

Pittwater Council Annual Report

2010 - 2011
pittwater.nsw.gov.au

 **PITTWATER COUNCIL**

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Introduction

From the Mayor & General Manager

Pittwater's Annual Report for the 2010-2011 financial year shows that the Council continues to build on its strategic goals outlined in Pittwater 2020, our community's strategic plan.

Despite the uncertainty of global economic conditions in previous years, our overall financial is, according to Council's independent auditors, sound*. This reflects our continuing emphasis on careful stewardship of the community's assets and, to put it more simply, living within our means.

It was during this year that we asked Pittwater ratepayers whether they would be prepared to accept a rate increase averaging 5.5% each year over three years, in return for an extensive 10-year program of capital works in Pittwater valued at nearly \$40 million.

After nine months of consultation we reached agreement with our community and the state government on the increase, which came into effect from 1 July 2011. The focus for us now is on implementing the agreed program of work; more details of this can be found on our website at www.pittwater.nsw.gov.au/council/specialratevariation.

Achievements during 2010-2011 have been many and varied, underlining the complexity and range of services that local councils provide to residents.

One of the biggest achievements for Pittwater was the negotiated settlement with the NSW Government to acquire Currawong as part of a new state park known as Pittwater State Park. The Council now manages Currawong on the government's behalf and will shortly begin work on upgrading facilities to enhance its reputation as a holiday destination.

Other significant highlights include:

- a coastal walkway constructed at Newport Beach and new pedestrian bridge installed at Wakehurst Parkway to complete the first stage of a circular walking and cycling track around Narrabeen Lagoon

*Source: Hill Rogers Spencer Steer, Pittwater Council auditors

- preparation of a Pittwater Estuary Management Plan and a Wildlife Corridor Strategy, aspects of which have been incorporated into planning controls
- a car parking scheme and upgraded car park for Church Point Reserve with demand management for offshore and onshore residents
- new dinghy facilities completed at Sandy Beach and Botham Beach and progressing at Church Point and Careel Bay
- Bilgola Beach café redeveloped and Tennis Court Wharf on Scotland Island refurbished with disabled access
- a new playground constructed at Governor Phillip Park, including sandstone sculptures
- LED lighting installed at North Narrabeen rock pool and a new pathway created to link the beach to the road. Picnic facilities and toilets were also upgraded
- completion of long-term financial and asset management plans.

Connecting with and educating our community on various issues have played a big part in the Council's activities during this year. We believe wholeheartedly in consulting residents on activities which impact on them, as well as involving them in decision-making along the way. Here are just a few examples where we ensured the community was kept informed, were able to contribute or were offered a service that helped them:

- over 30 public meetings with residents to discuss bushfire management
- a plastic bag reduction program introduced in Avalon with the support of local businesses
- over 200 households involved in face-to-face meetings on septic tank management
- free wi-fi introduced to the centres of Mona Vale and Newport

- nearly 8,000 primary and high school students educated via the Coastal Environment Centre's environmental education program
- free electronic waste collections introduced to assist residents after e-waste was banned in kerbside collections
- technology skills forums and courses for women conducted by TAFE and offered through Mona Vale Library
- new community events – the annual Pittwater Food & Wine Fair and monthly Twilight Markets at Mona Vale.

During 2010-2011 the Council commissioned an independent resident survey to measure our community's satisfaction with the level and range of services we are providing. The results were pleasing, in that 65% of those surveyed indicated they were either 'satisfied' or 'very satisfied' with Pittwater Council's overall performance.

That is not to say that we do not believe in the philosophy of continuous improvement – we do. But it does emphasise that our belief in positive interaction with the community, emphasising communication and consultation in all that we do, is delivering the right results.

We commend this annual report to you and hope you enjoy reading about Pittwater's achievements in 2010-2011.



Harvey Rose

Cr Harvey Rose

Mayor



Mark Ferguson

Mark Ferguson

General Manager



Section 1 - Overview

This section provides an overview of Pittwater's community and Council, including a demographic profile, where your Council dollar goes and Council's organisational structure and vision.

Overview

Our Strategic Direction

Pittwater's 2020 Strategic Plan

The Strategic Plan articulates the community vision for what Pittwater should be like in 2020 and outlines five interlinked and interdependent key directions under which all planning will occur. It also sets out 36 aspirational goals representing what the community would like to see occur by 2020 and indicative targets to measure the success and progress of the goals. Under the five key directions, 20 strategies have been developed providing the operational mechanism - vision, objectives, initiatives and measures - to achieve the aspirational goals and targets. Further information on the Pittwater 2020 can be accessed at www.pittwater.nsw.gov.au/council/publications.

Pittwater Council's Delivery Program

Pittwater's Delivery Program and Budget flows on from the Pittwater 2020 and provides Council with a delivery program to achieve the community vision. The Delivery Program follows the same framework of the Strategic Plan, including 20 strategies under the five key directions. Despite the fact that a number of strategies relate to more than one key direction, for the purpose of the Delivery Program strategies have been placed under the key direction they contribute to the most.

The Delivery Program identifies Strategic Plan initiatives that have been prioritised for the next four-year delivery period and translates these into yearly actions. It also outlines the budget allocated to each key direction and strategy, as well as identifying which business unit within Council is responsible for delivering actions.

Strategic Planning Framework

Key Direction 1 - Supporting & Connecting our Community

- Building Communities Strategy
- Recreational Management Strategy

Key Direction 2 - Valuing & Caring for Our Natural Environment

- Beach & Coastal Management Strategy
- Biodiversity Strategy
- Sustainability & Climate Change Coordination Strategy
- Vegetation Strategy
- Waste Management & Pollution Control Strategy
- Water Management Strategy

Key Direction 3 - Enhancing our Working and Learning

- Community Learning Strategy
- Economic Development Strategy

Key Direction 4 - Leading an Effective & Collaborative Council

- Business Management Strategy
- Community Engagement, Education & Awareness Strategy
- Disaster & Emergency Management Strategy
- Information Management Strategy
- Risk Management Coordination Strategy

Key Direction 5 - Integrating our Built Environment

- Asset Management Coordination Strategy
- Energy Efficiency Strategy
- Land Use & Development Strategy
- Town & Village Strategy
- Traffic & Transport Strategy

Overview

Our Community

Community Profile

Pittwater's Community Profile gives a snapshot of the demographics of Pittwater's resident population. It has been compiled using the 2006 Census data. Further details of the 2006 Census can be found at www.pittwater.nsw.gov.au/community/community_profile.

	Resident Population		Sydney Statistical Division
	Number	%	%
POPULATION, EXCLUDING OVERSEAS VISITORS			
Total population	52,681	100.0	100.0
Males	25,791	49.0	49.2
Females	26,890	51.0	50.8
POPULATION CHARACTERISTICS			
Indigenous population	167	0.3	1.1
Australian born	37,915	72.0	60.3
Overseas born	11,266	21.4	31.8
Australian citizens	45,785	86.9	82.6
Australian citizens aged 18+	34,437	65.2	62.2
Institutional population	743	1.4	2.7
HOUSHOLDS & DWELLINGS			
Owned	7,727	34.2	27.8
Purchasing	6,869	30.4	28.8
Renting	3,545	15.7	27.5
Average household size (persons)	2.65	-	-

Sources: Australian Bureau of Statistics, 2006 & informed decision, 2008 (<http://www.id.com.au>)

Age Structure

The most recent population estimates from the NSW Department of Planning suggest that the population is increasing. Between 2006 and 2011 it increased by around 6% (3,400) although the increase is uneven across age groups.

The age structure is changing in a way which is marked by a relatively large increase in the population aged 60. This trend is also observed in the SHOROC area as a whole.

Age group	2006	2011	Estimated change 2006-2011	
			number	%
0-4	3,710	3,550	-160	-4.3%
5-14	7,330	7,670	340	4.6%
15-19	3,610	3,830	220	6.1%
20-24	3,060	3,380	320	10.5%
25-34	5,890	5,910	20	0.3%
35-49	13,120	13,430	310	2.4%
50-59	8,210	8,630	420	5.1%
60-69	5,750	6,950	1,200	20.9%
70-84	4,700	5,170	470	10.0%
85+	1,230	1,490	260	21.1%
Total	56,600	60,000	3,400	6.0%

Source: NSW SLA Population Projections, 2006 – 2036, NSW Government Planning & Infrastructure

To get a more complete picture of the demographic characteristics of an area, the age structure should be viewed in conjunction with Households and Family Types. The table below shows the age structure in Pittwater compared to SHOROC Councils as a whole and the Sydney Statistical District.

Estimated age structure of Pittwater Council area, SHOROC and Sydney - 2011

Age Group	Pittwater	SHOROC Councils	Sydney Statistical District
0-4	5.9%	6.3%	6.6%
5-14	12.8%	12.3%	12.3%
15-19	6.4%	5.7%	6.5%
20-24	5.6%	6.0%	7.6%
25-34	9.9%	13.4%	15.5%
35-49	22.4%	23.3%	21.8%
50-59	14.4%	12.2%	12.0%
60-69	11.6%	9.8%	8.8%
70-84	8.6%	8.2%	7.0%
85+	2.5%	2.7%	1.9%

Source: NSW SLA Population Projections, 2006 – 2036, NSW Government Planning & Infrastructure

Possible observations for this change in age structure include:

- Pittwater is an attractive retirement location, as suggested by the relatively high proportion of people aged 50 and over
- some groups within the working age population, particularly 20 to 34 year olds, are finding it difficult to afford housing in Pittwater, or they are moving elsewhere for career and education opportunities
- a higher proportion of 35 to 49 year olds compared to the Sydney average, coupled with the fact that people are having children later in life, may be one factor behind the increase in 0 to 5 to 14 year olds.

Overview

Our Councillors

Pittwater Council is divided into three Wards - Northern, Central and Southern with three Councillors representing each ward. The role of Councillors is to make decisions about the running of the community and the Council. Councillors listen to the issues and ideas of individual residents and community groups and make strategic and policy decisions within the legislative framework in which they operate. The Mayor leads Council meetings and represents Council on formal occasions.

Mayor - Harvey Rose

Deputy Mayor - Ian White

Our Council

How we were named

Pittwater local government area was named after the waterway within its boundaries which covers an area of 20 km². On 2 March 1788 Captain Arthur Phillip, first governor of NSW, explored the southern arm of Broken Bay. He described this waterway as "the finest piece of water I ever saw" and named it 'Pitt Water' in honour of William Pitt, The Younger, who was then Prime Minister of England.

How we were formed

The Pittwater local government area was proclaimed on 1 May 1992 after a long and energetic campaign for secession from Warringah Council by many Pittwater residents. It was the first new council in NSW for 100 years, and as such could be described as an experiment to develop a modern, progressive and forward-thinking Council, whose actions were forward-looking and continually delivered effective services to meet the ever-changing needs of the community.

About Pittwater

Pittwater is 125 km² in size (including the waterway). The landform is unique with a diverse range of terrain, due to its land mass being located entirely on a peninsula. Pittwater comprises nine beaches with seven ocean rockpools, rugged headlands and sandstone sea cliffs, tranquil waterways and native bushland including two National Parks, with pockets of rainforest. There are also extensive wetlands providing sanctuary to many bird species, and rock platforms providing habitat for a wide range of marine life.

Pittwater honours and respects the spirits of the Guringai people and acknowledges their traditional custodianship of the Pittwater area.

Vision

To be a vibrant sustainable community of connected villages inspired by bush, beach and water.

Northern Ward - (Palm Beach, Whale Beach, Avalon, Careel Bay, Bilgola, Clareville, Coasters Retreat, Mackerel Beach)



Bob Grace



Harvey Rose



Peter Hock

Central Ward - (Newport, Scotland Island, Church Point, Lovett Bay, Elvina Bay, Towlers Bay, Mona Vale, Bayview)



Bob Dunbar



Ian White



Patricia Giles

(Warriewood, Ingleside, Elanora Heights, North Narrabeen)



Jacqueline Townsend



Julie Hegarty



David James

Overview

Our Council

Mark Ferguson
General Manager



Environmental Planning & Community Division

Steve Evans
Director



Planning & Assessment

Lindsay Dyce
Manager



Community, Library & Economic Development

Lindsay Godfrey
Manager



Environmental Compliance

Jeff Lofts
Manager



Corporate Development

Steve Rawe
Manager



Administration & Governance

Warwick Lawrence
Manager



Finance & Information Technology

Mark Jones
Manager



Corporate Strategy & Commercial

Paul Reid
Manager



Urban & Environmental Assets Division

Chris Hunt
Director



Urban Infrastructure

Mark Shaw
Manager



Natural Environment & Education

Mark Beharrel
Manager



Reserves, Recreation & Building Services

Les Munn
Manager



Catchment Management & Climate Change

Jennifer Pang
Manager



Values

Respect

Key concepts: trust, understanding, support, responsive

We will promote an environment of respect through valuing other people. We will be open minded, encouraging and recognising others for their contribution, knowledge and experience.

Quality

Key concepts: professionalism, innovation, continuous improvement, ownership, learning

We will embrace change and use our skills, knowledge and professionalism to strive for excellence. We will foster a culture of continuous learning, improvement and innovation and build a solid foundation for the future.

Ethics

Key concepts: equality, honesty, transparency, responsibility, ownership

Our approach will be honest and transparent and our decisions will be fair and equitable. We will manage our finances responsibly and work within legislative requirements.

Communication

Key concepts: teamwork, collaboration, consultation, responsibility

We will strive for clear, open communication by careful listening, sharing of information and responding in a timely manner to achieve greater understanding and the best outcomes.

Overview

Where your Council Dollar Goes Each Year

Supporting & Connecting our Community

- 32ha playing fields for active **sports** groups • management of storage facilities for 791 dinghies and large boats • accommodation, services & leisure guides for **older people**
- processing of 145 applications for filming on public land • processing of 393 applications for reserve, beach and rockpool bookings • around \$900,000 per annum spent on **lifesaving** & lifeguard activities • **after school and vacation** care for children
- information brochures on community facilities, community development opportunities and children's services • management of 8 **community centres** • organisation of citizenship ceremonies • 2 early childhood centres • long day care and occasional care for children • organisation of community service awards • assessment of 11 **heritage** development applications • community **road safety** education projects • a range of programs and **events** to celebrate older people, youth, aboriginal & torres strait islanders and women • support local organisations to meet the needs of older residents and carers

Valuing & Caring for our Natural Environment

- maintenance of 42 foreshore **parks** and 7 ocean rock pools
- maintenance and raking of 9 coastal **beaches** • support for 265 active **volunteer** bush regenerators • around 2,000 individual trees inspected annually on private & public property • management of 14km of coastal walkway, 3 wetland boardwalks and 50 bush tracks • organisation of a community **water quality** monitoring program • management of 12 endangered **ecological communities** • fox and rabbit baiting in reserves • management of bushfire and natural hazard risks • management of domestic animals, including 4,500 dogs • management and weeding of over 400 hectares of **bushland reserves** • collection of 11,630 tonnes of recyclable material and 10,893 tonnes of **domestic waste** • collection of 1,136 tonnes of waste from parks & reserves • collection of 2,809 tonnes of vegetation • calculation of greenhouse gas emissions and abatement actions • over 40 environmental walks/talks • **annual inspections** of 600 septic

- tanks & aerated waste water treatment systems • maintenance of gross **pollutant traps** • collection of 1,872 tonnes of general cleanup waste plus 37 tonnes of metal waste • facilitating community sustainability actions • implementing **sustainability** actions within Council and Council buildings •

Enhancing our Working & Learning

- maintenance and upgrade of 4 **village centres** and 9 neighbourhood centres • management of outdoor seating and merchandising permits • **permits** for footpath, signage and embellishments • financial support for avalon community **library** • 3,500 visits per week to Mona Vale library • council's **website** managed and upgraded • provision of storytime for 90 pre-schoolers per week • 12 author talks per year • delivery to home library service members • supporting chambers of **commerce and business** groups • 30,000 hours of free pc & internet at Mona Vale library • inspections of 301 food retail outlets • management of 70 **leases and licences** to community and commercial organizations • free access to 8 databases through Mona Vale library website • school **education** programs on a range of topics • promotion of 50 school holiday programs • **economic development** and planning • management of **coastal environment centre** for over 14,000 users

Leading an Effective and Collaborative Council

- preparation of the annual financial budget for council's \$66.3m consolidated expenditure • extensive community **consultation** for all major planning matters • 4 quarterly reviews of council's **budget** • monthly financial updates to council • facilitation of the investment of council's funds • insurance and **risk management** of council's **natural and built assets** • processing of 150,000 telephone calls • processing of 13,615 registered customer enquiries • **information** stalls at community market days • distribution of 4 **newsletters** to all ratepayers • issuing of 1,000 new resident letters • distribution of 10,000 information fact sheets • registering 300,000 documents • processing of 583 access requests to **public documents** • processing of legal court matters • full **call centre** coverage, 24 hours per day, 7 days per week • production of the delivery plan & annual report • management and administration of **customer service** •

- collection of rates for 23,708 properties • recruitment, training, OH&S & industrial services to council • support to **councillors and mayor** • support to council meetings and committees • regular pittwater advertising in local media • processing of **freedom of information** applications • handling 417 media enquiries •

Integrating our Built Environment

- management of \$2billion worth of **community land and infrastructure** • completion of major works to improve community assets • management of North Narrabeen Reserve including Pittwater Rugby Park • management of Avalon Golf Course • maintenance of 52 **carparks** • maintenance of 15 large developed parks • management of 27 public **wharves and jetties** • development and implementation of environmental planning policies • assessment and regulation of 665 **development applications** • maintenance of 62 **playgrounds** • funding for 4,200 **streetlights** • assessment and issuing of 151 building and 2,657 **planning certificates** • provision of predevelopment application consultation service • management and maintenance of 250km sealed **roads** • retrofitting and upgrading environmental infrastructure • planning and management of infrastructure for Warriewood Valley urban land release worth \$75m. • statutory **planning controls** for properties affected by natural hazards such as flooding, wave action and tidal inundation, coastal hazards, bushfire, geotechnical processes • management and maintenance of 265kms of **drainage** infrastructure • monitoring of storm & flood events in narrabeen lagoon • operation of Mona Vale cemetery • management of **Sydney Lakeside Holiday Park** Narrabeen • investigation and planning for the Ingleside urban land release area • electronic planning and land use information •



Section 2 - Delivery Program Action Updates

This section outlines action updates from the 2010 - 2014 Delivery Program. Actions are listed by Key Direction as in the Delivery Program.

Key Direction 1 - Supporting & Connecting Our Community

2010/2011	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	3,874,398	3,951,447
Other Employee Costs	1,220,226	1,333,722
Materials and Contracts	1,688,059	1,471,787
Depreciation	976,940	976,940
Interest	5,208	5,130
Other Costs	1,932,127	1,818,474
Total Operating Expenditure	9,696,959	9,557,499
Capital Expenditure		
Capital Asset Acquisitions	107,370	169,998
Capital Works Programs	1,274,809	1,528,152
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	1,382,179	1,698,150
Income (Operating & Capital)		
User Fees	(1,769,112)	(1,708,365)
Fees and Charges	(842,021)	(885,283)
Grant Transfers	(1,066,768)	(1,094,826)
Contributions	(870,516)	(850,337)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(112,543)	(102,780)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(4,660,959)	(4,641,591)
Transfers from Reserves	(1,942,248)	(2,223,377)
Transfers to Reserves	905,571	964,117
Net Cost (Funded by Rates)	5,381,503	5,354,798

Supporting and connecting our community is about the need to enhance the health and wellbeing of the community by supporting a sense of community and a friendly and creative lifestyle.

