interpretation	100%	Council has recently rationalised the access signage to its beaches in accordance with recommendations provided by the recent Coastal Public Risk Assessment.
To facilitate timely, understandable and accurate information to the public	Council to provide information packs to new rate payers	100%	New rate payer information packs completed on a weekly basis. New resident information also provided on website.
To facilitate timely, understandable and accurate information to the public	Issue accurate and timely planning certificates	100%	2769 planning certificates issued overall. The introduction of the new LEP and its flow on implications to our 149 certificates was handled very effectively within minimal disruption to service delivery.
To facilitate timely, understandable and accurate information to the public	Maintain an on-line tool to provide the community with up to date information about relevant infrastructure projects	100%	A review of the Major projects page has been undertaken. Refinements are being made to ensure timely, relevant information is available to the community.
To facilitate timely, understandable and accurate information to the public	Maintain Council's corporate registers e.g. Policy, Pecuniary Interests & Delegations Register	100%	Policy, Pecuniary Interest and Delegations Registers all maintained and updated as required.
To facilitate timely, understandable and accurate information to the public	Maintain up to date and accurate planning information systems	100%	The past year was one of significant change with the introduction of a new Local Environmental Plan. This entailed major changes to our planning data. The transition took place with no noticeable disruption to any associated system.
To facilitate timely, understandable and accurate information to the public	Provide an effective media relations service	100%	The Community Relations team continue to provide an effective interface between Council and the media indicated by the following: Number of press releases issued = 201. Number of media enquiries = 207. There were 140,495 unique visitors to Council's website during this period. There were 768,530 page views of Council's website during this period. No of Facebook posts = 486. No of Twitter followers - 3603 , number of tweets - 2363. 12 editions of the Pittwater Report Online e-newsletter. One edition of the Pittwater Report residents newsletter mailed to ratepayers (now discontinued).
To facilitate timely, understandable and accurate information to the public	Provide effective access to Council information by developing, maintaining and enhancing electronic and written communication	100%	Minutes, agendas, development applications and building certificates on web. Access to formal GIPA application determinations is now through a secure web site.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To facilitate timely, understandable and accurate information to the public	Review and update DA system software solution	100%	Stage 1 of the implementation of Council's new ePlanning system was completed successfully with no disruption to service delivery.
To facilitate timely, understandable and accurate information to the public	To provide effective management of public access applications and proactive release of information in accordance with the requirements of the GIPA legislation	100%	71 formal applications received and 541 informal applications received in this period. All applications have been processed within required timeframes. Formal decisions and documents are now made available through a secure website to reduce the time applicants wait for a decision and release. Delivery plan and Warriewood Valley section 94 plan submissions redacted and placed on website as well as the Part 5 Assessment for Beeby Park to contribute to the openness and transparency of Council's dealings.
To continue to reduce Council's ecological footprint	Continue to lobby the state government to reduce public domain and street lighting energy consumption	100%	Lobbying is undertaken through SSROC and continues to be undertaken with improvements in street lighting and the introduction of LED lighting for local roads, with further developments expected in lighting technology in the coming year.
To continue to reduce Council's ecological footprint	Implement fuel reduction and emissions program	100%	The move to more fuel efficient vehicles has resulted in improvements of 3.46% in overall fuel consumption for both the light and heavy vehicle fleet. Efforts in this area with a further review of vehicle choice should produce further improvements.
To continue to reduce Council's ecological footprint	Implement the program to minimise construction material going to land-fill	100%	All construction materials that are able to be reused is done so, with products such as sandstone and asphalt being recycled proving particularly successfully.
To continue to reduce Council's ecological footprint	Ongoing monitoring of Council's internal waste management processes	100%	Collection service is monitored on a monthly basis and organisation of chemicals used by Council to be collected by Chemsal.
To ensure local democratic representation	Undertake community engagement regarding major Council plans and projects	100%	Council has undertaken comprehensive community engagement concerning some key projects including the land release in Ingleside, the Pittwater Local Environmental Plan, the Pittwater Public Space and Recreation Strategy and the Delivery Program & Budget.