Key Performance Results			
Measure	Target	Outcome	
Utilisation rates of childcare centres	85% of available childcare places utilised	87% of available childcare places across all services utilised	✓
Customer satisfaction with childcare centres	85% of customers satisfied or very satisfied with childcare centres	96% of customers satisfied or very satisfied with childcare centres across all services	✓
Utilisation rates of community centres	67% utilisation of community centres during peak periods	69% utilisation of community centres during peak periods	✓
Customer satisfaction with community centres	85% of customers satisfied or very satisfied with community centres	91% of customers satisfied or very satisfied with community centres	✓

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Establish a recognition program for outstanding members of the community	Continue the program to recognise outstanding members of the community	Ongoing Program	Completed the year with an article on Richard Van Der Reyden.	Admin & Governance
Building Communities	Provide a range of community events that celebrate diversity & where we live	Regularly conduct citizenship ceremonies	Ongoing Program	Final citizenship conducted for the year held on 19 May 2011 when 59 citizens were naturalised.	Admin & Governance
Building Communities	Provide an events calendar and targeted promotional campaigns to increase participation in community opportunities and events	Provide, maintain and promote annual events calendar	Ongoing Program	Event calendar updated regularly on Council's webpage and events promoted through local publications when required.	Admin & Governance
Building Communities	Provide an events calendar and targeted promotional campaigns to increase participation in community opportunities and events	Maintain an electronic communication distribution list to notify the wider community of current and upcoming Council events	Ongoing Program	The database is maintained daily and emails sent to contacts monthly via the Online Pittwater report.	Admin & Governance
Building Communities	Recognise the value of volunteer contribution through community awards and sponsorship	Conduct an annual volunteer reception	Ongoing Program	Successful reception held in Dec 2010 and planning already commenced for Dec 2011 event.	Admin & Governance
Building Communities	Develop a youth community organisation focusing on recreational needs	Develop and facilitate a community based youth organisation focused on evening entertainment	Progressing	Staff have been meeting regularly with Youth Reach, other youth agencies and interested community members in relation to developing such an organisation. This action will be further investigated and discussed within the development of a new Social Plan 2012-2016.	Community, Library & Economic Development
Building Communities	Develop an integrated model of childcare for 0 – 5 year olds combining home based and centre based care	Seek funding for an integrated model of childcare for children 0-5years	Completed	After the Federal Government discontinued the National Early Childhood Funding program no other sources of funding have been identified for the proposed integrated model of childcare.	Community, Library & Economic Development
Building Communities	Develop programs to meet the needs of older residents and carers	Contribute to the Northern Beaches Social isolation working party	Ongoing Program	There has been continued participation on the Social Isolation Working Party, which was renamed the 'Social Inclusion' Working Party. The working party was successful in receiving a grant to conduct research into local seniors groups. Research will be carried out over the next 12 months.	Community, Library & Economic Development
Building Communities	Develop programs to meet the needs of older residents and carers	Support local organisations to meet the needs of older residents and carers	Ongoing Program	Over the past 12 months staff have maintained participation in a range of community network meetings and forums, including: Home and Community Care (HACC) sub-regional forum; community transport; local government aged and disability workers and ADAC (Dept. of Ageing, Disability & Home Care) planning meetings. Produced and distributed a range of resources for seniors.	Community, Library & Economic Development

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Develop the capacity of community organisations through increased education and information (e.g. funding/ representation/increased profile/branding)	Review the capacity of existing community organisations to deliver services	Ongoing Program	Over the past 12 months staff have supported local community organisations and groups to strengthen capacity and address gaps in service delivery. For example supporting Point Zero to provide an outreach service for young people on weekend evenings. Supporting Youth Reach to deliver youth services.	Community, Library & Economic Development
Building Communities	Facilitate and support local community organisations	Support a range of local community organisations	Ongoing Program	Ongoing support has been provided to youth groups, activities - representation at Peninsula Youth Services Inc. Continual participation and representation on a wide range of local interagency networks and working parties.	Community, Library & Economic Development
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Implement actions within the Social Plan, NSASP and Cultural Plan	Completed	Over the past 12 months Council has continued involvement with the Northern Sydney Aboriginal Social Plan 2006-2011. This plan will now move into an evaluation stage, with staff involvement throughout this process. Development is underway of a new Social Plan 2012-2016.	Community, Library & Economic Development
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Support and encourage a variety of artistic exhibitions within Pittwater	Ongoing Program	Delivery of 2011 ArtZpace exhibition - supported a group of 11 artists to market, manage and mount an exhibition. Exhibition opening was attended by 300 people, with approximately 2000 attending over the course of the show. Supported PCA in the delivery of Childrens Artfest. Ongoing support given to coordinate Artzpace 2012. Supported PCA (Pittwater Community Arts) in the delivery of their annual art exhibition.	Community, Library & Economic Development
Building Communities	Participate in the development planning for the future of Mona Vale hospital and regional hospital at Frenchs Forest	Participate in the development planning for the future of Mona Vale hospital and the new regional hospital at French's Forest	Completed	Over the last 12 months staff have supported the campaign for the return of Maternity Services to Mona Vale Hospital and monitored the progress of the planning for the proposed new Northern Beaches Hospital at French's Forest.	Community, Library & Economic Development
Building Communities	Partner with schools to develop and host community events and education awareness initiatives	Work with local secondary schools to support youth events and community education and awareness programs	Ongoing Program	<ul style="list-style-type: none"> - A consultation strategy for local high school students was developed. Worked with all local high schools, conducted consultations with student representatives and discussed a range of local issues. - Delivered Pittwater Parent Forums. - Facilitated the Finding My Place program in partnership with Mona Vale library targeted at students in our local high schools who are at risk of disengaging with school. 	Community, Library & Economic Development
Building Communities	Provide a range of community events that celebrate diversity & where we live	Provide a range of community events that celebrate diversity and where we live.	Ongoing Program	<ul style="list-style-type: none"> - Over the past 12 months Council has supported Theatre in the Park, Artfest, 24/7 Youth Film Festival, Guringai Festival. The development of the 2011 Seniors Week brochure, promoting events delivered by local community groups and organisations. - Seniors week planning, coordinating guide, distribution, promotion and event attendance. - Youth week 2011 - supported a committee of students from Pittwater and Barrenjoey High Schools to deliver Pre-loved in Pittwater clothes exchange. 	Community, Library & Economic Development

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Provide a range of community events that celebrate diversity & where we live	Continue to work with the Guringai Festival Committee to promote Indigenous culture to the wider community	Ongoing Program	Council staff have participated in the planning of 2011 Guringai Festival. This festival was widely promoted and partnered with the library coordinating Guringai festival events.	Community, Library & Economic Development
Building Communities	Provide and promote widely accessible information on support services	Provide and promote widely accessible information on support services	Ongoing Program	A range of information databases and guides have been maintained and provided to the community including the Community Information Directory and guides for Childrens services, youth and older people. Coordination and distribution of the new 2011 Seniors Care Guide.	Community, Library & Economic Development
Building Communities	Provide, plan and facilitate a range of children services to cater for the needs of families and children	Review the range and availability of childcare services in Pittwater for children aged 0-12 years	Ongoing Program	There continues to be a few vacancies in a number of childcare centres but others have slowly filled during the past months. Pre-schools (providing childcare for children aged 3 to 5 only and operating usually 9 to 3 pm during the school term) continue to be generally full.	Community, Library & Economic Development
Building Communities	Provide, plan and facilitate a range of children services to cater for the needs of families and children	Provide outside School Hours Services - Elanora Heights After School Care and Narrabeen Vacation care	Ongoing Program	Utilisation has continued to be high again averaging 60 per day. The school has made available an additional room that can be used each afternoon. This is specifically used for the 'senior' students Year 3 to Year 6. This has made it easier to plan and program for the wide variety of ages and stages of development.	Community, Library & Economic Development
Building Communities	Provide, plan and facilitate a range of children services to cater for the needs of families and children	Provide Warriewood Children's Centre - Centre Based Child Care Services	Ongoing Program	The new long day care places established in the redesign for children under 3 years of age are close to being fully utilised. A few places in the 3 to 5 room still exist however this currently being addressed with exiting clients.	Community, Library & Economic Development
Building Communities	Provide, plan and facilitate a range of children services to cater for the needs of families and children	Provide a Family Day Care Service - Northern Beaches Family Day Care	Ongoing Program	The past quarter has seen significant work in offering training and support to carers as they become familiar with the new National Curriculum for children's services - The Early Years Learning Framework. This document will be used as the new document by which all services will be monitored and appraised from January 2012. Significant work has been undertaken by staff to assist carers to become confident in the Early Years Learning Framework, a new national curriculum for children's services. This document will form much of the basis from which all services will be monitored and licensed from January 2012.	Community, Library & Economic Development
Building Communities	Respond to a range of community, cultural and social needs	Coordinate Pittwater Village safety working party	Completed	The Pittwater Villages safety working party continues to be an important forum for examining and responding to safety issues in Pittwater. The Working Group met four times during the year.	Community, Library & Economic Development
Building Communities	Respond to a range of community, cultural and social needs	Deliver a program of social and cultural planning projects and activities	Ongoing Program	Ongoing support given to Pittwater Community Arts to deliver a range of cultural activities, such as the first successful Theatre in the Park in Avalon in September, along with Childrens Artfest which had over 500 entries. The successful delivery of Artzpace 2011 and development of the Artzpace 2012 program.	Community, Library & Economic Development

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Respond to a range of community, cultural and social needs	To support and resource the Community, Recreation & Economic Development Reference Group	Completed	A number of discussion papers on a wide range of topics have been presented for consideration by the Reference Group over the last 12 months.	Community, Library & Economic Development
Building Communities	Respond to a range of community, cultural and social needs	To respond to a range of community safety issues	Ongoing Program	Staff have continued to coordinate Pittwater Villages Safety Working Party meetings. Staff attended Community Safety Precinct Committee meetings with the Northern Beaches Police Local Area Command. Continued attendance Northern Beaches Liquor Accord meetings.	Community, Library & Economic Development
Building Communities	Respond to a range of community, cultural and social needs	Work with young promoters to develop strategies for holding a range of youth entertainment events	Completed	A lack of staff resources and other priorities have made this action difficult to achieve with the exception of the successful Youth Theatre in the park production conducted in September 2010.	Community, Library & Economic Development
Building Communities	Respond to a range of community, cultural and social needs	Provide a range of demographic information to the community	Ongoing Program	Council continues to provide statistical information via website on local demographics.	Community, Library & Economic Development
Building Communities	Respond to a range of community, cultural and social needs	Provide access to community spaces for evening youth related activities	Ongoing Program	Over the last year staff have worked closely with Youth Reach and the Northern Beaches Indoor Sports Centre to develop and deliver the first Midnight Basketball Program from Oct - Dec 2010, with second tournament to be delivered from August - December 2011. Staff worked on a proposal targeted at young people for the upgrade of Avalon Annex and performance stage in Dunbar Park.	Community, Library & Economic Development
Building Communities	Respond to a range of community, cultural and social needs	Provide information regarding new Liquor License applications, and make submissions on new applications to the State Government as required	Completed	Over the last 12 months information has been provided to applicants and submissions have been made to the Office of Liquor Gaming and Racing regarding a number of Liquor License applications.	Community, Library & Economic Development
Building Communities	Respond to a range of community, cultural and social needs	Provide a quarterly school holiday recreation information brochure on activities available for children age 5-18yrs	Ongoing Program	Four School Holiday Recreation Programs on activities available for school aged children produced and distributed to local school, libraries, community centres.	Community, Library & Economic Development
Building Communities	Develop the capacity of community organisations through increased education and information (e.g. funding/ representation/increased profile/branding)	Continue to assist resident community groups in writing grant applications	Completed	A webpage providing links to environmental grant funding programs has been developed. Grant round openings and closings are promoted through Council's 'Cooee' Newsletter for information, and activities and outcomes of projects are promoted. The page will be updated on an ongoing basis.	Natural Environment & Education

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Provide a range of community events that celebrate diversity & where we live	Provide guided tours (walks/talks) of Pittwater's natural environment, including places of cultural and historical significance	Completed	Guided tours were undertaken on a range of topics including: Warriewood Wetlands, Careel Bay & Narrabeen Headland. The Coastal Environment Centre (CEC) undertook six Indigenous Seasons and Cycles Events in association with the HNCMA. CEC participated in several eco-paddle events with the Friends of Narrabeen Lagoon.	Natural Environment & Education
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Ongoing identification and listing of Aboriginal Heritage Items	Ongoing Program	Council jointly funds an Aboriginal heritage consultant to assist in identification and management of Items of aboriginal heritage as identified through the development process.	Planning & Assessment
Building Communities	Develop a program of outdoor performances	Facilitate a number of outdoor events e.g.: food and wine festival, market days	Completed	Pittwater Food and Wine Fair was very successful with over 4,000 people attending on the day. Friday night markets commenced at Mona Vale in February. Palm Beach Markets running at seven per year and Village Park Market is ongoing.	Reserves, Recreation & Building Services
Building Communities	Develop a program to increase the level of volunteering, including support, training and integrated information	Continue and expand the existing volunteer bushcare program, by which the community can become involved in managing and maintaining remnant urban bushland in Pittwater.	Ongoing Program	Existing volunteer bushcare program continues to encourage participation from local communities and undertake ongoing bushcare events.	Reserves, Recreation & Building Services
Building Communities	Develop a program to increase the level of volunteering, including support, training and integrated information	Encourage and support local volunteer groups through education days and recruitment	Completed	Community volunteer bushcare program managed on an ongoing basis with volunteer groups supported by Council. Field days, tree planting days and community planting days also undertaken.	Reserves, Recreation & Building Services
Recreational Management	Review opportunities to maximise use of community buildings	Promote the utilisation of community buildings	Completed	Community Centre Activities Program produced and promoted activities, special events, exhibitions, etc and the availability of Community Centre.	Community, Library & Economic Development
Recreational Management	Partner with State Government and other Councils to facilitate regional Council initiatives (Narrabeen Lagoon, SHOROC, etc)	Partner with state government and other councils to facilitate regional council initiatives	Ongoing Program	SHOROC partnerships continue to provide regional opportunities for cost savings.	Corporate Strategy
Recreational Management	Continue to upgrade and enhance recreational spaces and facilities (e.g. Newport Community Centre, Warriewood community facilities, Dunbar Park, Bilarong Reserve)	Implement developer contribution plans and maintain recreational and open space	Ongoing Program	Section 94 Plans continually monitored to check incoming funds, development take and forward capital works.	Reserves, Recreation & Building Services

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Recreational Management	Create youth precincts at Avalon and Mona Vale (regional skate parks)	Investigate feasibility of a Kitchener Park skating facility	Completed	Skate facility approved by council. Funding packages currently being explored by Council's property business unit.	Reserves, Recreation & Building Services
Recreational Management	Implement best practice urban practice urban design to improve community safety and access	Progressively conduct safety and access audits for reserves	Ongoing Program	A mowing hazard checklist for reserves and sportsfields has been implemented.	Reserves, Recreation & Building Services
Recreational Management	Implement best practice urban practice urban design to improve community safety and access	Review current work practices and procedures for maintenance operations to enhance safety and design.	Completed	Ongoing staff meeting held to maintain OHS procedures. OH&S workshop held in March 2011 for all field staff.	Reserves, Recreation & Building Services
Recreational Management	Investigate the possibility of an aquatic centre	Investigate the possibility of an aquatic centre	Completed	Investigation completed and reported to council.	Reserves, Recreation & Building Services
Recreational Management	Maintain and service recreational facilities	Ongoing maintenance and servicing of recreational facilities	Ongoing Program	Graffiti trial program is still progressing well. All playgrounds regularly inspected and serviced according to schedule. All toilet/changeroom facilities cleaned to a regular cleaning roster.	Reserves, Recreation & Building Services
Recreational Management	Partner with user groups to improve resourcing, allocation and multi-use of recreational facilities	Liaise with stakeholders for self funded maintenance and improvements incorporating sustainable principles.	Ongoing Program	Continual liaison undertaken with Surf Clubs and Sporting Clubs to assist these organisations in obtaining grants for improvement works, (including sustainability projects, e.g. water tanks and solar panels.	Reserves, Recreation & Building Services
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Provide planning, design, investigation and management of recreation facilities	Ongoing Program	Undertaken when the opportunities arise.	Reserves, Recreation & Building Services
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Develop a partnership program with user groups to improve resourcing, allocation and multi-use of recreational facilities	Ongoing Program	Ongoing liaison with local schools regarding broader community use of school facilities e.g. use of Pittwater High oval and tennis courts.	Reserves, Recreation & Building Services
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Investigate the provision of dinghy storage facilities at suitable foreshore reserves	Ongoing Program	<ul style="list-style-type: none"> - Kayak storage facility completed at Paradise Beach reserve. - Dinghy storage facility installed at Sandy Beach and at Old Wharf Reserve. - Stage 2 facility completed at Botham Beach. - Plans completed for Storage facility at Dark Gully and Careel Bay. 	Reserves, Recreation & Building Services

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Progressively implement the plan of management recommendations from Church Point, Woorak Reserve and Governor Phillip Park	Ongoing Program	<ul style="list-style-type: none"> - Woorak Reserve carpark upgrade has commenced. - Car parking scheme introduced for Church Point Reserve. - Governor Phillip playground upgrade completed. 	Reserves, Recreation & Building Services
Recreational Management	Review and implement the Open Space, Bushland and Recreational Needs Strategy	Update the Open Space, Bushland and Recreational Needs Strategy	Not Progressing	On the program but not progressing due to higher priorities and lack of resources at this stage.	Reserves, Recreation & Building Services
Recreational Management	Review and implement the Open Space, Bushland and Recreational Needs Strategy	Explore additional opportunities to ensure that the quality of sportsgrounds in the LGA is improved and maximum use is gained from existing provision	Ongoing Program	Through a joint partnership arrangement with Sydney Water, Council purchased an earthquake machine to break up the compacted soil profile, which in turn will improve the playing surface. New technology in turf/grass maintenance is continually being explored.	Reserves, Recreation & Building Services
Recreational Management	Upgrade recreational facilities	Implement Capital Improvement Program	Completed	Program completed as required. Some carry overs which were completed in July/ August, except for Woorak Reserve which will be completed in October.	Reserves, Recreation & Building Services

Building Communities Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	1,759	1,767
Other Employee Costs	495	534
Materials and Contracts	259	214
Depreciation	2	2
Interest	2	2
Other Costs	695	727
Total Operating Expenditure	3,210	3,244
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	86	48
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	86	48
Income (Operating & Capital)		
User Fees	(944)	(967)
Fees and Charges	(123)	(129)
Grant Transfers	(857)	(727)
Contributions	(98)	(102)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(19)	(16)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(2,042)	(1,942)
Transfers from Reserves	(36)	(43)
Transfers to Reserves	96	111
Net Cost (Funded by Rates)	1,314	1,419

Recreational Management Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	2,024	2,075
Other Employee Costs	717	793
Materials and Contracts	1,534	1,273
Depreciation	915	915
Interest	0	0
Other Costs	604	479
Total Operating Expenditure	5,794	5,535
Capital Expenditure		
Capital Asset Acquisitions	113	162
Capital Works Programs	1,151	1,290
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	1,264	1,452
Income (Operating & Capital)		
User Fees	(1,312)	(1,269)
Fees and Charges	(424)	(446)
Grant Transfers	(309)	(374)
Contributions	(409)	(416)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(41)	(38)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(2,494)	(2,542)
Transfers from Reserves	(1,730)	(1,827)
Transfers to Reserves	422	489
Net Cost (Funded by Rates)	3,256	3,108

Key Direction 2 - Valuing & Caring for Our Natural Environment

Valuing & Caring for our Natural Environment is about the need to be a model community, leading the way towards sustainable living by reducing our ecological footprint, protecting and enhancing our bush, beach and waterway as well as achieving long-term sustainability of biodiversity.

2010/2011	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	3,324,471	3,286,952
Other Employee Costs	1,059,155	1,115,286
Materials and Contracts	5,544,377	5,560,822
Depreciation	1,147,050	1,147,050
Interest	822	810
Other Costs	4,600,629	4,328,616
Total Operating Expenditure	15,676,505	15,439,536
Capital Expenditure		
Capital Asset Acquisitions	40,944	83,678
Capital Works Programs	1,588,315	1,861,629
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	1,629,259	1,945,307
Income (Operating & Capital)		
User Fees	-936,556	-853,625
Fees and Charges	-1,033,114	-1,053,444
Grant Transfers	-615,793	-719,241
Contributions	-1,184,704	-1,156,104
Rates Income	0	0
Domestic Waste Charge	-7,910,370	-7,879,292
Interest on Investments	0	0
Other Income	-88,039	-78,473
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	-11,768,576	-11,740,179
Transfers from Reserves	-2,582,101	-2,933,742
Transfers to Reserves	1,290,152	1,648,498
Net Cost (Funded by Rates)	4,245,239	4,359,419

Key Performance Results			
Measure	Target	Outcome	
Maintenance standards for beaches met: - mechanical sieve of beaches weekly in swimming season - mow sportsfields every fortnight in summer and 3 in winter - clean rockpools weekly in swimming season and fortnight in winter	Maintenance standards for beach reserves met 90% of time	Maintenance standards for beaches met 91% of time	✓
Number of threatened or endangered species (flora, fauna and ecological communities)	No increase in the number of listed threatened or endangered species	There has been no increase in the number of listed threatened or endangered species ¹	✓
Number of hectares regenerated	40 hectares of Council bushland regenerated	41 hectares of Council bushland rehabilitated	✓
Noxious weed notices served	160 initial inspections and noxious weed notices served	130 initial inspections and noxious weed notices served	✗
Tonnes of waste to landfill	Total waste tonnage disposed of at landfill held at 2002 level	Total waste tonnage - 13,901tonnes (8.7% below 2002 level and 20% above 2009-10 level)	✓
Tonnes of recycling collected	Total tonnage of recyclable product diverted from landfill increased by 5% above 2002 level	Total tonnage of recyclable product - 11,630 tonnes (9.2% above 2002 level and 28.8% above 2009-10 level)	✓
Number of food shop inspections	100% of food shops inspected annually	100% (301 premises) of food shops inspected annually	✓
Number of commercial premises audited annually for environmental compliance	30% of all commercial premises audited annually	33% of all commercial premises audited	✓
Water consumption in Council facilities	1% reduction of potable water consumption in Council facilities	13,051kL reduction to 325 kL/day in 2010/2011 a 10% reduction from 361kL/day in 2009/2010 ²	✓
Beachwatch & Harbourwatch meeting compliance	Beachwatch & Harbourwatch meeting 80% compliance	100% of ocean and harbour beaches rated "very good" (58%) and "good" (42%) ²	✓

Notes: 1. There have been 65 Final Determinations made by the NSW Scientific Committee since 1996 relevant to Pittwater in terms of listed species, populations, and ecological communities under Schedule 1, 1A or 2 of the NSW Threatened Species Act 1995. This includes; 35 species, 4 populations and 26 endangered ecological communities. 2. See State of Pittwater chapter, Water section, for trend data.