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Implement Developer Contribution Plan	100%	Section 94 Committee meetings were held every month during 2013-14. The Warriewood Valley Section 94 Contributions Plan No 15 (Amendment No 16, Revision No 1) was placed on public exhibition for 45 days from 19 April to 3 June. The Section 94 Committee is currently collating responses to the submissions received during this public exhibition period. The other Section 94 Plans are being reviewed by the Section 94 Committee as well. Ad hoc enquiries by developers about Council's Section 94 plans are being responded to punctually when received.
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Investigate the provision of dinghy storage facilities at suitable foreshore reserves	100%	Plans completed for the second stage of canoe storage at Church Point Reserve Initial discussions held with Scotland Island Residents Association regarding possible canoe and kayak storage area on Scotland Island near Cargo Wharf.
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Review and manage Council's lease portfolio	100%	New lease policy adopted by Council late 2013. Letters being prepared to all clubs without current leases informing them of new format requesting commencement of negotiations for new lease.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Collect data in accordance with an approved priority program	100%	Council's asset management strategy continues to provide a forward path for Council's assets.
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Consider the impacts of climate change and sea level rise into Council's policies, strategies and plans	100%	Council was a project partner (along with several other councils from across Australia) in the Australian Centre for Excellence in Local Government (ACELG) project which developed the guidance manual 'Embedding climate risk into local government - case studies, products and practical guidance.'
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Continual improvement of sustainability initiatives within Council	100%	Water saving rainwater reuse projects (Boondah Operations Centre, Avalon Surf Club & Rat Park) have been completed. Energy Saving projects (Boondah, Pittwater Rugby Park and Avalon Recreation Centre Solar PV System installations, Energy efficient lighting & Sydney Lakeside Holiday Park/Currawong solar hot water system) have been completed. These have been shared with the community on our website, via newsletters and through our 'EcoMaker' program.
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Implement Council's Greenhouse Gas Reduction Strategy and monitor energy savings	100%	Council has endorsed and revised GHG emission reduction targets and a strategy to limit emissions from Council's own operations. Continuous improvement of systems for GHG accounting, energy management and reporting is being implemented, including establishment of an Energy and GHG Emissions Inventory. The Council GHG inventory is updated annually to provide energy and emissions data for Pittwater's annual reporting of sustainability indicators and to enable more effective promotion of Council's achievements in saving energy and reducing emissions to the community. Installation of renewable energy and energy saving projects is ongoing through capital works and maintenance programs.
Council to be a leader in sustainable management (social, economic, environmental, leadership)	Develop and implement a staged Climate Change Plan of Action	100%	Considerations for extreme weather, coastline hazards and flooding under the Climate Action Plan framework are continuing to be embedded into hazard risk studies. Community resilience is being considered via the implementation of the Northern Beaches Flood and Coastal Storm Education Strategy.
Council to be a leader in sustainable management (social, economic, environmental, leadership)	Manage sinking fund to finance ongoing greenhouse reduction measures	100%	Council's revolving energy fund (REF) forms part of Council's Budget allowing for energy saving initiatives to be funded. Allocation for 2013/14 amounts to \$158,500. Of this allocation \$145,790 has been spent on energy efficient retrofits in areas of lighting, solar hot water and air conditioning systems.
Council to be a leader in sustainable management (social, economic, environmental, leadership)	Provide strategic support to ensure that Council's Friendship Agreement is maintained with the remote community of Soibada in Timor Leste	100%	Council continues to support the tremendous work undertaken by the Pittwater Friends of Soibada.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To provide a safe and healthy work environment	Conduct investigations into formal staff grievances and take appropriate action	100%	Investigations into formal staff grievances undertaken by Corporate Development Unit as required and appropriate action taken.
To provide a safe and healthy work environment	Conduct WHS StateCover audit and implement recommendations	100%	WHS StateCover self Audit for 2013/14 completed in July 2014. Recommendations for improvement following 2012/2013 WHS Audit incorporated into Council's 2013/14 WHS Plan and implemented.
To provide a safe and healthy work environment	Develop and implement an annual Employee Wellness Program	100%	The annual Employee Wellness Program for 2013/2014 (Pumped at Pittwater) was implemented during the year. The Program included a range of health and wellbeing initiatives including a health fair, various health awareness talks, free breast cancer screening, flu and immunisation (hepatitis) vaccinations, skin cancer screening, superannuation advice/talks, access to an employee assistance program (professional counsellor/psychologist) and financial assistance towards gym membership, yoga classes, pilates classes, meditation, neck and shoulder massages.
To provide a safe and healthy work environment	Manage Council's industrial relations and associated risk management	100%	Regular meetings of the Joint Consultative Committee held throughout the year bringing together staff representatives, union delegates and management representatives to discuss employment and staff related matters. Numerous issues discussed including organisation review/restructure, performance management guidelines, competency assessment procedures, private use of motor vehicle guidelines. Staff disciplinary and other related industrial matters managed in conjunction with union delegates throughout the year.
To provide a safe and healthy work environment	Manage Council's workers compensation and return to work function	100%	Management of all workers compensation claims and facilitation of return to work and rehabilitation programs for injured staff is provided on an ongoing basis. Sound management of this activity throughout the year has led to a reduction in Council's annual workers compensation premium.
To provide a safe and healthy work environment	Provide in-house support and counselling to staff	100%	In-house support and counselling to staff provided by Corporate Development Officers as required.
To provide a safe and healthy work environment	Review and implement Council's Work Health & Safety Plan & systems	100%	Council's WHS Plan 2013/2014 endorsed by SMT and implemented. WHS Committee meetings held on a 6 weekly basis where staff representatives and management come together to discuss and review WHS matters. Safe Work Method Statements being progressively updated. "Tool Box" meetings regularly held amongst field staff to discuss WHS issues. Emergency management procedures reviewed and updated and staff training provided. New Chemical Management System developed. WHS matters regularly discussed at SMT meetings.
To effectively provide workforce planning and cost effective workforce management	Conduct staff induction and familiarisation programs	100%	Staff inductions conducted on the first day of employment with Council for all new staff. Staff familiarisation half day programs held on a quarterly basis for all new staff. New comprehensive online staff induction product launched in June 2014 for issue to all new staff prior to commencement with Council.
To effectively provide workforce planning and cost effective workforce management	Coordinate the Career Development Program	100%	The annual Career Development Program for 2013/2014 was implemented which provided some staff the opportunity to broaden their experience by working in other areas of Council, receive financial support towards graduate/ tertiary study and a career development opportunity for a staff member to attend a short course at Harvard Business School in USA.
To effectively provide workforce planning and cost effective workforce management	Develop and implement annual Corporate Training Plans	100%	Corporate Training Plan adopted by SMT in August 2013. Individual Business Unit Training Plans developed in consultation with Business Managers following completion of employee appraisals. Training Plans implemented or carried over to following year where particular training not completed.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To effectively provide workforce planning and cost effective workforce management	Develop and implement employee engagement surveys	100%	'On Board' staff engagement survey issued to all new employees within 1 month of commencement. 'Stay' staff engagement survey issued to staff after 1 year of service.
To effectively provide workforce planning and cost effective workforce management	Develop and implement opportunities for flexible work practices across the organisation	100%	Opportunities to provide flexible working arrangements are considered on individual merit, including change from full time to part time work. time off in recognition of family and carer responsibilities and attendance at exams for tertiary study is also available to staff. Council has a flexible working hours guideline in place which also facilitates a 9 day working fortnight.
To effectively provide workforce planning and cost effective workforce management	Develop, implement & review Council's HR Guidelines	100%	The following HR Guidelines have been reviewed and updated during 2013/14 or are currently being reviewed/developed: - Recruitment & Selection Guideline; Alcohol & Other Drugs Guideline; Asbestos Management Guideline; Salary System Guideline; Performance Appraisal Guideline; Working From Home Guideline.
To effectively provide workforce planning and cost effective workforce management	Development & implement electronic HR systems and processes	100%	New online and integrated performance management system developed and implemented in July 2013. New online staff induction application developed and implementation from June 2014. Online e-learning platform introduced with online training programs progressively rolled out to staff in 2014. Online staff engagement surveys introduced from July 2013.
To effectively provide workforce planning and cost effective workforce management	Effectively manage Council's salary system	100%	Position re-evaluations, salary reviews based on increased competency and application of Local Government Award requirements were conducted as required throughout the year. An improved competency assessment template was developed which formalised employee progression through the salary system in 2014.