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Beach & Coastal Management	Develop a Coastal Risk Management Plan that incorporates readiness, response and recovery for coastal and climate change hazards	Develop Coastal Erosion Emergency Action Plans for Mona Vale and Bilgola beaches	Progressing	Program extended into 2011-2012. Commencement of draft sub-plans based on draft template from Office of Environment & Heritage. Draft sub-plans are now to be submitted by 31 October 2011 following an amendment to Ministerial directions in July 2011.	Catchment Management
Beach & Coastal Management	Identify and quantify the economic, social and employment value of the beach, coast and waterways to the community	Support the Sydney Coastal Councils' Group on the Sydney Beaches Valuation project	Completed	Technical support was provided when required. The draft document is now subject to Sydney Coastal Council's Group internal review.	Catchment Management
Beach & Coastal Management	Investigate the feasibility of beach nourishment/ beach protection measures in conjunction with Sydney Coastal Councils Group (SCCG)	Investigate the feasibility of beach nourishment/ beach protection measures in conjunction with Sydney Coastal Councils Group (SCCG)	Completed	Report on "Beach Sand Nourishment Scoping Study - Maintaining Sydney's Beach Amenity against Climate Change and Sea Level Rise" has been finalised, publicly released, and forwarded to State Government.	Catchment Management
Beach & Coastal Management	Provide planning, design, investigation and management of beaches, coastline and estuaries	Provide planning, design, investigation for the management of issues arising from beaches, coastline and estuaries	Completed	Significant work undertaken on reviewing policies, legislation, guidelines and technical information which forms the State Government's Coastal Erosion Reform Package. Efforts continue on lobbying the new State government on further improvement to the package.	Catchment Management
Beach & Coastal Management	Provide planning, design, investigation and management of beaches, coastline and estuaries	Develop Coastal Zone Management Plans for Mona Vale and Bilgola beaches	Scheduled Q2	Ministerial directions require completion of Coastal Zone Management Plans by 30 June 2012. Consultant to be engaged when grant application confirmed.	Catchment Management
Beach & Coastal Management	Review and integrate the Estuary, Bushland, Catchment and Beach Plans of Management	Ensure that potential Climate Change and Sea level rise impacts are incorporated in the Estuary and Coastal Management Strategies and Plans of Management.	Completed	Council formally acknowledged the NSW Sea Level Risk Policy Statement, the NSW Coastal Planning Guideline: Adapting to Sea Level Rise and the Coastal Risk Management Guide: Incorporating Sea Level Rise Benchmarks in Coastal Risk Assessments. The policy and guidelines are applied to Pittwater foreshore and coastline investigations. A Lower Narrabeen Creek Sea Level Rise Investigation area has been established. The Risk Management Policy for Coastal Public Buildings and Assets in Pittwater was adopted by Council.	Catchment Management
Beach & Coastal Management	Review coastal vulnerability assessments in view of the latest climate change and sea level rise projections	Prepare Pittwater Coastline Hazard Definition and Climate Change Vulnerability Study	Progressing	Study program extended into 2011-2012 to incorporate the new State Government's statutory guidelines and requirements. Hazard definition and mapping has been completed for 'hot spot' beaches.	Catchment Management

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Beach & Coastal Management	Partner with other councils, SCCG and Catchment Management Authorities to integrate and implement regional initiatives	Strengthen partnership with SYDNEY COASTAL Councils Group, SLSA, CMA etc	Ongoing Program	Pittwater Council is represented on the Sydney Coastal Councils Group's (SCCG) Capacity Building & Education Steering Committee. A range of projects were delivered in 2010-11, including the annual Summerama Summer Activities Program from Pittwater to Sutherland in January. Pittwater has joined SCCG's 'Underwater Sydney' Program, which will feature and promote under-sea life off its coast through a high function website. The program aims to launch in August 2011. The Coastal Ambassadors Program with Northern beaches Surf Clubs was successfully completed.	Natural Environment & Education
Beach & Coastal Management	Improve and extend the network of coastal walkways	Develop walking networks as per the Plans of Management e.g. Coastal Walkway, Crown to the Sea project, Warriewood Wetlands etc	Completed	Warriewood wetland boardwalk upgrade completed. Bushland enhancement of Bicentennial Coastal walkway completed.	Reserves, Recreation & Building Services
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Provide effective sand dune management	Completed	Continued maintenance of vegetation and control of weeds at North Palm Beach dunes. Warriewood Beach Coastal Biodiversity Protection involving planting and weed control undertaken. Further weed control is required. Mona Vale dunes biodiversity protection work completed.	Reserves, Recreation & Building Services
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Provide effective beach access management	Ongoing Program	Vegetation has been cut back at all beach walkways. Filled sand back in walkways at Palm Beach, Mona Vale Beach and Bungen Beach.	Reserves, Recreation & Building Services
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Provide lifeguard services and support for lifesaving activities	Completed	Lifeguard service provided throughout swimming season.	Reserves, Recreation & Building Services
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Ongoing maintenance and servicing of beach, coastal & estuary facilities	Completed	Beaches raked, pools and amenity blocks cleaned and repaired as per maintenance program. Repairs and painting completed at Mona Vale Surf Club. Installation of new windows and doors at Newport Surf Club. Continued maintenance of wharves on Pittwater, involving weekly inspections, cleaning and repairs. Dune fencing at North Palm Beach surf club and repairs to Yachtsmans Paradise Reserve Newport Seawall completed.	Reserves, Recreation & Building Services
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Maintain a high standard of beach cleanliness on all beaches as per Plans of Management	Completed	Beaches raked and cleaned as per maintenance program.	Reserves, Recreation & Building Services

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Beach & Coastal Management	Partner with user groups to improve resourcing, allocation and multi-use of facilities	Council to continue to act as facilitator to assist the Surf Life Saving Clubs in seeking grant funding for maintenance of surf club and facilities	Ongoing Program	Ongoing assistance is provided as required.	Reserves, Recreation & Building Services
Beach & Coastal Management	Partner with user groups to improve resourcing, allocation and multi-use of facilities	Liaise with Surf Lifesaving Clubs to encourage increased and continuing broad community access to buildings	Completed	Continue to liaise with Surf Clubs as required.	Reserves, Recreation & Building Services
Beach & Coastal Management	Partner with user groups to improve resourcing, allocation and multi-use of facilities	Maintain beach safety standards by Council working together with the SLSA and surf clubs.	Completed	Council meet twice a year with reps from Pittwater Surf Life Saving Clubs to foster a good working relationships and discuss resource sharing where possible.	Reserves, Recreation & Building Services
Beach & Coastal Management	Provide planning, design, investigation and management of beaches, coastline and estuaries	Ongoing upgrade of beach, coastal and estuary facilities	Ongoing Program	All approvals obtained as work has commenced on Woorak Reserve boat trailer parking facility. Feasibility study for the Woorak Reserve. Boatramp has now been completed. Geotech report completed for the Palm Beach ferry wharf and the master plan for Careel Bay has been completed.	Reserves, Recreation & Building Services
Beach & Coastal Management	Provide planning, design, investigation and management of beaches, coastline and estuaries	Continue the Preparation of Plans of Management for Reserves associated with wharves	Not Progressing	On hold at the moment due to higher priorities such as the Iconic Streets Project and the now adopted Cannes Reserve PoM (Plan of Management).	Reserves, Recreation & Building Services
Biodiversity	Finalise and implement the Pittwater Estuary Plan and the Careel Bay Master Plan	Implement Pittwater Estuary Management Plan	Completed	The Pittwater Estuary Management Plan was adopted by Council in December 2010 and was referred to State Government for ministerial certification to take statutory effect. Parts of the plan that have been implemented, including: - foreshore stabilisation and rehabilitation (Careel Bay foreshore, Yachtsman's Paradise) - bushland regeneration (Careel Bay saltmarsh) - community education (Careel Creek water quality brochure, Careel Bay Nature Walk CEC Event).	Catchment Management
Biodiversity	Continually enforce relevant legislation to reduce the negative impacts on biodiversity	Enforce relevant legislation	Ongoing Program	Activity is conducted upon receipt of reported breaches.	Environmental Compliance
Biodiversity	Continually identify, monitor and prosecute all breaches of environmental legislation	Enforce breaches of environmental legislation	Ongoing Program	Activity is conducted upon receipt of reported breaches.	Environmental Compliance

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Data Entry of Lifetime Registrations and Fee Reconciliation	Ongoing Program	Registration entries are maintained and are accurate.	Environmental Compliance
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Establish and service the Companion Animals Advisory Committee	Progressing	Not completed due to changes in the structure of the Rangers group and redesign of the activity area to incorporate a higher education profile. Committee structure to be finalised in first half of 2011/12 program.	Environmental Compliance
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Implement a Companion Animal Management Plan	Ongoing Program	The plan has been finalised and the charter for the Companion Animal Committee prepared. All service requests are addressed in accordance with the plan.	Environmental Compliance
Biodiversity	Implement the Biodiversity initiatives from Catchment Management Plans in Water Management Strategy	Liaise with NSW Fisheries in management and monitoring of Intertidal Protection Areas and other rock platforms in the Pittwater area. Enforce the restrictions on collection of intertidal invertebrates.	Ongoing Program	Rangers respond to requests as required.	Environmental Compliance
Biodiversity	Create, review and implement Plans of Management Plan for all public lands including aquatic reserves	Finalise Plan of management priority review and update Management Plans for threatened flora and fauna issues	Deferred to Next Qtr	<ul style="list-style-type: none"> - As reserves are currently being rezoned as part of the update to the Pittwater Open Space, Bushland and Recreation Strategy which will be in line with new DPI guidelines, Land Planning Strategy and the Standard Instrument LEP. This action has been suspended until the updated Strategy has been completed. Under the standard template all reserves will require rezoning e.g. R1, R2, E1, E2, E3 and E4 zonings. All reserves considered to be 'E2 - Environmental Conservation' land have been identified. - A data base of all reserves under the management of Reserves and Recreation has been developed. A Draft Criteria for Prioritising Plans of Management document has also been prepared (primarily focused on Natural Areas). - The Ingleside Chase Reserve Plan of Management was developed and exhibited by staff and consultants and adopted by Council in December 2011. 	Natural Environment & Education
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Publicise organisations which rescue and rehabilitate sick, injured or orphaned animals in Pittwater.	Completed	Information available on Council website. Council continues to work with Sydney Wildlife and WIRES (Wildlife Information Rescue and Education Service) in maintaining records of dead wildlife in Pittwater and promotes the activities of these organisations in Council's environmental newsletter. Sydney Wildlife, WIRES and Council have met to discuss partnerships. A donation to both organisations is being made. A webpage on the Council website and an article in 'Coodee' has been created. Council is recording roadkill with Sydney Wildlife.	Natural Environment & Education

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Biodiversity	Develop and implement a rapid assessment method for biodiversity	Trial a rapid assessment program for biodiversity	Completed	The Rapid Assessment Tool (RAT) was developed by Ecotone Ecological Consulting as part of the Fauna Management Plan. This tool is based on one produced by the Sydney CMA and DECC in 2008. Council staff trialled the RAT on several reserve areas. A number of issues became apparent whereby the RAT was not suited to the habitat characteristics in Council's reserves, and the findings when the tool was applied were difficult to interpret and apply management actions to. A review of the RAT and its history with other organisations was conducted and a report produced, after consultation with Sydney CMA staff and UNSW. The conclusions reached were that the RAT does not provide any insights into specific management issues, is very time consuming and does not provide consistency with any other land management agency. In light of this, the RAT has not been taken forward as a viable habitat management tool and other options, such as the Biodiversity Incentive Tool (recently developed by OEH) will be considered to be trialled in the future for this purpose.	Natural Environment & Education
Biodiversity	Develop and implement an effective Pest Management Plan that supports biodiversity	Develop conditions prohibiting the keeping of cats and dogs on new residential developments in sites where they are a particular threat to threatened fauna species.	Completed	Council has conducted research on the subject of domestic cat and dog control. A summary report was produced which explored potential options and considered those undertaken by other councils. Conclusions from the report are: Community education and awareness are the main avenues other Councils use to control domestic animals. Introductions of controls in new developments within land categories within the DCP is the best way to move animal control into the LEP. Enforcement of bans is difficult. Recommendations for Pittwater Council: <ul style="list-style-type: none"> - Develop an integrated public education campaign with behavioural change as the goal to controlling domestic animals. - Consider using controls in relevant sections of the DCP, based on the sensitivity of the location, and for any new subdivisions in proximity to sensitive areas. - Keep abreast of latest research into companion animal impacts and management. 	Natural Environment & Education
Biodiversity	Develop planning controls to ensure biodiversity principles are integrated into and applied to development and land use	Review & develop biodiversity controls for integration into Council's DCP & LEP	Progressing	A Draft Report to Council and Draft Amendment to the DCP have been prepared as part of the process to include preservation of bushland in the Pittwater LEP by using the latest Standard Template LEP clause 5.9 (Preservation of trees and bushland) in Pittwater's LEP. The proposed exempt species has also been completed. The Draft Report to Council will also be finalised shortly in preparation to meet with Senior Management Team. The draft planning proposal will then be finalised and forwarded to the Department of Planning (DoP) for assessment and Gateway Determination (in accordance with Env. Planning & Assessment Act 1979).	Natural Environment & Education

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Biodiversity	Develop planning controls to ensure biodiversity principles are integrated into and applied to development and land use	Assess development applications against relevant biodiversity controls in the DCP	Ongoing Program	Natural resource referrals for all DA's ongoing. Applications assessed this year include: - 600 Development Applications - 205 Section 96 modifications - 6 Section 82A reconsiderations Applications with complex natural resource issues included: - Part 3A application in Warriewood Valley - large-scale DA at Currawong - subdivision on Barrenjoey Road Newport which was a Land and Environment Court case in January 2011.	Natural Environment & Education
Biodiversity	Implement the Biodiversity initiatives from Catchment Management Plans in Water Management Strategy	Incorporate biodiversity initiatives from Regional Catchment Action Plans into councils Management Plans	Completed	The database of HNCMA (Hawkesbury-Nepean Catchment Management Authority) and SMCMA (Sydney Metropolitan Catchment Management Authority) Catchment Action Plan Biodiversity Initiatives relevant to Pittwater is complete. This database will assist in preparing grant application and Plans of Management. The database contains all biodiversity related catchment and management targets as well as biodiversity initiatives Council could implement to help achieve CAP targets. Mapping has been completed to identify spatially where targets occur in Pittwater. The biodiversity initiatives that may be implemented by Council to help achieve the CMA targets are shown in the Management Target layers. This mapping should be assessed when preparing plans of management to ensure initiatives have been incorporated. The information contained in the database/mapping will remain relevant until 2016 when the Sydney Metropolitan and Hawkesbur-Nepean Catchment Action Plans are to be reviewed.	Natural Environment & Education
Biodiversity	Partner with Rural Fire Service regarding biodiversity conservation	Ongoing partnership with the Rural Fire Service	Completed	The checklist for hazard reduction works in Pittwater for 2010/11 has been completed. BRIMS records for manual hazard reduction works completed for the 2010/11 year have been closed. Draft Review of Environmental Factors (REF) and/or Hazard Reduction Certificates were prepared for all hazard reduction burns in Pittwater. Four hazard reduction burns have now been completed by Council, the Rural Fire Service and Fire & Rescue NSW. Burns were completed in Angophora Reserves, Elizabeth Park, McKay Reserve and Plateau Park. Proposed burn areas for 2010/11 which were not completed due to inappropriate burn conditions will now be included in 2011/12 Hazard Reduction Program. All draft environmental assessments (REFs and HRCs) prepared will also be rolled over and will be reviewed and signed off on prior to hazard reduction burns occurring in the scheduled reserves.	Natural Environment & Education

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Biodiversity	Review and update the Wildlife Corridor Plan to improve connectivity and regenerate strategic corridors including road reserves	Review and update the Pittwater Habitat and Wildlife Corridors Conservation Strategy for incorporation into councils DCP and LEP	Progressing	<p>The Draft Pittwater LGA Wildlife Corridor Strategy is currently being re-formatted in line with the 'six-step process' developed by Beier and Loe (1992) in order to give the strategy a scientific foundation to evaluate wildlife corridors in Pittwater.</p> <p>As part of this strategy, draft priority corridor categories have been developed to assess wildlife corridors and management recommendations have been applied to each priority corridor type. Council is currently waiting on revised Category 1 and 2 Lands mapping and definitions being completed as part of the Pittwater Vegetation Mapping and Management Plan project to progress this project.</p> <p>It is anticipated that the Draft Pittwater LGA Wildlife Corridor Strategy will be peer reviewed prior to finalising the strategy mapping. The final strategy map will be incorporated in to Pittwater's DCP. A preliminary draft amendment to Control B4.6 (Wildlife Corridors) has been prepared and is waiting on the finalisation of the Strategy to progress.</p>	Natural Environment & Education
Biodiversity	Update and implement the Threatened Species Management Plan	Co-operate with the National Parks and Wildlife Service in the preparation of recovery plans and priority action statements for threatened fauna and flora.	Completed	<p>Pittwater Threatened Species Recovery Database was developed including records from the NSW Wildlife Atlas, Pittwater's Native Fauna Management Plan and the draft Pittwater Vegetation Management Plan.</p> <p>A threatened species map layer is now complete showing all Council and NSW Wildlife Atlas records of threatened species, population and endangered ecological communities known to occur in Pittwater. This layer can be used to identify where Recovery Plans, Threat Abatement Plans, Key Threatening Processes and PAS priority actions apply. This map layer will continually be updated as location information for threatened species, populations and EECs becomes available. This database and mapping will ensure POMs and DCP reflect Recovery Plans actions and priority actions.</p>	Natural Environment & Education
Biodiversity	Update, review and implement the biodiversity education program	Develop and prepare a biodiversity education plan and assessment criteria for Council Staff	Progressing	<p>Pittwater's Operational Procedures Manual has been reviewed. The Standard Operational Procedures will be updated to include biodiversity and additional environmental requirements. Investigation into additional requirements is currently underway.</p> <p>Environmental Constraints mapping has been developed to accompany the Part 5 Assessment and Review of Environmental Factors Template. This mapping will be updated as new information becomes available.</p>	Natural Environment & Education
Biodiversity	Develop planning controls to ensure biodiversity principles are integrated into and applied to development and land use	(DCP Project) Incorporate/ review controls	Completed	No changes to current Controls requiring review	Planning & Assessment
Biodiversity	Develop planning controls to ensure biodiversity principles are integrated into and applied to development and land use	(LEP Project) Incorporate controls into LEP	Completed	Draft Local Planning Strategy finalised for reporting to Council 1st Quarter 2011-2012.	Planning & Assessment
Biodiversity	Finalise and implement the Pittwater Estuary Plan and the Careel Bay Master Plan	(LEP Project) Incorporate controls into LEP	Completed	Draft Local Planning Strategy finalised for reporting to Council 1st Quarter 2011-2012.	Planning & Assessment