To effectively provide workforce planning and cost effective workforce management	Encourage opportunities for diversity within Council's workforce	100%	A wide spread of trainee/student positions & internships and work experience opportunities are in place across the Council for employment/experience of young people with a variety of skills. Opportunity was provided for a person with a disability to work at Pittwater Rugby Park during the year. Three female staff members have recently been appointed to management positions which has improved the gender equity of the management team. Investigations are underway to establish an apprentice position within the trades area of Council.
To effectively provide workforce planning and cost effective workforce management	Implement the Excellence at Work and Service Recognition Staff Programs	100%	Excellence at Work Awards presented to high achieving staff on a 2-3 monthly basis throughout the year. Service Recognition Award Ceremony held in May 2014 to recognise long serving staff.
To effectively provide workforce planning and cost effective workforce management	Implement workforce planning strategy	100%	Four year Workforce Plan 2013-2017 adopted by Council on 1 July 2013 and is being progressively implemented as outlined in the 'Action' reporting of this report. Detailed organisation profile as at 30.6.2014 included in the statutory statements section of the Annual Report.
To effectively provide workforce planning and cost effective workforce management	Improve management and engagement processes associated with volunteers	100%	Briefings held with Library volunteers regarding WHS safe practices for volunteers. Documentation for volunteer Mona Vale Cemetery workers developed. Volunteer information booklet being prepared for all volunteers.
To effectively provide workforce planning and cost effective workforce management	Investigate opportunities for increasing the number of apprenticeships and traineeships across the organisation	100%	Numerous trainee positions and internships have now been established across Council in the following areas: Records, Rangers, Engineering, Catchment Management, Corporate Development, IT & Town Planning. Work experience opportunities for high school students are also being made available. Investigations are underway to potentially fund an apprentice position in the Building Services/ trades area of Council.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To effectively provide workforce planning and cost effective workforce management	Manage Council's recruitment process and procedures	100%	Significant recruitment was undertaken during the year as a result of the recent organisational review. Recruitment is conducted on an ongoing basis utilising a variety of sources including web, online agencies, print media, social media, targetted institutions (Universities and TAFE). The Councils Recruitment & Selection Guidelines were updated during the year following an internal audit review of recruitment processes for casuals. The average time taken to complete a recruitment for the year was 34.92 working days.
To effectively provide workforce planning and cost effective workforce management	Manage Educational Assistance Program	100%	Financial assistance and time off for attendance at exams is provided to staff upon approval of application. Assistance is provided for tertiary studies at TAFE and universities. Seven staff completed their courses in 2013/14, whilst a further thirteen staff are continuing their courses with financial assistance from Council into 2014/15.
To effectively provide workforce planning and cost effective workforce management	Manage, promote awareness and effective use of the Employee Assistance Program	100%	The Councils Employee Assistance Program is available to all staff and is actively used by staff. The Program is also specifically brought to the attention of individual staff who may appear to benefit from access to counsellors, psychologists as particular circumstances arise that impact on their ability to carry out their work. The 2013/14 year saw the total number of EAP consultations increase from 30 in the previous year to 89.
To effectively provide workforce planning and cost effective workforce management	Oversee the Council's Performance Management System	100%	New online & integrated performance management system implemented in July 2013.
To effectively provide workforce planning and cost effective workforce management	Review and implement Council's EEO Plan and manage associated risk	100%	Council's EEO Plan was reviewed and updated in June 2014. Implementation of the actions within the Plan is ongoing. Comprehensive discrimination and harassment prevention training for all staff is included in Council's 2014/15 Training Plan for delivery in 2014. The Contact Officer for discrimination and related matters in the workplace are to receive refresher training in August 2014.
To ensure Council's future financial sustainability	Continue to develop and integrate an asset management system	100%	Data in systems is being continually reviewed and updated to provide consistency across the several systems that cover asset information.
To ensure Council's future financial sustainability	Continue to identify, evaluate and manage commercial opportunities	100%	This is an ongoing process. A range of projects and opportunities are being investigated, assessed and progressed.
To ensure Council's future financial sustainability	Continued development of an advanced program of infrastructure asset acquisition and creation, maintenance, renewal and disposal to optimise Council's abilities to fund and resource this strategy	100%	This ongoing process includes tendering and quotations for the purchase and disposal of assets.