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Biodiversity	Finalise and implement the Pittwater Estuary Plan and the Careel Bay Master Plan	(DCP Project) Incorporate controls into DCP	Completed	Relevant Controls incorporated into DCP.	Planning & Assessment
Biodiversity	Review and update the Wildlife Corridor Plan to improve connectivity and regenerate strategic corridors including road reserves	(DCP Project) Incorporate controls into DCP	Progressing	No change to current wildlife corridors plan requiring DCP review. Awaiting updated Wildlife corridor mapping.	Planning & Assessment
Biodiversity	Review and update the Wildlife Corridor Plan to improve connectivity and regenerate strategic corridors including road reserves	(LEP Project) Incorporate controls into LEP	Completed	Draft Local Planning Strategy finalised for reporting to Council 1st Quarter 2011-2012.	Planning & Assessment
Biodiversity	Update and implement the Threatened Species Management Plan	(LEP Project) Incorporate controls into LEP	Completed	Draft Local Planning Strategy finalised for reporting to Council 1st Quarter 2011-2012.	Planning & Assessment
Biodiversity	Create, review and implement Plans of Management Plan for all public lands including aquatic reserves	Define and prioritise plans of management for public land	Completed	Priorities set for PoMs. Dunbar Park PoM and Cannes Reserve PoM have been adopted by Council. Iconic Streets Register currently being finalised. Draft completed for Turrimetta Headland PoM.	Reserves, Recreation & Building Services
Biodiversity	Develop a Local Biodiversity Management Plan including impacts of climate change	Maintain bushland reserves	Completed	<ul style="list-style-type: none"> - Bushland regeneration work completed for financial year. - Grant application completed for Nareen Creek Narrabeen Lagoon Catchment Project. - Narrabeen Lagoon Urban Sustainability Environmental Trust project completed. - Ongoing maintenance weed control works along Mullet Creek catchment. - Nareen Creek rehabilitation plan implemented. - Plateau Park Duffys Forrest bush regeneration ongoing. Saltpan and Refuge Coves Walkways track upgrade completed. - Algona Walking Track not undertaken as cost considerably higher than anticipated. - Bush regeneration ongoing. Strategic bitou bush control project to protect biodiversity partially completed. 	Reserves, Recreation & Building Services
Biodiversity	Develop and implement an effective Pest Management Plan that supports biodiversity	Implement effective control programs for animals in the Pittwater area, with special emphasis on sites where they are a particular threat to threatened fauna species.	Completed	Rabbit control program completed across beaches recreational facilities, reserves, bushland areas and endangered ecological communities. Ongoing control required. Fox baiting program not progressing due to majority of Pittwater being unsuitable for baiting due to the restriction of the pest control order where baits cannot be placed within 150m of any building.	Reserves, Recreation & Building Services
Sustainability & Climate Change Coordination	Develop and implement a Climate Change Plan of Action	Develop and implement a staged Climate Change Plan of Action	Completed	Developed and maintaining a regional inventory of climate change mitigation and adaptation actions through SHOROC. Key programs areas being progressed in flooding, coastline hazards, and council greenhouse gas mitigation.	Catchment Management

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Sustainability & Climate Change Coordination	Develop regional plans and partnerships to address Climate Change	Meet commitment requirements for regional plans and partnerships	Completed	Ongoing participation in initiatives projects and programs developed by Sydney Coastal Councils Group, SHOROC and Coastal Management Areas.	Catchment Management
Sustainability & Climate Change Coordination	Develop a Council-wide 'Sustainable Business Strategy' (SBS)	Include sustainability learning into Corporate Training Plans	Completed	Interactive on-line sustainability training program delivered to all indoor staff in April 2011.	Corporate Development & Commercial
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks, that ensure sustainability performance improvement is integrated as a core part of Council's business	Develop and implement sustainability component of Council's staff Induction program	Completed	Sustainability presentation is a regular feature within the quarterly Staff Familiarisation Program.	Corporate Development & Commercial
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks, that ensure sustainability performance improvement is integrated as a core part of Council's business	Integrate a sustainability statement into Council staff job descriptions	Completed	Sustainability statement developed and being progressively incorporated into position profiles as they are reviewed and updated.	Corporate Development & Commercial
Sustainability & Climate Change Coordination	Audit the objectives and KPI's of all strategies to assess that they achieve sustainability outcomes and address the impact of climate change including sea level rise	Ongoing monitoring of KPI reporting and data collection	Completed	Annual review of Key Performance Indicators (KPIs) completed in 3rd quarter of 2010-11 financial year.	Corporate Strategy
Sustainability & Climate Change Coordination	Develop regional plans and partnerships to address Climate Change	Strengthen partnerships for sustainability with other SHOROC Councils e.g.: regional KPI's	Completed	Regional sustainability strategy has now been developed, staff have began work on the implementation of this strategy.	Corporate Strategy
Sustainability & Climate Change Coordination	Prepare an annual State of Environment Report or State of Pittwater Report	Review SOE process to ensure it meets legislative requirements	Completed	Reporting requirements reviewed as part of the preparation of the Council's 2010-11 Annual Report. The presentation of information within the report and use of key performance indicators will be reviewed as required.	Corporate Strategy
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks, that ensure sustainability performance improvement is integrated as a core part of Council's business	Internal S-Team to integrate sustainability action into Council's operations	Ongoing Program	S-team continues to provide strategic oversight on sustainability initiatives across council. The group has been implementing sustainable improvements into Council operations.	Corporate Strategy
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks, that ensure sustainability performance improvement is integrated as a core part of Council's business	Undertake process improvement reviews across Council as required	Completed	Online Tree Preservation Order application process for the removal/pruning of trees to be completed by August/September 2011. Following implementation, the process will be monitored to identify further improvements.	Corporate Strategy

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Sustainability & Climate Change Coordination	Review Council's planning documents to include sustainability, climate change provisions, and cumulative impacts	(DCP Project) Incorporate sustainability and climate change initiatives	Progressing	No changes to current Controls requiring review.	Planning & Assessment
Sustainability & Climate Change Coordination	Facilitate and/ or encourage demonstration sites that showcase integrated and sustainable energy, water and waste management initiatives	Progressively incorporate integrated and sustainable water, energy and waste initiatives into infrastructure, buildings and facilities	Ongoing Program	<ul style="list-style-type: none"> - Council has purchased an earthquake machine to decompact the subgrade of playing fields. - Upgrade of the irrigation lines at the Golf Course is 95% complete, 120kl storage tank has been installed and pumps to draw water out of the bore and dam have been installed. - Solar panels have been installed at the CEC and Energy Smart lighting systems purchased for 4 rockpools. 	Reserves, Recreation & Building Services
Sustainability & Climate Change Coordination	Develop a Council-wide 'Sustainable Business Strategy' (SBS)	Build in energy efficiency functions into the procurement process	Completed	Sustainability included as scored criteria in each request for tender and request for quotation.	Urban Infrastructure
Vegetation	Review, update and implement development controls and conditions regarding landscape vegetation and bushland management	Enforce development controls and conditions for landscape and vegetation.	Ongoing Program	As the Principal Certifying Authority for developments, consent conditions relevant to each development are enforced in response to complaints.	Environmental Compliance
Vegetation	Determine criteria for appropriate landscape	(DCP Project) Incorporate landscape criteria into DCP	Ongoing Program	No changes to current Controls requiring review.	Planning & Assessment
Vegetation	Audit tree replacement through Tree Preservation Orders and Development Assessments	Implement the Pittwater Tree Preservation and Management Order.	Ongoing Program	167 tree applications assessed for private property. 27 tree breach incidents investigated.	Reserves, Recreation & Building Services
Vegetation	Continue and increase targeted noxious weed removal	Environmental and noxious weed management on public land.	Ongoing Program	Noxious weed management, including aquatic weeds, are systematically targeted per the program.	Reserves, Recreation & Building Services
Vegetation	Continue and increase targeted noxious weed removal	Conduct private property inspectorial under the noxious weed program	Completed	Noxious weed inspections on private property conducted per the program with 126 inspections undertaken.	Reserves, Recreation & Building Services
Vegetation	Determine criteria for appropriate landscape	(LEP Project) Incorporate landscape criteria into LEP	Ongoing Program	Technical advice provided for the draft vegetation mapping projec, Cannes Reserve Plan of Management, Fauna monitoring HR sites, road works and Winji Jimmi Reserve	Reserves, Recreation & Building Services
Vegetation	Develop an education, awareness and information program for the community to recognise the value of vegetation and appropriate plants	Manage bushcare groups across Pittwater catchments	Ongoing Program	Bushcare groups provided with equipment and onground support on an ongoing basis. Newsletter produced for bushcare groups.	Reserves, Recreation & Building Services

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Vegetation	Develop an education, awareness and information program for the community to recognise the value of vegetation and appropriate plants	Develop a Tree Planting and Retention Plan including an education component and incentives	Progressing	Tree planting and environmental education program part of volunteer bushcare program. Work on Iconic Streets register which heavily involves tree retention/planting almost complete and will go to council in 1st quarter 2011-12 financial year.	Reserves, Recreation & Building Services
Vegetation	Develop an Electronic Tree Preservation Order System	Develop an Electronic Tree Preservation Order System	Progressing	Online Tree Preservation Order application process for the removal/pruning of trees to be completed by August/September 2011. Following implementation, the process will be monitored to identify further improvements and any customer service issues.	Reserves, Recreation & Building Services
Vegetation	Develop and implement a shade tree program for Council park and road reserves	Develop a shade tree program for Council park and road reserves	Progressing	Tree planting programme implemented at selected sites in liaison with local residents. Brochure developed to hand out to residents.	Reserves, Recreation & Building Services
Vegetation	Develop and implement management plans for the removal of bushfire fuel loads within Council's reserves	Council to maintain appropriate fuel loads in refuge areas.	Completed	Risk management undertaken according to the Rural Fire Service requests and notifications - works included manual HR, APZ and HR burns.	Reserves, Recreation & Building Services
Vegetation	Develop and implement management plans for the removal of bushfire fuel loads within Council's reserves	Implement bushfire management for Council's reserves in high priority areas	Ongoing Program	All HR, APZ works undertaken as per RFS notifications. HR Area Burns - awaiting good weather conditions for Stapleton, Warriewood Escarpment. Manual HR & APZ works completed.	Reserves, Recreation & Building Services
Waste	Annual audit to establish the effectiveness of Council's internal waste management processes	Ongoing monitoring of Council's internal waste management processes	Completed	Waste and recyclables at Council's offices at Vuko Place, Boondah and Park Street have been audited. Council is expected to receive the audit report in August 2011.	Environmental Compliance
Waste	Annual audit to establish the effectiveness of Council's internal waste management processes	Waste Wise Event recycling encouraged through the management of Council event bookings e.g. Avalon/ Newport markets days, Dog Day by the Bay etc.	Ongoing Program	As part of the 2010/2011 Wasip (Waste and Sustainability Improvement Payment) program the Council's Waste Wise Events policy was updated by Council's Corporate Strategy Business Unit. Co-mingled recycling bins are used at major events e.g. Avalon Military Tattoo held on 18 June 2011.	Environmental Compliance
Waste	Build waste reduction initiatives into Council's Waste Reduction & Procurement Policy and processes	Consider the expansion of internal recycling to increase types of materials recycled	Progressing	Waste and recyclables from Council's offices at Vuko Place, Boondah and Park Street has been audited. Council is expected to receive the audit report in August 2011. Consideration will then be given to expanding internal recycling to increase the types of materials that is recycled.	Environmental Compliance
Waste	Council to lead in the creation of a regional and integrated waste collection service	Consult with the other SHOROC Council's (Warringah, Manly and Mosman) to consider the potential for joint electronic waste (e-waste) collections.	Completed	Electronic waste collection program is in operation.	Environmental Compliance

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Waste	Council to lead in the creation of a regional and integrated waste collection service	Consult with the other SHOROC Council's (Warringah, Manly and Mosman) to consider a joint regional tender for domestic and public place waste services.	Progressing	Council is represented at all meetings relating to the Kimbriki operation and proposed waste management facility.	Environmental Compliance
Waste	Effective management of waste services contract	Effective management of waste services contract	Progressing	Council's waste service contract manager takes action with the contractor, United Resource Management (URM), to achieve the requirements of the waste service contract.	Environmental Compliance
Waste	Implement Council's Waste Minimisation Plan and education program	Develop, implement & review waste education programs and materials	Ongoing Program	Requirements have been met including the development of new waste education programs for schools which have been implemented. A new Waste Education Calendar was developed and distributed in May.	Environmental Compliance
Waste	Implement Council's Waste Minimisation Plan and education program	Reduce the volume of putrescible material going to landfill by promoting composting, worm farming etc.	Ongoing Program	Composting and worm farming was promoted by offering schools free worm farms/compost bins when they requested a worm farming workshop. Council ran a program that funded two buses per school to Kimbriki to encourage schools to attend the workshops on composting and worm farming. A new resource section was added to the website for schools to promote composting, worm farming and waste reduction in general.	Environmental Compliance
Waste	Implement Council's Waste Minimisation Plan and education program	Council's waste service contractor to continue to implement the resident education programs contained in the waste service contract "Non-Collection, Contamination and Presentation Management Strategy".	Ongoing Program	Council continued to promote the SHOROC ban on e-waste to landfill. Council's waste contractor has implemented stickering e-waste presented during general clean up collections. The sticker advises residents to take e-waste to Kimbriki for free it can be recycled.	Environmental Compliance
Waste	Undertake rolling program of audits of industrial and commercial areas regarding pollution	Undertake ongoing industrial and commercial areas audit	Ongoing Program	A total of 33 Environmental Inspections were completed within the Mona Vale industrial area.	Environmental Compliance
Waste	Work with businesses to develop an alternate sustainable shopping bag and establish a 'plastic bag free zone'	Work with businesses to develop a plan to encourage businesses to develop an alternate sustainable shopping bag and establish a 'plastic free zone'	Completed	This project was completed at the end of last year. The Education Officer worked with the Avalon Chamber of Commerce to roll out the program to the Avalon Business Centre. Approximately 30 businesses participated in the program and were encouraged to continue to avoid using plastic bags and provide an alternative after the program was finalised.	Environmental Compliance

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Waste	Work with businesses to increase commercial waste recycling	Develop a plan to work with businesses to increase commercial waste recycling	Completed	Contact with business owners/tenants is made during the course of Council Environmental Health Officer's conducting routine inspections of food premises. Officers take this opportunity to explore potential recycling options and encourage the businesses to invest in recycling bins. Businesses have waste such as plastics, cardboards, oils and metals which can be reused or recycled.	Environmental Compliance
Waste	Ensure that appropriate development controls and conditions are in place	(DCP Project) Incorporate controls into DCP	Ongoing Program	No changes to current Controls requiring review. Consent Condition reviewed.	Planning & Assessment
Waste	Minimise the discharge of pollution and effluent to any receiving waters	Progressively implement measure to reduce the impact of stormwater run-off onto beaches	Completed	Ongoing works in conjunction with the Capital Works Program and maintenance program. Program completed for program year.	Urban Infrastructure
Water	Audit water management initiatives to align with regional, state and federal initiatives and requirements	Develop and update water management plans to incorporate state and federal initiatives.	Completed	Currently developing Pittwater Council Water Efficiency Plan for the Office of Environment & Heritage. Program to be continued in 2011/12.	Catchment Management
Water	Develop and implement a coordinated and integrated community education and awareness program for Water Conservation	Raise awareness of water efficient practices in council operations	Completed	Conducted facility managers meetings and review of water account responsibilities. Priority water savings projects nominated under the WASIP (Waste and Sustainability Improvement Payment) program. Selected community buildings sites were audited for water efficiency.	Catchment Management
Water	Develop and implement an Integrated Water Cycle Management Plan, Water Catchment Plan and Creekline Management Plans, Water Savings Action Plan	Work with council lessees to achieve water savings	Completed	Water audit with Newport, Palm Beach and Warriewood SLSCs (Surf Life Saving Clubs) as well as the Dunes Café at Palm Beach. Incorporating water conservation targets in lease arrangements raised with Corporate & Commercial Strategy business unit.	Catchment Management
Water	Develop and implement an Integrated Water Cycle Management Plan, Water Catchment Plan and Creekline Management Plans, Water Savings Action Plan	Progress and implement Water Management Plans	Completed	Stormwater quality management review undertaken with report to December 2010 council meeting. A policy and framework are currently being developed for integrated urban water management in Pittwater.	Catchment Management
Water	Develop and implement an Integrated Water Cycle Management Plan, Water Catchment Plan and Creekline Management Plans, Water Savings Action Plan	Detect and reduce system leaks at council facilities	Completed	Installation of online water monitoring systems at top 10 sites: Lakeside Caravan Park; Boondah Reserve; Governor Phillip Park; Carreel Bay Playing Fields; Boondah Depot; Avalon Golf Course; Rowland Reserve; Mona Vale Village Park; Newport SLSC Warriewood SLSC.	Catchment Management
Water	Develop and implement an Integrated Water Cycle Management Plan, Water Catchment Plan and Creekline Management Plans, Water Savings Action Plan	Monitor seasonal baseline water usage for specific sites identified in the Water Savings Action Plan	Completed	Water consumption data reviewed. A water efficiency plan is scheduled to be prepared for Council's top ten sites to meet WASIP (Waste and Sustainability Improvement Payment) standards.	Catchment Management

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Water	Develop and implement an Integrated Water Cycle Management Plan, Water Catchment Plan and Creekline Management Plans, Water Savings Action Plan	Develop creek assessment criteria and audit creeks	Completed	Applied for Estuary Management Program grant to undertake targeted catchment audits. Current focus on preparing an integrated water cycle management framework. Program to be continued in 2011/12.	Catchment Management
Water	Develop and implement in conjunction with Sydney Water a recycled water service for the irrigation of recreational open space utilising treated waste water from Warriewood Sewage Treatment Plant (STP)	Partner with Sydney Water with investigations into alternate water sources from Warriewood Sewage Treatment Plant	Completed	Investigations determined that this project would require substantial council funds as well as significant grant funds.	Catchment Management
Water	Establish management practices and planning controls to protect ground water systems and environmental flows	Review controls in LEP & DCP & Part V to achieve sustainable water management	Completed	Comments provided to Planning as required. Investigation of regional groundwater systems warranted and raised as an initiative at SHOROC Water focus group meetings.	Catchment Management
Water	Partner with Sydney Water with their Water Saving initiatives and in the upgrade of their Water Supply & Sewerage network, including Every Drop Counts, Sewerfix and Strategic Alliances	Partner with Sydney Water with their Water Saving initiatives and in the upgrade of their Water Supply & Sewerage network, including Every Drop Counts, Sewerfix and Strategic Alliances	Completed	Participation on Sydney Water/SCCG (Sydney Coastal Councils Group) focus group meetings. Partnered with Sydney Water to investigate stormwater harvesting feasibility at Palm Beach.	Catchment Management
Water	Provide planning, design, investigation and management of water management facilities	Provide planning, design, investigation and management of water management facilities	Completed	Water fixtures survey undertaken for selected Council buildings, amenity blocks and surf life saving clubs in the Pittwater local government area.	Catchment Management
Water	Support the Action Plans of the Catchment Management Authorities and State Plan	Continued liaison with DECCW Harbour Watch	Completed	Advice provided on State of the Beaches Reporting.	Catchment Management
Water	Support the Action Plans of the Catchment Management Authorities and State Plan	Consistent approach across Council to support the Catchment Action plan of the Catchment Management Authorities and State Plan	Completed	Review undertaken on an as needs basis. Review of alignment of grant application projects under the Estuary and Coastal Management with Coastal Management Area plans.	Catchment Management
Water	Promote connection of all premises to a reticulated sewerage system and seek to have system availability extended	Lobby for the connection of all premises to a reticulated sewerage system	Ongoing Program	Articles promoting connection to the sewer and prevention of pollution in waterways have been published in the Manly Daily Community Notice Board.	Environmental Compliance

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Water	Develop and implement a coordinated and integrated community education and awareness program for Water Conservation	'Ongoing community education and awareness program for Water Conservation	Completed	Mullet Creek Catchment Care project commenced with volunteers and bushcare groups completed in 2010/11 financial year, which included water quality monitoring and testing, media releases and planned updates for new website. Community & Schools Water Quality & Stormwater Events completed at Careel Bay & Warriewood Wetlands with the Mona Vale Golf Course Event moved into the 2011/12 financial year at the request of schools.	Natural Environment & Education
Water	Undertake an integrated and effective regular education, monitoring and response program to indicate water quality and assess creek health, through programs such as Stream Watch	Develop and trail guide for Community creek (ie. Narrabeen catchment)	Completed	Being progressed through funding from CEC. CMA (Catchment Management Area) grant project at Mullet Creek concluded in May 2011 and with ongoing Stormwater Levy Education, Events and Monitoring. Volunteers recruited, trained and active with guides.	Natural Environment & Education
Water	Implement sustainable and integrated water and waste water management practices in all development, environmental planning and development controls	(DCP Project) Integrated water and waste water management practices into DCP	Ongoing Program	No changes to current Controls requiring review. Awaiting review of Council flood and water management policies.	Planning & Assessment
Water	Provide planning, design, investigation and management of water management facilities	Prioritise drainage and irrigation requirements on sportsgrounds	Completed	Priority list for irrigation and drainage requirements has been completed.	Reserves, Recreation & Building Services
Water	Provide planning, design, investigation and management of water management facilities	Maintain and service water management structures and facilities	Completed	Ongoing program in conjunction with the Capital Works Program and maintenance program. Program completed for program year.	Urban Infrastructure
Water	Upgrade water management facilities	Implement Capital Improvement Program	Completed	Capital Works program completed for 2010/2011 program year.	Urban Infrastructure

Beach & Coastal Management Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	489	453
Other Employee Costs	158	164
Materials and Contracts	1,121	1,125
Depreciation	109	109
Interest	0	0
Other Costs	212	243
Total Operating Expenditure	2,089	2,095
Capital Expenditure		
Capital Asset Acquisitions	39	120
Capital Works Programs	527	686
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	566	806
Income (Operating & Capital)		
User Fees	(1,302)	(1,167)
Fees and Charges	0	0
Grant Transfers	(225)	(169)
Contributions	(116)	(114)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(4)	(10)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(1,647)	(1,460)
Transfers from Reserves	(578)	(871)
Transfers to Reserves	260	306
Net Cost (Funded by Rates)	690	876