To ensure Council's future financial sustainability	Continued development of Total Asset Management Plans for all asset classes based on current data and initial technical level of service. Management Plan to include asset specific improvement plans	100%	Asset Management Plans are well advanced and asset improvement scenarios are being developed.
To ensure Council's future financial sustainability	Continued implementation of the recommendations of the Pittwater Asset Management Strategy Stage Two	100%	Asset Management Strategy continues to progress with recommendation progressively being completed.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To ensure Council's future financial sustainability	Coordinate grant opportunities across Council	100%	New grants management database launched.
To ensure Council's future financial sustainability	Develop Revenue Strategy for Council	30%	The Development of a new Council Revenue Strategy is progressing and will be finalised in the 2014/15 year. In support of this Strategy a new Fees and Charges software application has been acquired to more efficiently manage the fees and charges process and a new draft Pricing Policy has been written which again assists in the formation of the proposed Revenue Strategy.
To ensure Council's future financial sustainability	Effectively manage Council's Construction Plant and Fleet Vehicle Workshop	100%	This ongoing process includes continually monitoring plant use and ensuring the best value plant is purchased.
To ensure Council's future financial sustainability	Effectively manage Council's financial services	100%	Council's financial services are effectively managed on an ongoing basis with positive results and ratios being notified to Council and management on a quarterly basis.
To ensure Council's future financial sustainability	Implement an Asset Management software system for all asset classes	100%	Asset Management System has been built to cater for all significant infrastructure asset classes across Council.
To ensure Council's future financial sustainability	Manage Council's long term financial strategy	100%	Council's Long Term Financial Plan for 2013-2023 has been being finalised ensuring council is financially sustainable into the future. Financial Modelling and Strategic Planning will continue to be an ongoing discussion between Management and Council.
To ensure Council's future financial sustainability	Manage Council's payroll and leave administration function	100%	Weekly payroll completed every week for all staff. All types of leave balances recorded, managed and updated weekly for all staff. Quarterly reports provided to all Business Managers on leave taken and balances of their staff.
To ensure Council's future financial sustainability	Manage Council's rating/revenue functions	100%	Council's rating facilities have been managed efficiently including supplementary notice production, levying and mailing of installments and rate recovery. Council's outstanding rate percentage at year end (2013/14) was 4.10%, being the lowest in numerous years.
To ensure Council's future financial sustainability	Ongoing review of Council purchases through continuous monitoring of costs, probity and sustainable purchasing initiatives	100%	The program for 2013/2014 was successfully completed and an audit of procurement and stores functions carried out. All actions from the procurement audit have been implemented. Tendering for some services did produce an overall cost reduction eg amenities cleaning. Procurement continues to refine the RFQ/RFT processes in relation to sustainable purchases and has carried out a review of the documentation issued with each RFQ/RFT. Reporting on sustainable purchases continue to Sustainable Choice on an annual basis with our efforts in this area remaining stable.
To ensure Council's future financial sustainability	Progressively develop priorities for maintenance and replacement for all classes of assets based on a life-cycle analysis assessment (including pro-active preventative maintenance)	100%	Life cycle costing and planned maintenance are being used.
To ensure Council's future financial sustainability	Provide delivery of infrastructure in accordance with Warriewood Valley Land Release Contributions Plan program	100%	The major work undertaken in the financial year has been the reconstruction of the northern portion of Boondah Road. Design for the Macpherson Street upgrade was started, but is yet to be completed.
To ensure Council's future financial sustainability	Provide effective investment of Council's funds	100%	Investments have been managed as per required legislation and Council Policies. Council's investment income for 2013/14 was \$1.318, exceeding budget by \$93,000 or some 7.6%.

Leading an Effective & Collaborative Council - Corporate Management Strategy

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To ensure Council's future financial sustainability	Provide Financial Accounting Services	100%	All financial service have been managed effectively and on time including, maintenance of Council's Loan Register, audit planning, updating of Council's asset register, ledger maintenance and all monthly closure and reporting of accounts payable and receivable ledgers and bank reconciliations.
To ensure Council's future financial sustainability	Provide Management Accounting Services	100%	All Management Accounting service and reporting have been facilitated efficiently and on time including quarterly budget reviews being submitted and adopted by Council.