Biodiversity Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	183	225
Other Employee Costs	63	79
Materials and Contracts	257	263
Depreciation	0	0
Interest	0	0
Other Costs	35	31
Total Operating Expenditure	538	598
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	139	175
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	139	175
Income (Operating & Capital)		
User Fees	(0)	0
Fees and Charges	(8)	(9)
Grant Transfers	(125)	(105)
Contributions	(5)	(5)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(0)	(1)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(139)	(120)
Transfers from Reserves	(111)	(186)
Transfers to Reserves	2	2
Net Cost (Funded by Rates)	428	469

Sustainability & Climate Change Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	220	211
Other Employee Costs	64	64
Materials and Contracts	6	4
Depreciation	0	0
Interest	0	0
Other Costs	19	24
Total Operating Expenditure	309	303
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	1	20
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	1	20
Income (Operating & Capital)		
User Fees	(0)	0
Fees and Charges	(1)	(2)
Grant Transfers	(1)	(17)
Contributions	(2)	(2)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(0)	(0)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(4)	(20)
Transfers from Reserves	(4)	(12)
Transfers to Reserves	2	2
Net Cost (Funded by Rates)	304	294

Vegetation Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	217	256
Other Employee Costs	80	98
Materials and Contracts	485	495
Depreciation	0	0
Interest	0	0
Other Costs	30	27
Total Operating Expenditure	812	876
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	221	234
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	221	234
Income (Operating & Capital)		
User Fees	(0)	0
Fees and Charges	(8)	(8)
Grant Transfers	(232)	(200)
Contributions	(11)	(10)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(0)	0
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(251)	(218)
Transfers from Reserves	(198)	(281)
Transfers to Reserves	2	4
Net Cost (Funded by Rates)	587	614

Waste Management & Pollution Control Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	609	507
Other Employee Costs	175	164
Materials and Contracts	4,855	5,023
Depreciation	4	4
Interest	0	0
Other Costs	3,667	3,561
Total Operating Expenditure	9,311	9,259
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	0	14
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	0	14
Income (Operating & Capital)		
User Fees	(0)	(0)
Fees and Charges	(139)	(123)
Grant Transfers	0	(15)
Contributions	(2)	(2)
Rates Income	0	0
Domestic Waste Charge	(9,888)	(9,849)
Interest on Investments	0	0
Other Income	(3)	(2)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(10,032)	(9,991)
Transfers from Reserves	(2)	(9)
Transfers to Reserves	419	506
Net Cost (Funded by Rates)	(303)	(221)

Water Management Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	534	351
Other Employee Costs	184	117
Materials and Contracts	130	90
Depreciation	36	36
Interest	0	0
Other Costs	286	291
Total Operating Expenditure	1,169	884
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	553	577
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	553	577
Income (Operating & Capital)		
User Fees	(26)	(46)
Fees and Charges	(192)	(193)
Grant Transfers	(23)	(86)
Contributions	(589)	(588)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(11)	(5)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(841)	(918)
Transfers from Reserves	(552)	(571)
Transfers to Reserves	27	588
Net Cost (Funded by Rates)	355	560

Key Direction 3 - Enhancing Our Working & Learning

2010/2011	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	1,806,067	1,823,411
Other Employee Costs	571,318	617,048
Materials and Contracts	592,363	531,647
Depreciation	719,973	714,623
Interest	28,278	28,185
Other Costs	974,788	981,827
Total Operating Expenditure	4,692,787	4,696,742
Capital Expenditure		
Capital Asset Acquisitions	262,721	296,156
Capital Works Programs	465,726	549,103
Capital Material Public Benefits	0	0
Loan Repayments	41,194	41,194
Total Capital Expenditure	769,642	886,453
Income (Operating & Capital)		
User Fees	-861,657	-860,456
Fees and Charges	-247,899	-261,975
Grant Transfers	-555,799	-557,458
Contributions	-371,153	-366,284
Rates Income	-1,586,607	-1,591,347
Domestic Waste Charge	0	0
Interest on Investments	-84,147	-67,832
Other Income	-77,218	-63,471
Capital Assets Disposals	-74,715	-63,987
Total Income (Operating & Capital)	-3,859,194	-3,832,810
Transfers from Reserves	-1,231,292	-1,354,093
Transfers to Reserves	612,102	579,629
Net Cost (Funded by Rates)	984,045	975,922

Enhancing our working & learning is about the need to create a thriving local economy which maintains a beautiful environment in which to live, work and learn.

Key Performance Results			
Measure	Target	Outcome	
Number of visits at Mona Vale Library	215,000 visits at Mona Vale Library	196,773 visits to Mona Vale Library	✗
Customer satisfaction with Mona Vale Library	85% of users satisfied or very satisfied with Mona Vale Library	94% of users satisfied or very satisfied with Mona Vale Library	✓
Number of visits and programs undertaken at the Coastal Environment Centre	10% increase in the number of visits and the number of programs undertaken	5% decrease in the number of visits 20% increase in the number of programs	✗

Enhancing Our Working & Learning

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Community Learning	Develop a regional profile of formal and informal learning opportunities	Undertake an audit and produce a profile of learning opportunities and demand within the region	Completed	Audit completed and profile of learning opportunities compiled. Limited information available on demand for learning opportunities.	Community, Library & Economic Development
Community Learning	Develop and enhance quality library services and events	Develop and implement a program that enhances quality library services and events	Ongoing Program	12 author talks; Winterval Festival of the Arts; events for Mental Health Week, Seniors Week; Children's Book Week; School holiday activities and library promotional activities	Community, Library & Economic Development
Community Learning	Develop Mona Vale and Avalon Community libraries and CEC as centres for the development of information literacy and learning	Promote Mona Vale and Avalon Community libraries as centres for the development of information literacy and learning	Ongoing Program	Database training for staff and public offered during Library and Information Week; four reader development initiatives implemented at Mona Vale Library.	Community, Library & Economic Development
Community Learning	Explore ways to continue supporting University of the Third Age activities	Investigate partnership opportunities with the University of the Third Age within Pittwater	Ongoing Program	Highly successful program being offered at Newport this year, activities offered include Judaism, Reformation, All that Jazz & Discussion Group. Currently looking at expanding further next term with Yoga	Community, Library & Economic Development
Community Learning	Increase the range of courses and activities available through Council's community centres, schools and other venues	Develop partnerships to increase the range of learning programs available within Pittwater	Completed	Strong relationships developed and maintained with University of the Third Age and TAFE.	Community, Library & Economic Development
Community Learning	Provide a public and community library service for Pittwater	Provide a public library service at Mona Vale	Ongoing Program	Total of 194,077 visits to Mona Vale Library, 320,892 loans and 26,358 PC bookings were made during the last 12 months.	Community, Library & Economic Development
Community Learning	Provide a public and community library service for Pittwater	Support Avalon Community Library Association to provide a community library service at Avalon	Ongoing Program	Total of 77,571 loans at Avalon Community Library over the past 12 months	Community, Library & Economic Development
Community Learning	Provide a range of spaces for functions, activities, events and courses for the community	Provide and maintain a network of community centres available to the community	Ongoing Program	Ongoing provision and enhancement of community centres. There were 179 activities conducted ranging from health, relaxation, arts, crafts, drama, fitness and personal development.	Community, Library & Economic Development

Enhancing our Working & Learning

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Implement recommendations from the Library Strategic Plan	Ongoing Program	Collections survey held - 94% overall satisfaction with Mona Vale Library was achieved.	Community, Library & Economic Development
Community Learning	Continue the natural environment programs for schools and support schools in developing and implementing their School Environmental Management Plan	Deliver catchment, environmental and sustainability education programs to Schools.	Completed	In the 2010/11 financial year the CEC provided excursions and courses to the following students (representing 55 Primary Schools and 108 High schools): - Pre School: 443 - Primary: 3,331 - High School: 6,913.	Natural Environment & Education
Community Learning	Continue the natural environment programs for schools and support schools in developing and implementing their School Environmental Management Plan	Review and update the schools environmental education toolkit	Progressing	The 'Toolkit' of environmental education programs available to local schools to assist with delivering natural environment programs and developing their Schools Environmental Management Plans (SEMPs) has been reviewed and updated. The Coastal Environment Centre has undertaken a review of programs available to local schools and developed a comprehensive listing which will be incorporated into the new CEC website in 2011-12. Information about relevant environmental education programs, courses and resources available to Pittwater schools from a range of providers will be disseminated through quarterly Sustainable Schools Network Meetings. In 2011-12 this will be developed into a resources toolkit which will be distributed to local schools.	Natural Environment & Education
Community Learning	Continue to support the Sustainable Schools Program	Review and develop support to the Sustainable Schools Program	Completed	Council continued to support the Sustainable Schools Program throughout 2010-11. Natural Environment Education officers assisted Peninsula Community of Schools with the Cool Kids for a Cool Climate Project, and delivery of Biodiversity Audits in School grounds while Environmental Compliance Education assisted schools with waste education, compost bins and worm farms. Coordination of the very popular Sustainable Schools Teachers Network by Pittwater Council continued with delivery of four Network Meetings throughout the year.	Natural Environment & Education
Community Learning	Develop and implement an "Education for Sustainability" program	Assess and develop the "Education for Sustainability" program	Ongoing Program	Within the framework of the Pittwater Learning for Sustainability Plan 2009-13 and building on the success of the inaugural Sustainable Living Expo in 2010, Council is developing the Sustainable Living Expo as the cornerstone event of the Pittwater Education for Sustainability Program. Planning for the 2011 Expo on October 9, 2011 is underway with the assistance of Working Group that includes community volunteers. Program development and implementation will be ongoing in 2011-12 with an ongoing events calendar, a sustainability learning network and promotion of sustainability events from across the region to Pittwater residents.	Natural Environment & Education

Enhancing our Working & Learning

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Community Learning	Develop and implement an "Education for Sustainability" program	Regularly produce a monthly Sustainability E-bulletin to inform the community of ways they can participate in sustainability actions	Completed	CooEE Environmental Newsletter was produced monthly throughout the year, and distributed to a mailing list of 273 (June 2011). The newsletter includes informative articles about natural environments, updates on environmental projects, advice about forthcoming grants and events as well as the bushcare schedule of workgroups. New software enables better management of the list and useful analytics	Natural Environment & Education
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Investigate feasibility of residential programs run from the CEC that provide occupancy to Sydney Lakeside in low season	Ongoing Program	Regular monthly meetings commenced. Issues discussed include: operations; co-branding; advertising; joint holiday activities; assessment of tourist demographics and completion of an annual marketing plan. Target activities include CEC/SLHP attendance at major events, inclusion of SLHP guests in the four annual Kids on the Coast, School Holiday Programs and the planning for the commencement of Eco Tours & Accommodation. CEC commenced group booking referrals to SLHP via NSW Schools and measure Customer Satisfaction (CSAT) as part of this plan.	Natural Environment & Education
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Local environment and sustainability information accessible via CEC	Ongoing Program	Environment & Sustainability Information Boards installed with information accessible in the CEC and at the CEC Library, including brochures, DVD's, books and subscriptions. Information is managed weekly and updated annually. CEC website in development. Collection in the CEC has been reorganised and is available to the public.	Natural Environment & Education
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Evaluate CEC program outcomes and evaluate sustainability benefits flowing from CEC programs	Completed	Evaluation of CEC program outcomes has been ongoing through feedback sheets completed by schools and community program participants. This year, CEC commenced use of online rather than paper based evaluation tools with some programs. Customer Satisfaction (CSAT) is being measured across all education programs, which is currently in the range of 90% to 95% across all programs and community events. In 2011-12, evaluation methods will continue with criteria and reporting mechanisms to be completed by May 2012.	Natural Environment & Education
Economic Development	Improve online Council services for all business related information and approval processes	Review the possibility of increasing council business transactions online	Progressing	Ongoing discussion with Technology One and Merit to investigate options. Also discussion with new financial services provider.	Admin & Governance
Economic Development	Improve online Council services for all business related information and approval processes	Develop an e-business related information plan	Progressing	This action is forming part of council's information management strategy.	Admin & Governance
Economic Development	Coordinate employment opportunities within the region	Contribute to the implementation of the SHOROC regional directions program	Completed	Over the last 12 months staff have contributed to a number of regional discussions regarding economic development.	Community, Library & Economic Development
Economic Development	Develop an Economic Development Plan that nurtures key employment clusters	Provide updated economic data to local businesses and the wider community	Completed	Comprehensive economic data has been made available on Council's website over the last year.	Community, Library & Economic Development

Enhancing our Working & Learning

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Economic Development	Develop an Economic Development Plan that nurtures key employment clusters	Implement relevant actions and recommendations from the SHOROC Employment Study	Completed	Recommendations of the Shoroc study were considered in the development of Pittwater's Draft Planning Strategy.	Community, Library & Economic Development
Economic Development	Develop relationships/ partnerships with Chambers of Commerce and other key private sector stakeholders	Develop and maintain a partnership program with key stakeholders including, business groups and chambers of commerce	Completed	Over the last 12 months staff have continued to support local Chambers of Commerce particularly the new Mona Vale Chamber of Commerce. In addition staff provide support to Pittwater Business Limited.	Community, Library & Economic Development
Economic Development	Explore opportunities for a community bank in Pittwater	Support efforts to establish a community bank in Pittwater	Completed	Community efforts to establish a Community Bank were delayed when Bendigo Bank withdrew from the proposal for a Branch in Newport.	Community, Library & Economic Development
Economic Development	Provide WIFI hotspots in Avalon and Mona Vale village centres	Monitor national broadband initiatives and capacity available within Pittwater	Completed	Over the last 12 months staff have continued to monitor national broadband initiatives and opportunities to position the Pittwater community.	Community, Library & Economic Development
Economic Development	Provide WIFI hotspots in Avalon and Mona Vale village centres	Provide WIFI hotspots in Avalon and Mona Vale village centres	Progressing	Mona Vale Hotspot up and running with further investigation to expand coverage. Avalon investigation of WIFI point still being sourced.	Finance & IT
Economic Development	Coordinate employment opportunities within the region	(LEP Project) Incorporate the recommendations from the SHOROC regional directions program	Completed	Draft Local Planning Strategy finalised for reporting to Council 1st Quarter 2011-2012.	Planning & Assessment
Economic Development	Improve online Council services for all business related information and approval processes	Investigate and develop the commercial delivery of complying and development certificates	Not Progressing	Standardised system under development/implementation delayed due to delay in software upgrade.	Planning & Assessment
Economic Development	Improve online Council services for all business related information and approval processes	Implement State Government e-planning initiatives to maintain and improve Council e-planning system	Ongoing Program	Council compliant with all state government Directions.	Planning & Assessment
Economic Development	Streamline and simplify development approval processes to encourage business development and employment opportunities	Ongoing review council's planning process to improve service	Ongoing Program	Audit of DA process completed. Recommendations to be implemented 1st Quarter 2011-2012.	Planning & Assessment

Community Learning Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	701	700
Other Employee Costs	202	214
Materials and Contracts	125	112
Depreciation	156	156
Interest	1	1
Other Costs	168	151
Total Operating Expenditure	1,353	1,334
Capital Expenditure		
Capital Asset Acquisitions	149	186
Capital Works Programs	2	17
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	151	203
Income (Operating & Capital)		
User Fees	(176)	(181)
Fees and Charges	(26)	(29)
Grant Transfers	(95)	(110)
Contributions	(129)	(140)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(0)	(0)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(426)	(461)
Transfers from Reserves	(308)	(382)
Transfers to Reserves	128	140
Net Cost (Funded by Rates)	898	834

Economic Development Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	111	118
Other Employee Costs	34	37
Materials and Contracts	5	6
Depreciation	0	0
Interest	0	0
Other Costs	49	88
Total Operating Expenditure	198	249
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	0	14
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	0	14
Income (Operating & Capital)		
User Fees	0	0
Fees and Charges	(5)	(3)
Grant Transfers	0	(15)
Contributions	(2)	(2)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(1)	0
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(8)	(19)
Transfers from Reserves	(2)	(9)
Transfers to Reserves	2	2
Net Cost (Funded by Rates)	190	237

Key Direction 4 - Leading an Effective & Collaborative Council

2010/2011	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	5,439,866	5,313,485
Other Employee Costs	2,020,991	2,145,725
Materials and Contracts	2,921,765	2,987,533
Depreciation	2,520,265	2,423,965
Interest	483,925	482,625
Other Costs	6,668,973	6,365,304
Total Operating Expenditure	20,055,785	19,718,637
Capital Expenditure		
Capital Asset Acquisitions	2,506,551	2,481,018
Capital Works Programs	1,158,274	1,289,880
Capital Material Public Benefits	0	0
Loan Repayments	741,495	741,495
Total Capital Expenditure	4,406,320	4,512,393
Income (Operating & Capital)		
User Fees	-5,749,810	-5,750,964
Fees and Charges	-581,149	-630,380
Grant Transfers	-2,394,963	-1,931,871
Contributions	-565,635	-544,985
Rates Income	-28,558,931	-28,644,250
Domestic Waste Charge	-988,796	-984,912
Interest on Investments	-1,514,637	-1,220,972
Other Income	-793,327	-599,467
Capital Assets Disposals	-1,344,875	-1,151,771
Total Income (Operating & Capital)	-42,492,124	-41,459,571
Transfers from Reserves	-3,032,048	-3,112,088
Transfers to Reserves	4,804,761	4,360,094
Net Cost (Funded by Rates)	-16,257,305	-15,980,536

Leading an effective & collaborative council is about the need to have a transparent and accountable decision-making process including enhancing participation and engagement, fostering community partnerships and providing support to the community.

Key Performance Results			
Measure	Target	Outcome	
Training Investment per employee	1.5% of wages bill spent on training	1.6% of wages bill spent on training	✓
Quarterly & Annual Financial Reports on time	100% of financial reports completed on time	100% of financial reports completed on time	✓
Statutory Reports completed on time	100% of statutory reports completed on time	100% of statutory reports completed on time	✓
Time taken to respond to written correspondence	90% responded to within 15 working days	100% responded to within 15 working days - average response time of 11 working days	✓
Staff turn-over rate (voluntary)	Staff turn over rate between 9-11%	Staff turnover rate of 9%	✓
Arrears for rate payments per year	5% arrears for rate payment per year	5.23% arrears for rate payment per year	✗
Customer satisfaction to response to complaint or enquiry lodged on MERIT	75% customers satisfied with Council's response to enquiry	94% customers satisfied with MERIT response system	✓
OH&S incident rate	9 OH&S incidents per 100 employees	3.8 incidents per 100 employees	✓
Number of Management Plan actions completed	95% of all Delivery Plan actions completed	86% of Delivery Plan actions completed and an additional 13% were partially completed	✗
Satisfaction with education programs and events	85% of program and event attendees satisfied	99% of program and event attendees satisfied	✓
Response to media enquiries	85% of media enquiries responded to within 24 hours	97% of media enquiries responded to within 24 hours	✓

Leading an Effective & Collaborative Council

Key Performance Results			
Measure	Target	Outcome	
Community usage of website	5% increase in number of hits from unique visitors per annum	203,132 unique visitors	✓
Satisfaction with civic events (such as Australia day, dog day by the bay, volunteers reception, Pittwater's food and wine festival)	75% of a sample of people attending civic events are satisfied	Food & Wine Festival: Council did not receive any negative feedback. Australia Day: 98% of survey respondents were satisfied with the event Dog Day by the Bay (September 2010): 100% of survey respondents were satisfied with the event.	✓
Preparedness for disaster and emergencies visitors	"90% of relevant staff involved in emergency management trained for emergency response"	Achieved	✓
Time taken to complete GIPA requests	100% GIPA formal applications completed within 35 days	100% GIPA request completed within 35 days	✓
Time taken to finalise and publish Council minutes	"95% of Council minutes are published within 3 days of Council meeting"	100% of Council minutes published within 3 days of Council meeting	✓
IT system availability to public and staff	"IT system operating in excess of 98% of available time to public and staff"	IT system operating at 99.85% of available time to public and staff	✓
Number of claims associated with risk management e.g. OHS incidents, workers compensation claims	5% reduction in the number of incidents	0.03% increase in accepted workers compensation claims	✗
Time taken to investigate and respond to dog attacks	"95% of reported dog attacks are investigated and receive initial response within 5 working days"	100% of (40) reported dog attacks investigated and received initial response within 3 working days	✓



Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Monitor compliance with the Department of Local Government's best practice guidelines	Monitor compliance with the Department of Local Government's best practice guidelines	Completed	New Gifts and Benefits policy adopted and Legislative Compliance framework put into place.	Admin & Governance
Business Management	Make all relevant council processes and decisions available online	Review availability of information to the public by proactive release in accordance with the requirements of Government Information Public Access (GIPA) legislation	Ongoing Program	Proactive release made in relation to Woolworths development at Mona Vale.	Admin & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	To conduct an ongoing Councillor induction/training program	Ongoing Program	No training conducted during the quarter for Councillors. Gifts and benefits and Code of Conduct training identified for the next financial year. Councillors attended several seminars and conferences throughout the year on a variety of subjects. Councillors provided however with the new Gifts and Benefits policy.	Admin & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	Provide effective access to information management	Ongoing Program	33 formal and 550 informal GIPA applications were handled during the financial year.	Admin & Governance
Business Management	Achieve the customer service charter guidelines	Monitor compliance with the customer Service Charter guidelines	Progressing	Awaiting a full systems review to ascertain the need to address reporting requirements for Customer Service responses.	Admin & Governance
Business Management	Achieve the customer service charter guidelines	Provide an effective customer service	Ongoing Program	Customer service staff have dealt with 13,615 merit enquiries during the year.	Admin & Governance
Business Management	Review Council's committee structure and governance protocols to maintain transparency and accountability	Conduct a review of Council's committee structure and governance protocols	Ongoing Program	Governance protocols reviewed on an ongoing basis. Reference groups reviewed and Governance reference group renamed at request of the members. Policy review undertaken and will be completed by October 2011. Code of Meeting Practice reviewed and due for completion by September 2011.	Admin & Governance
Business Management	Make all relevant council processes and decisions available online	Deliver relevant business processes online	Ongoing Program	General manager's blog introduced as well as the "I love Pittwater" facebook page. Implementation of interactive mapping on website for DA tracking.	Admin & Governance
Business Management	Improve Council meetings through a review of the format, location and information provided	Review format, location and information provided at Council Meetings	Ongoing Program	Sound system upgraded in Council chamber and agendas and minutes reformatted to provide for colour coded sections and colour pictures, graphs, maps etc when required.	Admin & Governance

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Increase councils positive visibility and branding	Continued implementation of Pittwater's branding into all council activities	Ongoing Program	This is an ongoing program that is progressing as funds become available.	Admin & Governance
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's employee health and wellbeing	Completed	Employee Wellness Program ("Pumped at Pittwater") endorsed by Senior Management Team in September 2010. Program implemented with positive staff feedback received.	Corporate Development & Commercial
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Ensure that Council's Values are incorporated into HR initiatives and activities	Ongoing Program	Council's Values incorporated into Corporate documents on an ongoing basis. Values now incorporated into standard Position Description Template for all positions in Council.	Corporate Development & Commercial
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Provide strategic and operational advice and support to management	Ongoing Program	Industrial relations and human resources strategic advice provided to Business Managers and Senior Management Team on an ongoing basis.	Corporate Development & Commercial
Business Management	Review and implement workforce planning strategy	Implement workforce planning strategy	Ongoing Program	The majority of Workforce Plan Actions for 2010/2011 were completed. Those Actions not yet completed will be carried over to 2011/2012 as Actions for completion in annual revision/ updating of Workforce Plan.	Corporate Development & Commercial
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's industrial relations and associated risk management	Ongoing Program	<ul style="list-style-type: none"> - Meetings of Joint Consultative Committee held on a regular six weekly basis involving management, staff and union representatives. - Regular contact with union representatives/delegates on various industrial issues as required during the year. - One industrial dispute dealt with during the year at the NSW Industrial Commission; unfair dismissal claim which was successfully resolved at conciliation stage. 	Corporate Development & Commercial
Business Management	Improve capability of staff through career planning, training and recruitment	Review and implement revised Employee Recognition Program	Completed	<ul style="list-style-type: none"> - Revised Guidelines incorporating recognition of service at Pittwater Council completed and endorsed by Senior Management Team. - New revised Guidelines now called Excellence @ Work and Service Award Guidelines. - Service Awards to be distributed to long serving staff from July 2011. 	Corporate Development & Commercial
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Conduct a staff climate survey	Completed	<ul style="list-style-type: none"> - Staff cultural survey conducted in May 2011 and results reported to General Manager in June 2011. - Senior staff Workshop to develop a response to survey findings and establish a way forward to be held in July 2011. 	Corporate Development & Commercial
Business Management	Effectively manage Council's corporate governance responsibilities	Staff training for public access to information and privacy	Deferred to Next Qtr	This specialist training is to be incorporated into a broader corporate governance training program to be run in the first quarter of 2011/2012. This will also include training on code of conduct and the gifts and benefits policy and procedures.	Corporate Development & Commercial

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Conduct Induction/ Familiarisation programs	Ongoing Program	<ul style="list-style-type: none"> - Staff inductions held on the first day for all new employees. - Staff Familiarisation Programs held at Coastal Environment Centre (CEC) on a quarterly basis for new employees. 	Corporate Development & Commercial
Business Management	Improve capability of staff through career planning, training and recruitment	Conduct the Pittwater Aspiring Leadership Program	Completed	Pittwater Aspiring Leaders Program successfully completed in November 2010. Program superseded by Career Development Program in 2011 which is currently being implemented.	Corporate Development & Commercial
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Develop, implement & review Council's HR Guidelines	Ongoing Program	<p>The following HR Guidelines were either developed/reviewed & updated during the year:</p> <ul style="list-style-type: none"> - Performance Appraisal Guidelines - Fitness for Work Guidelines - Grievance Handling Procedures & Guidelines - Volunteer Guidelines - Excellence at Work & Service Awards Guidelines - Mobile Phone and iPhone Guidelines. 	Corporate Development & Commercial
Business Management	Improve capability of staff through career planning, training and recruitment	Develop and implement a comprehensive Leadership Program for Council, including the Senior Management Team, e.g. 360 degree feedback, executive coaching	Completed	<ul style="list-style-type: none"> - Principal/Senior Officers provided with Human Synergistics/LSI diagnostics (360 degree feedback) as part of their cultural and leadership development. Individual coaches also assigned to each participant to review results and develop action plans. - Senior Management Team being provided with executive coaching by external coach. - Nominated Managers and senior officers provided with executive coaching during the year. 	Corporate Development & Commercial
Business Management	Improve capability of staff through career planning, training and recruitment	Identify and implement programs which will develop skills for women that will assist with their career development	Ongoing Program	<ul style="list-style-type: none"> - Pittwater Womens Network Meetings conducted on a regular basis throughout the year. - Eight female staff selected for attendance at Senior Management and Business Managers Meetings for 2011 as career development opportunity. - Three female staff selected as Council's three representatives at SHOROC Management Challenge (career development opportunity). - Career Development Program finalised for 2011 which provides tailored career development program for 4 selected female staff. 	Corporate Development & Commercial
Business Management	Review and implement workforce planning strategy	Review & further develop Council's Performance Management System	Completed	Revised staff reward package implemented in 2010 involving salary increases to high performers, employee wellness program, career development program and excellence at work/ service recognition program. Revised performance review system and guidelines endorsed by Senior Management Team and implemented in 2010.	Corporate Development & Commercial
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Review and implement Council's EEO Plan and manage associated risk	Ongoing Program	Council's EEO (Equal Employment Opportunity) Plan was reviewed and updated in May 2011.	Corporate Development & Commercial

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Review and implement Council's OH&S Plan & systems	Ongoing Program	<ul style="list-style-type: none"> - Employee Wellness Program (annual program of health awareness & education activities) endorsed by Senior Management Team in September 2010 and implemented. - OH&S Committee meetings held on a six weekly basis. - Regular "tool box" meetings held with field staff to discuss work programs and workplace issues associated with OH&S. - Extensive review of Council's emergency management procedures commenced during the year. - OH&S Plan endorsed by SMT on 28 October 2010 and implemented. - Substantial review and updating of Safe Work Method Statements and Risk Assessments progressing. - Considerable improvements in Council's performance in StateCover audit for 2010/2011. 	Corporate Development & Commercial
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Develop an Enterprise Agreement	Completed	<ul style="list-style-type: none"> - Several workplace proposals submitted by various work groups across Council were assessed by senior management during the year. - No formal enterprise agreement/s were reached during 2010/2011. 	Corporate Development & Commercial
Business Management	Improve capability of staff through career planning, training and recruitment	Oversee mentoring programs and develop mentoring tools and templates	Ongoing Program	Formal mentoring program incorporated into 2010 Pittwater Aspiring Leadership Program and completed. Alternative mentoring (or coaching) models for 2011/2012 and beyond being developed. Mentoring/Self Development Guide developed which includes mentoring tools and templates.	Corporate Development & Commercial
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Implement and enhance technology based HR services (inductions, exit interviews, feedback surveys, benchmarking, training etc)	Ongoing Program	<ul style="list-style-type: none"> - New Microsoft on-line computer training now available to all staff. - Electronic feedback surveys now used following training sessions. - Investigation of electronic staff & contractor induction application being investigated in partnership with SHOROC Councils. - Enhancement of performance appraisal process implemented which facilitates greater electronic management of documentation. 	Corporate Development & Commercial
Business Management	Review and implement workforce planning strategy	Review Recruitment and Retention Strategies in line with Workforce Plan	Progressing	Draft Recruitment and Retention Strategy developed. A more advanced strategy and recruitment process/procedures to be developed as a key project in 2011/2012.	Corporate Development & Commercial
Business Management	Improve capability of staff through career planning, training and recruitment	Offer performance management skills for managing staff	Progressing	External training provider engaged to conduct this training which took place in August 2011.	Corporate Development & Commercial
Business Management	Improve capability of staff through career planning, training and recruitment	Develop and implement annual corporate training plans	Completed	Annual Corporate Training Plan endorsed by Senior Management Team in September 2010 and implemented. Individual Training Plans for Business Units developed and implemented.	Corporate Development & Commercial

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Improve capability of staff through career planning, training and recruitment	Manage councils recruitment process and procedures	Ongoing Program	Recruitment conducted as required and reported to Council's Governance Committee on a monthly basis.	Corporate Development & Commercial
Business Management	Effectively manage Council's corporate governance responsibilities	Produce Council's quarterly and annual report and management plan	Ongoing Program	Completed as required during the year.	Corporate Strategy
Business Management	Effectively manage Council's lease agreements	Develop a consistent approach and policy releases.	Progressing	Standard templates prepared in draft format and policy framework developed.	Corporate Strategy
Business Management	Effectively manage and maximise returns from commercial enterprise	Implement the Plan of Management of Sydney Lakeside Holiday Park	Progressing	Energy Efficiency measures identified (solar panels) and installed. Draft Flood Emergency Response Plan discussed with State Emergency Services.	Corporate Strategy
Business Management	Effectively manage and maximise returns from commercial enterprise	Ongoing management of Council's commercial contracts	Progressing	Management of obligations under agreements are being actively managed.	Corporate Strategy
Business Management	Explore viable commercial and non-commercial income producing opportunities	Develop commercial projects that will provide financial return at Newport & Mona Vale	Ongoing Program	Draft documentation prepared for Newport project. Detailed Design under preparation for Mona Vale Project - it is anticipated for this phase of the project to be completed next quarter.	Corporate Strategy
Business Management	Effectively manage Council's corporate governance responsibilities	Provision of administrative support to elected Councillors	Ongoing Program	Ongoing support provided.	Corporate Strategy
Business Management	Establish baseline data and develop relevant targets for all strategies	Report on KPI data	Completed	Key performance indicators (KPIs) have been developed at a Business Unit Operational level and an annual review of existing KPIs undertaken.	Corporate Strategy
Business Management	Respond to Council's Strategic Plan with an integrated corporate planning approach	Develop integration program for all Council plans	Completed	Priority actions from Plans of Management have been integrated into Council's strategic planning process.	Corporate Strategy
Business Management	Undertake a coordinated lobby program to lobby for identified Strategic Plan outcomes	Undertake lobbying as appropriate	Ongoing Program	The General Manager and Directors continue to lobby state government on issues affecting the community, these include: Warriewood development proposals and Currawong.	Corporate Strategy
Business Management	Effectively manage Council's lease agreements	Review and manage Council's Lease portfolio	Ongoing Program	Leases being actively managed through property management database - the database has been updated during this quarter to reflect all current leases.	Corporate Strategy

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage Council's lease agreements	Manage the general operations of Sydney Lakeside Tourist Park	Ongoing Program	Progressing as scheduled.	Corporate Strategy
Business Management	Explore viable commercial and non-commercial income producing opportunities	Implement the program that identifies and evaluates profitable business opportunities	Progressing	Preliminary feasibility work undertaken for Avalon project. Detailed Design under preparation for Mona Vale project. This phase of the project is anticipated to be completed during the first quarter of the 2011-12 financial year.	Corporate Strategy
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Investigate a grants application function	Progressing	Discussions with LG Solutions held.	Corporate Strategy
Business Management	Complete business plans/evaluation for each of Council's functions	Develop business unit operational plans	Completed	All Business Units have completed their Operational Plans and function review.	Corporate Strategy
Business Management	Effectively manage Council's corporate governance responsibilities	Implement Internal Audit Plan	Ongoing Program	Audit and Risk Committee meetings held on 11/8/2010, 17/11/0210, 16/2/2011 and 4/5/2011. Audits are progressing per the ongoing Audit Plan.	Corporate Strategy
Business Management	Explore viable commercial and non-commercial income producing opportunities	Review 'Pay and Display' parking rates and locations on a regular basis	Ongoing Program	2011/12 review completed 3rd quarter and implemented.	Environmental Compliance
Business Management	Effectively manage Council's financial services	Facilitate and review Council's rating structure	Ongoing Program	Council's rating structure of Ad Valorem subject to a Minimum remains in place. All associated information produced in accordance with Council requirements.	Finance & IT
Business Management	Effectively manage Council's financial services	Produce monthly, quarterly and annual budgets and statements	Ongoing Program	All financial statements reported to Council and Management on time.	Finance & IT
Business Management	Effectively manage Council's financial services	Develop and manage councils long term financial strategy	Completed	Council's 2011-21 LTFP is now complete. Annual updates will occur moving forward.	Finance & IT
Business Management	Effective management of Council's IT network and infrastructure	Manage Council's IT network and infrastructure	Ongoing Program	Council's IT network is managed effectively with minimal downtime experienced.	Finance & IT
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Investigate additional funding opportunities to assist in the delivery of all strategies	Ongoing Program	All funding opportunities are assessed and implemented where possible within Council's quarterly budget review process. In addition a productivity and efficiency review is underway to assess whether further funding and cost savings are possible within Council's operations.	Finance & IT

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage Council's financial services	Provide effective investment of Council's funds	Ongoing Program	Council funds are invested in line with policy and Ministerial guidelines. Investments are generally term deposits held with Australian Banks. Some structured product remains and are being grandfathered as per the Dept. of Local Government provisions.	Finance & IT
Business Management	Effectively manage Council's financial services	Provide effective management of Council's insurance	Ongoing Program	Appropriate levels of insurance are maintained.	Finance & IT
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Expand sponsor support for CEC programs	Ongoing Program	Contractual documentation and selection guidelines completed. List of potential tangible benefits that sponsors can be offered has been compiled.	Natural Environment & Education
Business Management	Complete business plans/evaluation for each of Council's functions	Develop strategic plan, business plan and marketing plan for the CEC	Progressing	Draft strategic plan has been completed.	Natural Environment & Education
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Review funding priorities for recommendations from plans of management	Completed	Prioritised works program for PoM recommendations completed.	Reserves, Recreation & Building Services
Business Management	Effectively manage and maximise returns from commercial enterprise	Finalise development & implement Procurement Guidelines & Procedures	Progressing	The Policy and Guideline draft documents currently being finalised. Program for policy documents is on schedule.	Urban Infrastructure
Business Management	Establish a program of effective cost reduction through continuous monitoring of costs and sustainable purchasing	Finalise development and implement a centralised / decentralised procurement model including e-procurement system	Completed	E-procurement system currently being implemented within selected business units. Program completed as scheduled for program year.	Urban Infrastructure
Business Management	Establish a program of effective cost reduction through continuous monitoring of costs and sustainable purchasing	Ongoing review of council purchases through continuous monitoring of costs and sustainable purchasing initiatives	Completed	Ongoing review. Program completed for program year.	Urban Infrastructure
Business Management	Establish a program of effective cost reduction through continuous monitoring of costs and sustainable purchasing	Ensure that all of Council's procurement practices incorporate the selection of cost-effective water efficient fixtures, appliances, and materials	Completed	This is an ongoing process. Program completed for program year.	Urban Infrastructure

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Community Engagement, Education & Awareness	Develop and implement an evaluation process to measure the effectiveness of community engagement, education and awareness	To update and promote information regarding councils activities on our website to increase customer awareness	Ongoing Program	Website updated on a regular basis. Events also posted onto Council's Facebook page "I Love Pittwater". Use of Council blog and twitter has also increased customer awareness of our activities.	Admin & Governance
Community Engagement, Education & Awareness	Co-ordinate Civic Events	Coordination of Civic Events	Ongoing Program	Some of the major events coordinated throughout the year where: The Freedom of Entry at Avalon; Dog Day by the Bay; the Volunteers reception; Jim Revitt Commemorative walk launch; Australia Day celebrations; Breakfast on the Beach and the Currawong Open Day in May 2011.	Admin & Governance
Community Engagement, Education & Awareness	Develop and implement an effective media management Plan	Provide an effective media relations service	Ongoing Program	In excess of 200 media releases provided during the year and 417 media enquiries attended to.	Admin & Governance
Community Engagement, Education & Awareness	Improve the use of Council's community centres and libraries for engagement and educational purposes	Promote the availability of Council's community centres and libraries for educational purposes	Ongoing Program	TAFE Technology Skills for Women course held each term: one adult event and three Young adult events.	Community, Library & Economic Development
Community Engagement, Education & Awareness	Develop, promote and maintain a web based consultation tool that broadens the range of community participation	Develop a web based tool to enhance participation in community consultation	Ongoing Program	Refinements have been made to the consultation database process with participants subscribing on-line to the to receive regular updates about consultation, media releases etc.	Corporate Strategy
Community Engagement, Education & Awareness	Implement and effectively resource Council's Community Engagement Policy	Undertake community engagement regarding major Council plans and projects	Ongoing Program	A broad range of consultations have occurred over the year including mapping of sea level rise, Dunbar Park Plan of Management, Cannes Reserve Plan of Management, Scenic Streets Register and the Local Planning Strategy. An extensive consultation was undertaken over many months which sought residents views about Council's application for a Special Rate Variation.	Corporate Strategy
Community Engagement, Education & Awareness	Develop a program for Council to engage the community at community events	Develop and implement community engagement toolkit	Progressing	Comprehensive community engagement toolkit has been designed and finalised. Toolkit to be distributed to key staff undertaking community engagement activities. Electronic copy of the toolkit is available via Council's website and intranet page.	Corporate Strategy
Community Engagement, Education & Awareness	Conduct a comprehensive biennial community survey which gathers all necessary data	Develop, undertake and report on the community survey	Completed	The first comprehensive community survey for Pittwater Council was completed in August 2010. This survey provided data concerning the community's satisfaction with key service delivery areas and identified those that were most important to them. Further data regarding strategic plan targets were also captured. This will enable Council to compare benchmark data when the survey is undertaken again in two years.	Corporate Strategy

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Community Engagement, Education & Awareness	Develop and implement a coordinated educational program emphasising sustainability	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)	Ongoing Program	A range of Education programs have been completed for 2010/2011, including three food handling courses; a winter edition of the Good Food News; three Learner Driver Workshops for parents; CEC school holiday program; four worm farm workshops to schools; three Companion Animal Education Nights; a Builders Information Night; AWT visit for Seniors week. Education activities will continue in 2011/2012.	Environmental Compliance
Community Engagement, Education & Awareness	Develop and implement a coordinated educational program emphasising sustainability	Continue environmental education programs on a range of topics	Completed	Development and delivery of environmental education programs emphasising sustainability continued throughout the year. Programs included the Sustainable Living Expo in October, Summerama Coastal Activities Program in January, events for World Wetlands Day in February; Sustainable House Day in September and National Permaculture Day in May. Council supported local schools implementing the Ready Set Grow Schools Program with workshops, compost bins and worm farms.	Natural Environment & Education
Community Engagement, Education & Awareness	Link with other Councils and organisations to deliver educational outcomes at a regional level	Develop regional community education projects	Completed	Pittwater and Warringah worked together over a 3 year period to deliver extensive schools and community environmental education through the grant funded, Narrabeen Lagoon: Creating a Sustainable Catchment Project. The project was completed and reported in April 2011. The SHOROC Regional Sustainability Strategy has been adopted including an action to Collaborate on design and implementation of education for sustainability across the region on priority issues where efficiencies can be realised". Planning is now underway for regional collaboration on NSW Government's Home Power Savings Program by Pittwater, Warringah, Manly and Mosman sustainability education officers.	Natural Environment & Education
Community Engagement, Education & Awareness	Strengthen partnerships with schools and other community organisations/ networks to improve engagement and education outcomes	Ongoing development and implementation of the engagement and educational program	Completed	Council partnered with Climate Action Pittwater to host a successful Sustainable Living Expo in October 2010, with an estimated 450 people attending. In 2011, Council will further develop the event to become the cornerstone event of the Pittwater Sustainable Living Community Education Program CEC Education Programs to Kids on the Coast, School Holiday Programs; Pre, Primary, High Schools, Universities & TAFE's 2011FY = 13,658. Other Environment education CEC partner groups engaged in the 2011FY included and were not limited to: Surf Life Saving Northern Beaches and EcoDivers via Coastal Ambassadors program.	Natural Environment & Education
Disaster & Emergency	Develop and implement a Communication Plan for the dissemination of information before, during and after emergencies utilising all available technologies	Develop, distribute, communicate and ongoing review of Flood Risk Information and Tools in partnership with SES	Completed	<ul style="list-style-type: none"> - The Draft Flood Aware Building Guideline has been developed for internal comment. - Two FloodSafe brochures are in development in conjunction with the State Emergency Service. - A community flood and coastal hazard education strategy is being developed by the State Emergency Service with Council input. 	Catchment Management

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Disaster & Emergency	Develop and implement a Communication Plan for the dissemination of information before, during and after emergencies utilising all available technologies	Develop, distribute and communicate Coastal Risk information and tools	Completed	Grant application submitted for joint project with State Emergency Service to develop a community information and education strategy regarding coastal zone hazards and emergency management.	Catchment Management
Disaster & Emergency	Develop and implement a Communication Plan for the dissemination of information before, during and after emergencies utilising all available technologies	Develop Community Emergency Flood Response Plans in partnership with SES	Completed	Input is provided to State Emergency Service on an as needs basis and/or as part of outcomes of Floodplain Risk Management Plans. Final Great Mackerel Beach Floodplain Management Study & Plan provided to State Emergency Service.	Catchment Management
Disaster & Emergency	Promote the importance of volunteer programs as they relate to emergency and disaster management	Support volunteer agencies promotional events	Completed	Support provided as required. Program completed for program year.	Urban Infrastructure
Disaster & Emergency	Conduct an annual review to coordinate links to agency websites	Conduct an annual review to coordinate links to agency websites	Completed	Undertaken annually. Program completed for program year.	Urban Infrastructure
Disaster & Emergency	Fulfill Council's statutory obligations relevant to the Local Emergency Management Committee in conjunction with Manly & Warringah Councils	Continue to fulfill Council's statutory obligations relevant to the Local Emergency Management Committee in conjunction with Manly & Warringah Councils	Completed	Daily commitment in working with the LEMC (Local Emergency Management Committee). Program completed for program year.	Urban Infrastructure
Disaster & Emergency	Develop and implement a staff emergency management and response training program	Implement staff training program in accordance with Disaster & Emergency Management Strategy	Completed	Linked to corporate training program. Program completed as scheduled for program year.	Urban Infrastructure
Disaster & Emergency	Develop and implement a Communication Plan for the dissemination of information before, during and after emergencies utilising all available technologies	Develop a Communication Plan for the dissemination of information before, during and after emergencies utilising all available technologies	Completed	Ongoing program. Project completed as scheduled for program year.	Urban Infrastructure
Disaster & Emergency	Conduct an annual review of Disaster and Emergency Management Plans	Finalize development of Disaster Emergency Management Strategy	Completed	Finalisation of Draft document well advanced. Program as scheduled completed for program year.	Urban Infrastructure

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Information Management	Enhance community awareness of and access to information so community members can feel connected to their community	Council to provide information packs to new rate payers	Ongoing Program	Information packs provided to all new owners since January 2011.	Admin & Governance
Information Management	Develop an integrated strategic management planning and reporting tool to report on progress to the community	Develop web strategic management tool	Completed	This tool has been completed and is live to all staff.	Corporate Strategy
Information Management	Ongoing development, implementation and integration of councils systems	Develop a plan to integrate operational information management systems across council	Ongoing Program	Staff are working with information management providers in developing a longer term vision for council.	Corporate Strategy
Information Management	Ongoing development, implementation and integration of councils systems	Continue to integrate information systems	Ongoing Program	Integration of IT systems continues with the requirement that any new software purchases must comply with current IT platform. In addition Council's draft IT strategy will adopt integration principles	Finance & IT
Information Management	Develop and implement an Information Management Plan	Develop an Information Management Plan that encourages efficient communication, team work, collaboration and consultation	Progressing	Preliminary discussions are being undertaken and a further assessment of collaborative tools continues. This will be included in Council's Draft IT Strategy.	Finance & IT
Information Management	Develop a training program to increase awareness and usage of information systems available within Council	Develop and implement an Information System Awareness Training Program based on staff survey outcomes	Deferred to Next Qtr	Deferred to 2011/12.	Finance & IT
Information Management	Review and update all Council's procedures regarding Council's information systems and infrastructure e.g.: networks, backups	Review and update all Council's procedures regarding Council's information systems and infrastructure e.g.: networks, backups	Ongoing Program	Ongoing Program. IT system procedures are continually reviewed and updated in line with new and expanding technology. In addition an IT strategy is currently being formulated which may alter IT operations	Finance & IT

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Information Management	Enhance community awareness of and access to information so community members can feel connected to their community	Provide interpretative information on the natural environment to encourage community awareness	Ongoing Program	Council continues to monitor developments in use of effective interpretive signage.	Natural Environment & Education
Information Management	Enhance community awareness of and access to information so community members can feel connected to their community	Undertake a signage audit on all coastal beach reserves and foreshore parks to identify the need for directional, safety and interpretative signage.	Progressing	Signage audit on all coastal beach reserves and foreshore parks partially complete.	Reserves, Recreation & Building Services
Risk Management	Develop, implement and regularly review a guiding document for risk management	Address Council's risk management/public liability issues	Ongoing Program	All risk and liability issues are immediately addressed as they arise; in addition to managing strategic risk through the development of Council's Enterprise Risk management plan.	Admin & Governance
Risk Management	Develop a Master Risk Register including acceptable risk levels, weightings and priorities	Implement an audit plan to ensure effectiveness of risk management process	Progressing	Audit plan to be developed in conjunction with the Enterprise Risk management plan.	Admin & Governance
Risk Management	Comply with Council's statutory obligations and to properly discharge Council's common law duty of care to the community when managing risks	Ensure all managers understand their responsibilities in managing risk modify Job Descriptions and KPI's where appropriate.	Ongoing Program	Risk awareness is an ongoing matter that is discussed at all levels throughout the organisation.	Admin & Governance
Risk Management	Compliance with AS/NZS 4360 – Risk Management and other referenced documents	Ongoing compliance with AS/NZS 4360 – Risk Management and other referenced documents	Ongoing Program	Risk awareness is an ongoing matter that is discussed at all levels throughout the organisation.	Admin & Governance
Risk Management	Compliance with AS/NZS 4360 – Risk Management and other referenced documents	Develop an audit plan to gauge ongoing compliance with AS/NZS 4360 – Risk Management and other referenced documents	Ongoing Program	Risk register developed and currently being reviewed with Unit Managers to ensure compliance and a continuation of the development of the risk register outlining the Council's key risks.	Admin & Governance
Risk Management	Develop, implement and regularly review a guiding document for risk management	Finalise and implement Risk Management Guideline	Completed	Task Completed and adopted by SMT. Maintenance and updating to continue on an ongoing basis and risk nominees will continue risk identification.	Admin & Governance

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Risk Management	Continued improvement and compliance with the liability audit of Council's insurer relative to other Councils in NSW	Compliance and progressive improvement with the liability audit of Council's insurer relative to other Councils in NSW	Completed	Annual Liability Audit completed and results indicated a relatively high compliance.	Admin & Governance
Risk Management	Develop a Master Risk Register including acceptable risk levels, weightings and priorities	Annually update Master Risk Register	Progressing	Senior staff have developed a list of Council's top 10 risks. Further work will be undertaken on developing an enterprise Risk management Plan by the newly appointed Risk Officer.	Admin & Governance
Risk Management	Develop, implement and periodically test Council's Business Continuity Plan	Implement and periodically test Council's Business Continuity Plan	Progressing	Council Business Continuity Plan is being developed.	Admin & Governance
Risk Management	Comply with Council's statutory obligations and to properly discharge Council's common law duty of care to the community when managing risks	Ongoing compliance with Council's statutory obligations and to properly discharge Council's common law duty of care to the community when managing risks	Ongoing Program	There is an ongoing program of compliance which includes processes for suitable insurance, education, monitoring and review of procedures and practices.	Admin & Governance
Risk Management	Facilitate training and education awareness programs regarding risk management	Facilitate training and education awareness programs regarding risk management	Ongoing Program	Training occurs on a day to day and ongoing ad hoc basis. In addition Risk Nominees (Champions) have been identified and some trained from each Business Unit.	Admin & Governance
Risk Management	Develop, implement and review plans to mitigate/control wherever possible, risks associated with hazards	Review Narrabeen Lagoon entrance management procedures in partnership with Warringah Council	Completed	Agreement to review the management of the current entrance clearance operations, and progressing towards a formal joint management agreement with Warringah Council on project funding contributions and responsibilities by each council for future operations.	Catchment Management
Risk Management	Develop, implement and regularly review a guiding document for risk management	Review development controls related to flood risk, tidal risk and coastal risk in LEP, DCP and Part V.	Deferred to Next Qtr	<ul style="list-style-type: none"> - Review to commence pending finalisation of key risk studies. - Council report outlined interim arrangements for development applications submitted in flood and tidal risk areas prior to adoption of flood risk studies. Arrangements apply to flood and tidal (estuarine) risk areas that are triggered by Council's B3.23 Climate Change Controls. - The Risk Management Policy for Coastal Public Buildings and Assets in Pittwater was adopted by Council." 	Catchment Management

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Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Risk Management	Develop and implement a program to undertake natural hazard risk management studies in accordance with Risk Management Guideline	Undertake and review Flood Studies and Floodplain Risk Management Studies in accordance with NSW Government Guidelines	Completed	Great Mackerel Beach Floodplain Risk Management Study & Plan adopted by Council. Continued participation in the Narrabeen Lagoon Flood Study Update with Warringah Council.	Catchment Management
Risk Management	Develop and implement a program to undertake natural hazard risk management studies in accordance with Risk Management Guideline	Review Pittwater foreshore inundation mapping and develop a Pittwater Foreshore Floodplain - Mapping of Sea Level Rise Impacts report	Completed	Draft maps and report prepared and publicly exhibited. A community engagement strategy on the results of the mapping was developed and delivered as part of the project. This included a telephone call back service, information sheet and flyer, community information sessions and displays.	Catchment Management
Risk Management	Incorporate the principles of sustainability and consider the impacts of climate change and sea level rise	Consider the impacts of climate change and sea level rise into Council's policies, strategies and plans	Completed	<ul style="list-style-type: none"> - The Risk Management Policy for Coastal Public Buildings and Assets in Pittwater was adopted by Council. - The Lower Narrabeen Creek Sea Level Rise Investigation area was established under the terms of the NSW Coastal Planning Guideline: Adapting to Sea Level Rise. - The draft Pittwater Local Planning Strategy was prepared incorporating a mapping layer of composite climate change hazards. 	Catchment Management
Risk Management	Develop, implement and regularly review a guiding document for risk management	Review controls into LEP & DCP & Part V to achieve sustainable coastal management practices	Deferred to Next Qtr	Review to commence pending finalisation of key risk studies.	Catchment Management
Risk Management	Develop and implement a program to undertake natural hazard risk management studies in accordance with Risk Management Guideline	Implement projects and actions identified in adopted Floodplain Risk Management Plans	Completed	The installation of a rain gauge and water level recorder at Great Mackerel Beach is proceeding with assistance through the Natural Disaster Resilience Program funding. The recorders will form part of the Manly Hydraulics Laboratory's Lagoonwatch network.	Catchment Management
Risk Management	Develop and implement a program to undertake natural hazard risk management studies in accordance with Risk Management Guideline	Ensure that potential Climate Change and Sea level rise impacts are incorporated in Flood Studies and Floodplain Risk Management Studies	Completed	Council formally acknowledged the NSW Sea Level Risk Policy Statement and the Flood Risk Management Guide: Incorporating Sea Level Rise Benchmarks in Flood Risk Assessments. Current flood investigations apply the policy and guideline.	Catchment Management
Risk Management	Develop, implement and review plans to mitigate/control wherever possible, risks associated with hazards	Continue to implement Narrabeen Lagoon Entrance Management Policy and Procedures, as adopted by Warringah and Pittwater Councils.	Completed	Entrance clearance operations are progressing with the project management consultant and calls for tenders for relevant contractors undertaken. A community guide to the works has been prepared.	Catchment Management

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Risk Management	Provide an appropriate set of development controls relating to mitigation and management of risks and hazards	Implement the audit process for compliance with conditions of consent relating to risk management	Ongoing Program	Meetings held with other Business Units to address issues. Recent issues concerning storm erosion events for properties in coastal zones.	Environmental Compliance
Risk Management	Develop, implement and periodically test Council's Business Continuity Plan	Fully implemented IT business continuity/disaster recovery infrastructure	Ongoing Program	Existing documentation and practices are being reviewed and updated in line with Council's overall Business Continuity Plan (BCP) and IT's Strategic Plan, now due for completion by September 2012.	Finance & IT
Risk Management	Develop and implement a program to undertake natural hazard risk management studies in accordance with Risk Management Guideline	Liaise with RFS to conduct a Fire Wise program in areas identified in Warringah Pittwater Bushfire Risk Management Plan	Completed	More than 20 firewise meetings held across the fire district, of these 10 in the Pittwater LGA and 3 specifically held on Scotland island.	Natural Environment & Education
Risk Management	Develop, implement and review plans to mitigate/control wherever possible, risks associated with hazards	Review and update the bushfire prone land mapping	Completed	Mapping completed. Certification to be provided by NSW RFS Commissioner. This will lead to modification of Councils DCP and community consultation.	Natural Environment & Education
Risk Management	Develop and implement a program to undertake natural hazard risk management studies in accordance with Risk Management Guideline	Complete and implement Warringah, Pittwater Bushfire Risk Management Plan	Completed	The risk management plan has been approved by the NSW Bushfire Risk Management Committee.	Natural Environment & Education
Risk Management	Compliance with AS/NZS 4360 – Risk Management and other referenced documents	Monitoring of APZ and hazard mitigation measures as outlined in the Warringah Pittwater Bushfire Risk Management Plan	Completed	All HR & APZ mitigation undertaken as required in the Bushfire Risk Management Plan. Manual preparation undertaken for pile burns at Kennedy Park and surrounds completed.	Reserves, Recreation & Building Services

Community Engagement, Education & Awareness Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	485	462
Other Employee Costs	142	135
Materials and Contracts	284	184
Depreciation	0	0
Interest	16	15
Other Costs	494	546
Total Operating Expenditure	1,421	1,343
Capital Expenditure		
Capital Asset Acquisitions	14	36
Capital Works Programs	48	34
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	62	71
Income (Operating & Capital)		
User Fees	(369)	(376)
Fees and Charges	(35)	(38)
Grant Transfers	(152)	(118)
Contributions	(57)	(62)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(12)	(13)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(625)	(606)
Transfers from Reserves	(34)	(59)
Transfers to Reserves	57	62
Net Cost (Funded by Rates)	881	810

Business Management Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	4,163	4,028
Other Employee Costs	1,657	1,763
Materials and Contracts	1,713	1,923
Depreciation	2,079	1,972
Interest	526	525
Other Costs	5,835	5,498
Total Operating Expenditure	15,973	15,710
Capital Expenditure		
Capital Asset Acquisitions	2,698	2,617
Capital Works Programs	633	679
Capital Material Public Benefits	0	0
Loan Repayments	824	824
Total Capital Expenditure	4,156	4,120
Income (Operating & Capital)		
User Fees	(5,778)	(5,781)
Fees and Charges	(242)	(272)
Grant Transfers	(2,205)	(1,659)
Contributions	(196)	(193)
Rates Income	(31,732)	(31,827)
Domestic Waste Charge	0	0
Interest on Investments	(1,683)	(1,357)
Other Income	(803)	(594)
Capital Assets Disposals	(1,494)	(1,280)
Total Income (Operating & Capital)	(44,133)	(42,962)
Transfers from Reserves	(2,041)	(1,990)
Transfers to Reserves	4,890	4,370
Net Cost (Funded by Rates)	(21,154)	(20,752)

Community Disaster & Emergency Management Strategy

Information Management Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	77	71
Other Employee Costs	23	27
Materials and Contracts	(1)	20
Depreciation	0	0
Interest	0	0
Other Costs	142	106
Total Operating Expenditure	241	223
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	0	14
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	0	14
Income (Operating & Capital)		
User Fees	0	0
Fees and Charges	0	0
Grant Transfers	(41)	(31)
Contributions	(2)	(2)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(2)	0
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(45)	(33)
Transfers from Reserves	(2)	(9)
Transfers to Reserves	2	2
Net Cost (Funded by Rates)	197	197

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	602	607
Other Employee Costs	173	185
Materials and Contracts	310	297
Depreciation	158	158
Interest	0	0
Other Costs	135	115
Total Operating Expenditure	1,378	1,361
Capital Expenditure		
Capital Asset Acquisitions	87	125
Capital Works Programs	0	14
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	87	140
Income (Operating & Capital)		
User Fees	(8)	(9)
Fees and Charges	(1)	(1)
Grant Transfers	0	(15)
Contributions	(2)	(2)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(4)	(0)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(15)	(26)
Transfers from Reserves	(246)	(292)
Transfers to Reserves	2	2
Net Cost (Funded by Rates)	1,205	1,185

Risk Management Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	1,781	1,873
Other Employee Costs	618	680
Materials and Contracts	1,367	1,147
Depreciation	452	452
Interest	0	0
Other Costs	1,841	1,896
Total Operating Expenditure	6,058	6,047
Capital Expenditure		
Capital Asset Acquisitions	3	3
Capital Works Programs	1,117	1,290
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	1,119	1,293
Income (Operating & Capital)		
User Fees	(313)	(331)
Fees and Charges	(1,258)	(1,376)
Grant Transfers	(616)	(741)
Contributions	(808)	(747)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(265)	(253)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(3,259)	(3,448)
Transfers from Reserves	(980)	(1,138)
Transfers to Reserves	750	770
Net Cost (Funded by Rates)	3,687	3,523



Key Direction 5 - Integrating Our Built Environment

2010/2011	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	4,154,609	4,372,354
Other Employee Costs	1,408,779	1,586,813
Materials and Contracts	2,529,343	2,295,549
Depreciation	2,730,773	2,725,423
Interest	26,314	26,250
Other Costs	3,061,446	2,821,972
Total Operating Expenditure	13,911,264	13,828,360
Capital Expenditure		
Capital Asset Acquisitions	185,264	218,652
Capital Works Programs	2,356,724	2,889,022
Capital Material Public Benefits	0	0
Loan Repayments	41,194	41,194
Total Capital Expenditure	2,583,183	3,148,868
Income (Operating & Capital)		
User Fees	(1,470,734)	(1,366,453)
Fees and Charges	(1,382,515)	(1,440,718)
Grant Transfers	(982,470)	(1,237,783)
Contributions	(1,579,100)	(1,497,454)
Rates Income	(1,586,607)	(1,591,347)
Domestic Waste Charge	(988,796)	(984,912)
Interest on Investments	(84,147)	(67,832)
Other Income	(214,195)	(192,009)
Capital Assets Disposals	(74,715)	(63,987)
Total Income (Operating & Capital)	(8,363,279)	(8,442,495)
Transfers from Reserves	(4,734,774)	(5,172,722)
Transfers to Reserves	2,054,543	1,866,385
Net Cost (Funded by Rates)	5,450,936	5,228,396

Integrating our Built Environment is about the need to create a sustainable and relaxed living environment including appropriate development, effective transport choices and efficient support services.