To foster shared resourcing through regional partnerships	Develop regional community environmental project	100%	Youth Leading the World program planning for 2014-2015 to be held in September at the CEC. Follow up was sought from the youth involved in the 2013 forum but was unsuccessful. At this stage the program will be run in 2014 with the view to reassess the viability of the program for future years. A joint program run with Warringham Council for World Environment Day was held at the CEC with 7 local schools attending. Environmental education delivered to 4 High schools in the Warringham LGA through a joint project. Coastal Ambassadors program delivered in March 2014. After having difficulty engaging with the local community, planning is being undertaken to seek a different target audience in the following year and delivering the program in a more appropriate manner. Grant funding has been sought from the Environmental Trust in order to develop a youth engagement program for Nipper members in the northern beaches area.
To foster shared resourcing through regional partnerships	Maintain and strengthen partnership with Sydney Coastal Councils Group, SLGA, CMA etc	100%	This process is ongoing. This year has seen significant projects undertaken with many organisations. Council continues to be active with SSCG (both technical and full committee) There are joint programs underway with the SLGA at state and regional level. Council continues to work with the Hawkesbury Nepean County Council (weed management), Royal Botanic Gardens (Urban Wildlife), Dept. Planning and Infrastructure (Ingleside land release), NSW Rural Fire Service (Reserve Management), Oz Green, Warringham Council and Sydney Metropolitan Local Land Services Council.
To foster shared resourcing through regional partnerships	Participate in Career Fairs/Expos in local area	100%	Council participated in the Career and Training Opportunities Expo (Job Shed) at Mona Vale in July 2013 to promote Pittwater Council as an employment option targeted at 17-30 year old local people.
To foster shared resourcing through regional partnerships	Partner with state government and other councils to facilitate regional council initiatives	100%	This is an ongoing program that is dealt with through SHOROC. SHOROC is currently talking to NESROC around forming strategic alliances. Through the work of SHOROC, Council has been able to secure funding for a range of large transport projects through the State.
To foster shared resourcing through regional partnerships	Strengthen partnerships with other SHOROC Councils	100%	Council has worked with SHOROC to incorporate regional indicators within our corporate reporting. Council continues to work in collaboration with SHOROC Councils on projects such as the Regional Waste project.

Leading an Effective & Collaborative Council - Disaster, Emergency & Risk Management

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To promote a well-informed community and Council that know how to effectively respond to (before, during and after) disaster and emergency situations	Develop and implement programs to increase resilience to flood & coastal storms	100%	Community resilience is being considered via the implementation of the Northern Beaches Flood and Coastal Storm Education Strategy. The Pittwater Community Floodsafe guide is in distribution. Input was provided to the SES Coastal Erosion Stormsafe guide.
To manage public liability and risks associated with public infrastructure	Ongoing compliance with Council's statutory obligations and to properly discharge Council's common law duty of care to the community when managing risks	100%	Hands on claims management with specific legal and process guidance on Council's public liability risks relating to public infrastructure has resulted in ongoing improvements to work flows within relevant business units. All claims handled professionally and efficiently with no major loss recorded.
To manage public liability and risks associated with public infrastructure	Provide effective management of Council's insurance	100%	Property insurance further reviewed at time of renewal with reduced schedule to minimise premiums whilst retaining effective coverage. Refund realised due to low claims history.
To manage public liability and risks associated with public infrastructure	Review and implement risk managed processes and workflows across relevant Council activities and monitor into future	100%	Good progress is being made with relevant divisions via hands on claims management advice and work process flow recommendations as incidents and near misses are brought to the attention of risk management staff.
To manage public liability and risks associated with public infrastructure	Review annually and update Master Risk Register when required	100%	Master risk register which records major residual risks has been reviewed and for strategic risks is considered quarterly for Audit and Risk Committee.
To provide for business continuity in the event of a disruption to the Council	Implement and periodically test Council's Business Continuity Plan	0%	The full review of Council's BC Plan has been re-scheduled to the 2014/15 reporting year due to a lack of available resources.
To incorporate risk management in all business activities	Conduct investigations into formal staff grievances and take appropriate action	100%	Investigations into formal staff grievances undertaken by Corporate Development Unit as required and appropriate action taken.
To incorporate risk management in all business activities	Develop and implement with relevant management risk management action plans (RAMP) to ensure compliance with ISO31000 and monitor outcomes	100%	The 4 risk management action plans agreed to with Council's insurer were completed during the term.
To incorporate risk management in all business activities	Facilitate training and education awareness programs regarding risk management	100%	Risk management advice and assessments is provided as required by staff and as a result of specific incidents and claims. Risk related training identified in the ERM - implementation plan and will be carried out in the new financial year
To incorporate risk management in all business activities	Identification of risks affecting the Audit Plan as a result of the Organisation Wide Risk Review	100%	Audit plan completed for the year.
To incorporate risk management in all business activities	Implement Internal Audit Plan	100%	Audits carried out as per the Internal Audit plan.
To incorporate risk management in all business activities	Improve management and engagement processes associated with volunteers	100%	Briefings held with library volunteers regarding WHS safe practices for volunteers. Documentation for volunteer Mona Vale Cemetery workers developed. Volunteer information booklet being prepared for all volunteers.

Leading an Effective & Collaborative Council - Disaster, Emergency & Risk Management

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To incorporate risk management in all business activities	Manage Council's industrial relations and associated risk management	100%	Regular meetings of the Joint Consultative Committee held throughout the year bringing together staff representatives, union delegates and management representatives to discuss employment and staff related matters. Numerous issues discussed including organisation review/restructure, performance management guidelines, competency assessment procedures, private use of motor vehicle guidelines.
To incorporate risk management in all business activities	Manage the Audit and Risk Committee	100%	Audit & Risk Committee has met quarterly during the year.
To incorporate risk management in all business activities	Ongoing compliance with ISO 31000 Risk Management and other referenced documents	100%	Subject to ERM implementation and sustainable resourcing, good progress with ongoing compliance recommendations to ISO standards across Council business.
To incorporate risk management in all business activities	Provide effective management of Council's Enterprise Wide Risk Management Plan	50%	Draft ERM Policy and Plan prepared and requiring further amendment to tailor specifically to Pittwater Council's requirements. The loss of the Principal Officer of Risk during this time has stalled further action until appointment of new risk staff.
To increase community awareness on effective risk management	Distribute, communicate and ongoing review of flood & coastal storm education information in partnership with SES	100%	The Northern Beaches Flood and Coastal Storm Education Strategy program is in its second year. This project sees Pittwater Council working with the SES, Warringah Council and Manly Council, combining skills and resources of the four organisations to work towards improving community resilience to flood and coastal hazards. This financial year Pittwater Council has provided input to a Coastal Erosion brochure with the SES, improved information available on Council's website, promoted SES stormsafe week and SES Wear Orange Wednesday (WOW) day using social media and lighting up Newport Recreation Centre orange. Council has also been working with the Warringah Pittwater SES Unit to improve the process of responding to tree damage during storm events as a consequence of the education project.
To increase community awareness on effective risk management	Liaise with RFS to conduct a Fire Wise program in areas identified in Warringah Pittwater Bushfire Risk Management Plan	100%	The Fire Wise program provides advice to residents on how to reduce the threat of bush fire as well as raise awareness in the community. The RFS undertook 6 Fire Wise programs targeting high risk areas in the Pittwater LGA. Fire Wise Programs were held at smaller community meetings as well as larger events such as the Pittwater Food and Wine Fair in May. Council has delivered 97 Bush Fire Survival Guides to residents adjoining high risk areas. Educational material is provided to residents adjoining hazard reduction burn areas to provide advice on preparing their properties with a follow-up letter detailing post-burn requirements.
To plan for risks due to natural and man made hazards	Develop and finalise bushfire management plans for Angophora Reserve and Stapleton Park	100%	The draft Angophora Reserve Bushfire Management Plan was finalised and put on public exhibition in May 2014. It was hoped that it would be adopted by June 2014, however there were some unforeseen resident issues and the plan was amended to address these. It was then placed on exhibition for a further month with submissions received up until mid-July 2014. It is now anticipated that the plan will be adopted in August 2014.
To plan for risks due to natural and man made hazards	Develop, review and implement coastal risk management policy	100%	Advice on development with the coastal zone provided as required. Continued discussions on coastal matters as a participant of the Sydney Coastal Councils Group and with state agencies.
To plan for risks due to natural and man made hazards	Develop, review and implement flood and coastal storm risk studies and plans in accordance with NSW Government guidelines	100%	The Careel Creek Catchment Flood Study (WMAwater, July 2013) and the Pittwater Overland Flow Mapping and Flood Study (Cardno, October 2013) were adopted by Council following extensive consultation and discussions with Community Working Groups. Pittwater Council in partnership with Warringah Council completed the Narrabeen Lagoon Flood Study which was adopted by both councils, and is now commencing the Narrabeen Lagoon Floodplain Risk Management Study and Plan project. Pittwater Council was successful in obtaining grant funding on two new projects, namely the Avalon to Palm Beach Floodplain Risk Management Study and Plan (which has since commenced with a consultant engaged) and the McCarrs Creek, Mona Vale and Bayview Flood Study.

Leading an Effective & Collaborative Council - Disaster, Emergency & Risk Management

Strategic Initiative	2013/2014 Action	Action Update	Action Comments
To plan for risks due to natural and man made hazards	Implement Warringah, Pittwater Bushfire Risk Management Plan. Develop and implement annual hazard reduction plan with Bush Fire Risk Management Committee	100%	Manual hazard reduction works, including preparation for hazard reduction burning was conducted in 46 bushland sites across the LGA. 6 hazard reduction burns were completed by Fire and Rescue NSW and the Rural Fire Service (RFS) in accordance with the 2013/14 Warringah Pittwater Hazard Reduction Program. Council received 5 Hazard Reduction Notifications from the RFS between September and November 2013 to undertake emergency manual hazard reduction works. All works were completed within advised time frames. Prior to contractors carrying out manual hazard reduction works, APZs were inspected to determine the fuel hazard and maintenance required. Bushland Management Officers undertook Fuel Hazard Assessment training with the RFS as part of the Draft Boundary Management Plan to Reduce Bush Fire Risk. All 2013/14 hazard reduction works completed have been reported in BRIMS and Pittwater's 2013/14 Hazard Reduction Checklist.
To plan for risks due to natural and man made hazards	Provide updates and flood information/data to all emergency and utility agencies	100%	The Northern Beaches Flood Warning and Information Network webpage is operational and provides gauged data to Councils, SES and the community (http://new.mhl.nsw.gov.au/users/NBFloodWarning/). Quarterly meetings with the SES and adjacent councils are continuing to enable the dissemination of flood information.
To work effectively with all emergency and utility agencies to improve emergency response	Develop and apply Flood Emergency Response Plans in consultation with SES	100%	Advice provided on flood emergency response planning when required. A peer review of a draft policy relating to risk to life from flood emergency and development was undertaken. A consultant was engaged to further develop a draft risk to life policy and prepare a Pittwater LGA Flood Risk Classification Study.
To effectively respond to disasters, emergency situations and relief measures	Annual review of Disaster Emergency Management Strategy	100%	Annual review has been undertaken.
To effectively respond to disasters, emergency situations and relief measures	Conduct an annual review to coordinate links to agency websites	100%	Links updated and ready for use both for general contact in for emergency situations.
To effectively respond to disasters, emergency situations and relief measures	Continue to fulfill Council's statutory obligations relevant to the Local Emergency Management Committee	100%	This is an ongoing process with all statutory obligations completed.
To effectively respond to disasters, emergency situations and relief measures	Develop regional flood warning and information network	100%	Pittwater Council in partnership with Warringah and Manly Councils progressed with the Northern Beaches Flood Warning and Information Network. The project has resulted in the installation of a network of rainfall, water level and flow gauges at strategic locations across the northern beaches to better inform the public and councils of rainfall events. The public website was developed and is now operational at http://new.mhl.nsw.gov.au/users/NBFloodWarning/
To effectively respond to disasters, emergency situations and relief measures	Implement a Community Communication Plan as part of Disaster & Emergency Management Strategy	100%	Communication Plan continues to be updated.
To effectively respond to disasters, emergency situations and relief measures	Maintain staff training program in accordance with Disaster & Emergency Management Strategy	100%	Program undertaken as per strategy.
To effectively respond to disasters, emergency situations and relief measures	Support volunteer agencies as required during a disaster event	100%	Council has worked closely with the SES during storm events.

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PITTWATER COUNCIL