Key Performance Results			
Measure	Target	Outcome	
Improvement in the development of Asset Management System (evaluation, life-cycle analysis, condition assessment)	10% increase in the use of Asset Management System	20% increase in the use of the Asset Management System	✓
Energy consumption in Council facilities	2% reduction of energy consumption in Council facilities	-0.1% decrease on 2009/10* 2009/10	✗
Number of planning certificates issued	98% of planning certificates issued within 1 day	98% of planning certificates issued within 1 day	✓
Number of planning certificates issued over the internet	50% of planning certificates issued over the internet	65% of planning certificates issued within 1 day	✓
Number of completed construction certificates issued	95% of construction certificate applications, where all required information is provided, are issued within 10 working days	92% of construction certificates, where all required information is provided, issued within 10 working days	✗
Achieve median processing time for DA's	Achieve median processing time of 40 days	Median processing time of 47 days	✗
Achieve median processing time for building certificates	Achieve median processing time of 14 days	Median processing time of 12 days	✓
Condition of footpaths	90% of footpaths with trip condition E (>30mm) are rectified	97% of footpaths with trip condition E (>30mm) were rectified	✓
Condition of roads	90% of roads in town and villages to have Pavement Condition Index greater than 5 out of 10	96.5% of roads in town and villages have a Pavement Condition Index greater than 5 out of 10	✓
Green star rating of fleet	60% of vehicles to have a green star rating of 4 or above	34% of vehicles to have a green star rating of 4 or above	✗
Fuel Consumption of Council's vehicles	5% reduction in fuel consumption (litres per 100km)	0.017% increase in fuel consumption (litres per 100km)	✗

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Asset Management Coordination	Develop an effective procedure for creating and reviewing Plans of Management	Integrate Plans of Management template into strategic management framework	Completed	This project has been completed, all actions from Plans of Management have been incorporated and prioritised into Strategic Management Framework.	Corporate Strategy
Asset Management Coordination	Develop, resource and implement a sustainable Strategic Asset Management Plan	Integrate Asset Management into Council's Strategic framework	Completed	This was completed as part of Council's Special Rate Variation Application.	Corporate Strategy
Asset Management Coordination	Investigate a system for the sustainable acquisition and retirement of all assets	Develop an asset management strategy that incorporates sustainable acquisition and retirement of all asset classes	Completed	This was completed as part of Council's Special Rate Variation Application. Individual asset plans per asset category to be continued in 2012.	Corporate Strategy
Asset Management Coordination	Incorporate integrated and sustainable water, energy and waste initiatives into infrastructure, buildings and facilities	Council to maintain an ongoing database of all sewage management systems within the Local Government Area.	Ongoing Program	All known on-site sewage management systems are currently registered in Proclaim database. The database is updated when Development Application Occupation Certificates are issued for new dwellings and systems.	Environmental Compliance
Asset Management Coordination	Develop an advanced program of infrastructure asset acquisition and creation, maintenance, renewal and disposal to optimise Council's abilities to fund and resource this strategy	Ensure that the Property Register clarifies the ownership and management of all open space and proposed open space and recreation areas in the LGA	completed	Register reviewed and compliant with Audit recommendations. Action completed.	Planning & Assessment
Asset Management Coordination	Incorporate integrated and sustainable water, energy and waste initiatives into infrastructure, buildings and facilities	Progressively incorporate integrated and sustainable water, energy and waste initiatives into infrastructure, buildings and facilities	Ongoing Program	A 7.5 kw solar panel system was installed at Newport Community Centre. Solar water pumps have been purchased for Boondah Depot and are awaiting installation. LED lighting has been purchased for four of council's rock pools.	Reserves, Recreation & Building Services
Asset Management Coordination	Develop an advanced program of infrastructure asset acquisition and creation, maintenance, renewal and disposal to optimise Council's abilities to fund and resource this strategy	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	Completed	Ongoing program of development based on asset class	Urban Infrastructure

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Asset Management Coordination	Develop and implement an integrated asset management system	Continue to develop and implement an integrated asset management software system	Completed	Ongoing program of software development based on asset class requirements completed for program year.	Urban Infrastructure
Asset Management Coordination	Develop priorities based on a life-cycle analysis assessment	Collect data in accordance with an approved priority program of asset management	Completed	Ongoing program. Data collection completed for program year.	Urban Infrastructure
Asset Management Coordination	Develop priorities based on a life-cycle analysis assessment	Progressively develop priorities for maintenance and replacement for all classes of assets based on a life-cycle analysis assessment (including pro-active preventative maintenance)	Completed	Program completed for program year. Development of maintenance and replacement priorities is an ongoing program.	Urban Infrastructure
Asset Management Coordination	Develop, resource and implement a sustainable Strategic Asset Management Plan	Develop the Total Asset Management Policy & Strategy for all asset classes	Completed	Asset Management Policy, Strategy and Plan (Core Plan) documentation completed.	Urban Infrastructure
Energy	Implement and review Council's Plans relating to energy	Effectively manage and report energy data	Ongoing Program	This project forms part of council's commitment to reducing its energy consumption each year. Further energy saving projects supported by the Revolving Energy Fund (REF) are planned for 2011/12.	Corporate Strategy
Energy	Investigate initiatives to reduce public domain lighting energy consumption	Investigate effective solar power generation on council sites e.g.: CEC, Boondah Depot	Ongoing Program	Council has successfully installed additional solar panels at Newport Community Centre, Sydney Lakeside Holiday Park. Further sites planned for 2012.	Corporate Strategy
Energy	Investigate the potential for bio-sequestration through urban vegetation and carbon-offset schemes	Monitor and apply development controls relevant to tree planting and landscaping	Ongoing Program	As the Principal Certifying Authority for developments the enforcement of development consent conditions was undertaken in response to complaints.	Environmental Compliance
Energy	Investigate incentives for energy efficiency, i.e. low interest loans	Investigate the effectiveness and associated issues involved with possible establishment of a sinking fund to finance ongoing greenhouse reduction measures.	Ongoing Program	Annual allocation forms a part of Council's Budget Process. Amount each year is dependant upon rebate and budget parameters.	Finance & IT

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Energy	Implement and review Council's Plans relating to energy	Review Council's Greenhouse Gas Reduction Strategy to identify gaps	Progressing	Council's Greenhouse Gas (GHG) Reduction Strategy 2004 has been reviewed and gaps identified. Most of the actions from the GHG Strategy 2004 have been fully or partially completed. The GHG Strategy is currently being revised, re-formatted and updated for the period 2011-15, in line with Council's Climate Action Plan Framework adopted in 2009. Implementation of the revised GHG Mitigation Strategy will commence in 2011-12.	Natural Environment & Education
Energy	Review development controls and land use criteria to maximise energy savings	(DCP Project) Incorporate energy controls into DCP	Completed	Finalised and implemented Sustainability Principles and Checklist. This is independent of the DCP. No review of DCP required.	Planning & Assessment
Energy	Implement and review Council's Plans relating to energy	Review and implement Council's Energy Savings Action Plan	Ongoing Program	Continually reducing the energy consumption in Council Buildings through the Revolving Energy Fund (REF). Works program for next financial year completed. To be funded through the REF.	Reserves, Recreation & Building Services
Energy	Introduce initiatives to decrease fuel consumption of Council fleet	Review fleet management options and identify recommendations to reduce fuel consumption and emissions	Completed	Fleet audit completed as scheduled.	Urban Infrastructure
Energy	Investigate initiatives to reduce public domain lighting energy consumption	Continue to lobby the state government to reduce public domain and street lighting energy consumption	Completed	Continued monitoring of developments in solar technology and action by the utility companies. Program completed for program year.	Urban Infrastructure
Land Use & Development	Investigate affordable housing initiatives and progress accessory dwellings	Finalise strategy paper from the SHOROC Working Party on social and affordable housing	Deferred to Next Qtr	Changes to the Federal and State Governments approach to affordable housing has made it difficult to finalise a strategy paper. Submissions on individual development applications have been made under the former SEPP (State Environmental Planning Policy) Affordable Housing.	Community, Library & Economic Development
Land Use & Development	Provide effective building site management & post approval process	Manage construction certificate process, Principal Certifying Authority process, building site service and management, and inspection and orders process	Ongoing Program	Officers are accredited by the Building Professionals Board and attend training to ensure continuing professional development obligations. Certification services are being provided to customers in competition with the private sector.	Environmental Compliance
Land Use & Development	Develop and implement Developer Contribution Schemes/ Agreements to support land use and development	Review developer contributions	Progressing	Current structure of Developer Contributions administration is being reviewed to ensure continued efficient management into the future. Change in management has occurred with Administration and Governance now controlling Plan Management. Finance will continue to review all Financial Modelling.	Finance & IT

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Land Use & Development	Achieve an acceptable outcome for Careel Bay marina sites	Achieve an acceptable outcome for Currawong & Careel Bay marina sites	Not Progressing	Awaiting decisions by applicant/Dept. of Planning and Infrastructure regarding Careel Bay. Currawong resolved by purchase for State Park.	Planning & Assessment
Land Use & Development	Complete Local Strategy and standard LEP template process and review DCP to align with best practice sustainability principles	Site specific draft LEP's to deal with classification and reclassification will be prepared as required	Ongoing Program	Newport car park rezoning exhibition completed. Final report to Council 1st Quarter 2011-2012.	Planning & Assessment
Land Use & Development	Cut unnecessary red tape in Council's assessment and determination processes	Cut unnecessary red tape in Council's assessment and determination processes	Ongoing Program	Preliminary review of standard consent conditions completed. Covenant requirements reduced.	Planning & Assessment
Land Use & Development	Maintain efficient planning and development processes, such as e-planning initiatives	(LEP Info) Maintain planning compliance and environmental 'e' planning systems	Ongoing Program	Councils e-Planning systems are a best practice example.	Planning & Assessment
Land Use & Development	Monitor legislative and regulatory changes relating to land use planning	Respond to reforms in planning process and advocate on behalf of Council	Ongoing Program	Advocated abolition Part 3A. Responded to numerous consultation requests relating to planning reform.	Planning & Assessment
Land Use & Development	Ongoing review and monitoring of appeal matters and budget implications	(DA Admin) Consider initiatives to manage legal matters and reduce budget implications	Ongoing Program	Appeals reduced by 50% on previous year. Initiatives include close monitoring of Das, increased customer service levels and improving negotiation between staff and applicants.	Planning & Assessment
Land Use & Development	Progress investigation into potential Ingeleside land release with all stakeholders	(Land Release) Review position and respond to State Government Infrastructure & Planning Committee on sustainable land-use in Ingeleside	Not Progressing	Awaiting advice from Dept. of Planning and Infrastructure (DP&I). Meeting held between Council and DP&I. Further meetings scheduled for 1st quarter 2011-2012.	Planning & Assessment
Land Use & Development	Progress Warriewood Valley Land Release in accordance with pre-planned holistic objectives	(Land Release) Coordinate land use planning component of land release	Progressing	Joint Strategic Review commenced.	Planning & Assessment
Land Use & Development	Progress Warriewood Valley Land Release in accordance with pre-planned holistic objectives	Develop plan for Southern Buffer Area	Progressing	Project Control group established with Department of Planning and Infrastructure. Southern Buffer solution due 3rd Quarter 2011-2012.	Planning & Assessment
Land Use & Development	Provide an effective building and planning certification process	(DA Admin) Issue planning & building certificates, including effective customer service	Ongoing Program	- 151 Building Certificates determined. Medium processing time 12 working days. - 2,657 Planning Certificates issued - 65% issued within 5 minutes over the internet, 35% issued in hard copy within 1 day.	Planning & Assessment

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Land Use & Development	Provide an effective development assessment and determination process	(DA Admin) Provide an effective development application, assessment and determination system, including a pre-lodgment service and effective customer service	Ongoing Program	- 669 DAs Determined. Median Processing Time: 47 working days (625 Staff Delegation, 30 Development Unit, 12 Council, 2 JRPP) - 224 section 96 Modification Applications Determined (218 Staff delegation, 5 Development Unit, 1 Council) - 21 SEPP No1 Variations Determined.	Planning & Assessment
Land Use & Development	Provide an effective development assessment and determination process	Ongoing review and updating of e' planning system	Ongoing Program	Awaiting instillation of new software version (Infomaster) to enable further development and improvements. Implementation delayed by software provider.	Planning & Assessment
Land Use & Development	Provide an effective development assessment and determination process	Respond effectively to rezoning applications	Ongoing Program	LEP applications completed at Elanora Heights Conference Centre. Cabbage Tree Road was refused. Progressing: Foamcrest Avenue/23B MacPherson Street.	Planning & Assessment
Land Use & Development	Provide legal defense of Council's development application decisions & legal document processing	(DA Admin) Provide quality evidence and accurate document management	Ongoing Program	Significant reduction in appeals reduced to 8 compared with 15 previous year. Emphasis on negotiation to reduce appeals. High level of staff performance in significant cases.	Planning & Assessment
Land Use & Development	Review heritage matters including natural environment issues	Continue to support Aboriginal Heritage Office	Ongoing Program	Council jointly supports Aboriginal Heritage Consultancy with WSC and Manly Council	Planning & Assessment
Land Use & Development	Progress Warriewood Valley Land Release in accordance with pre-planned holistic objectives	Implement works proposed as part of the Warriewood Release Area including the multifunction corridors and landscape amenity buffers.	Progressing	Narrabeen creekline corridor works west of Ponderosa Parade. Scheduled to commence in Sept 2011. Document completed for landscape component. Public/community meeting held to discuss the large playground to be built in Sector 8.	Reserves, Recreation & Building Services
Land Use & Development	Progress Warriewood Valley Land Release in accordance with pre-planned holistic objectives	Provide delivery of infrastructure in accordance with Warriewood Valley Land Release Contributions Plan program	Completed	Program on hold. No projects in 2010/2011 Major Works program.	Urban Infrastructure
Town & Village	Develop improved pedestrian lighting and surveillance of the villages to improve safety and reduce vandalism and graffiti	Maintain and monitor council's CCTV system	Completed	Over the last 12 months CCTV has been operating effectively in a number of locations and footage provided to Police as requested.	Community, Library & Economic Development
Town & Village	Develop a program to build pride in community assets that assists Council in maintenance as well as deterring graffiti and vandalism	Encourage cultural expression within village Master Plans	Ongoing Program	Incorporated into Village Centre Masterplanning projects.	Planning & Assessment

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Town & Village	Develop and implement masterplans and supplementary public domain style guides	Complete Elanora Heights Masterplan and Public Domain Style Guide	Progressing	Masterplanning process commenced.	Planning & Assessment
Town & Village	Develop and implement masterplans and supplementary public domain style guides	Progress North Narrabeen Masterplan (dependent on establishment of flood levels)	Not Progressing	Suspended pending Flood Study outcomes.	Planning & Assessment
Town & Village	Investigate BASIX for business	Develop a sustainability rating for system for industrial and commercial properties	Completed	Greenstar Standards to be adopted and referred to in DCP.	Planning & Assessment
Town & Village	Provide integrated carparking options in Foamcrest Avenue, Newport and Mona Vale and investigate other options via ongoing masterplans	Develop planning initiatives to provide carparking in Foamcrest Avenue, Newport and Mona Vale	Progressing	Awaiting outcomes of Woolworths rezoning and subsequent DA.	Planning & Assessment
Town & Village	Review and implement an effective suite of planning controls for the villages in accordance with best practice sustainability standards	Lobby government to encourage beyond BASIX	Not Progressing	Matter not addressed pending change in Government.	Planning & Assessment
Town & Village	Review and implement an effective suite of planning controls for the villages in accordance with best practice sustainability standards	(DCP Project) Incorporate sustainability controls into DCP	Progressing	No changes to current Controls requiring review.	Planning & Assessment
Town & Village	Develop, review and implement public art initiatives and Cultural Plan actions	Examine opportunities for public art in significant capital works projects	Ongoing Program	Sculptures incorporated into the Governor Phillip Park upgrade.	Reserves, Recreation & Building Services
Town & Village	Maintain and service town and village facilities	Ongoing maintenance and servicing of town & village facilities	Ongoing Program	All Merits completed on time. Sections of commercial centres that needed mechanically cleaning have been completed.	Reserves, Recreation & Building Services
Town & Village	Provide planning, design, investigation and management of town and villages	Provide planning, design, investigation and management of town and villages for public infrastructure works	Ongoing Program	Provided as required.	Reserves, Recreation & Building Services
Town & Village	Upgrade of Town and Village facilities	Implement town and village Capital Improvement Program	Completed	Installation of Street Trees in Avalon village Centre completed.	Reserves, Recreation & Building Services

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Town & Village	Provide integrated carparking options in Foamcrest Avenue, Newport and Mona Vale and investigate other options via ongoing masterplans	Incorporate carparking and traffic management issues in Masterplans	Completed	Ongoing program as Masterplans are developed. Program completed for program year.	Urban Infrastructure
Transport & Traffic	Investigate mini bus system to service villages	In conjunction with Northern Beaches Liquor Accord, investigate options for localised late night shuttle bus service	Completed	Investigations indicate that any late night service will be difficult to establish and will require significant support from a variety of State agencies.	Community, Library & Economic Development
Transport & Traffic	Develop and implement a Car Parking Provision Plan for Pittwater	Deliver the revised Mona Vale car parking Section 94 Plan	Progressing	Information that will be developed as part of next phase of project development will inform Section 94 Plan.	Corporate Strategy
Transport & Traffic	Develop an education program to promote opportunities and advantages of reduced private motor vehicle usage	Develop an education program to promote opportunities and advantages of reduced private motor vehicle usage	Completed	A transport access guide has been developed and distributed targeting the Mona Vale area. The guide encourages people to leave the car at home and walk or use public transport. The transport access guide will be rolled out to the Avalon area and other main town centres where public transport is focused.	Environmental Compliance
Transport & Traffic	Develop and implement an education plan to reduce traffic speed	Implement the Education Plan to reduce traffic speed	Completed	The Slow Down Pittwater Campaign was completed in the 3rd quarter.	Environmental Compliance
Transport & Traffic	Develop and implement an education plan to reduce traffic speed	Ongoing monitoring of the Australian Road Rules and educate public regarding rules	Ongoing Program	Requirements for monitoring the road rules and education to the community have been met for 2010/2011.	Environmental Compliance
Transport & Traffic	Factor transport infrastructure and service into land use and development planning decisions	Support Council's strategic planning outcomes by contributing road safety behavioural advice to the development of infrastructure planning.	Ongoing Program	The Road Safety Officer has worked with infrastructure planning throughout the year to achieve this action.	Environmental Compliance
Transport & Traffic	Initiate an effective car parking enforcement program utilising technology	Ongoing enforcement program to achieve effective car parking utilising technology	Ongoing Program	Enforcement program in place. There were 5,240 infringements issued during 4th quarter.	Environmental Compliance
Transport & Traffic	Investigate mini bus system to service villages	Provide support to the Liquor Accord and assist in programs to encourage alternative transport options and responsible service of alcohol programs.	Ongoing Program	Requirements for 2010/2011 have been met. This is an ongoing program and will continue during 2011/2012.	Environmental Compliance

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Transport & Traffic	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	Implement a joint strategy with Warringah Council to develop and distribute late night alternative transport information to residents.	Completed	The late night transport information was completed and distributed to residents in the 2nd quarter. Due to a vacancy in the Road Safety Officer role at Warringah Council, Pittwater worked alone on this occasion.	Environmental Compliance
Transport & Traffic	Review and implement the Road Safety Plan including road safety education programs	Distribute parking safety information to all local schools and conduct enforcement based programs to increase compliance.	Ongoing Program	The Road Safety Officer has worked in conjunction with the Rangers and Parking Officers throughout the year to provide education and enforcement based programs on parking safety.	Environmental Compliance
Transport & Traffic	Review and implement the Road Safety Plan including road safety education programs	Continue to work with Northern Beaches and Northern Suburbs Councils to provide an annual Senior's Road Safety Calendar.	Completed	The Seniors Road Safety Calendar was distributed and completed in the 2nd Quarter.	Environmental Compliance
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Increase cyclists and drivers awareness of each other and the importance of obeying the road rules.	Completed	An awareness campaign has been conducted to increase driver's and cyclist's awareness of each other. The campaign consisted of bus shelter advertising and press releases in the Manly Daily.	Environmental Compliance
Transport & Traffic	Develop and implement a Car Parking Provision Plan for Pittwater	Assess adequacy of parking arrangements at sports grounds. Identify areas where access can be improved.	Ongoing Program	Parking areas reviewed on quarterly basis but works limited by available funding. Parking inadequate at the following sportsfields: Careel Bay Playing fields; Hitchcock Park; Porters Reserve; Kitchener Park and North Narrabeen Reserve adjacent to Walsh Street.	Reserves, Recreation & Building Services
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Investigate opportunities to implement cycleways into open space and bushland	Ongoing Program	Cycleway opportunities investigated as part of Plans of Management process and developed where possible, as funding allows. Extension to lagoon/lake foreshore path at North Narrabeen to be constructed this year.	Reserves, Recreation & Building Services
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Continue implementation of pedestrian access improvements including boardwalks and tracks through bushland areas	Ongoing Program	The building service staff continue to maintain the pedestrian bridges. Upgrade of the pedestrian bridges on Barrenjoey Road Avalon has commenced.	Reserves, Recreation & Building Services

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Transport & Traffic	Audit Council's transport initiatives to be compatible with regional, state and federal initiatives and requirements	Conduct an audit of transport initiatives in comparison with regional, state and federal initiatives for input into the Pittwater Transport & Access Plan	Completed	Government transport initiatives input to plans completed for program year.	Urban Infrastructure
Transport & Traffic	Campaign to facilitate increased use of public transport as well as encourage use of park and ride facilities	Continue to lobby state and federal agencies to improve public transport both to the city and cross city	Completed	Ongoing program as required. Program completed for program year.	Urban Infrastructure
Transport & Traffic	Campaign to facilitate increased use of public transport as well as encourage use of park and ride facilities	Continued promotional campaign for increased use of public transport and park and ride facilities	Completed	Ongoing program. Program scheduled for program year completed.	Urban Infrastructure
Transport & Traffic	Develop and implement a Car Parking Provision Plan for Pittwater	Update car parking mapping for Pittwater	Completed	Program progressing. Program for program year completed.	Urban Infrastructure
Transport & Traffic	Develop and implement a plan to facilitate the upgrading of Mona Vale Road and Wakehurst Parkway	Lobby the State Government for the implementation of the strategy	Completed	Ongoing program with issues raised periodically. Program completed for program year.	Urban Infrastructure
Transport & Traffic	Develop and implement the Traffic Network Plan for intersection improvements and pedestrian facilities	Develop Pittwater Roads Master Plan setting out a strategy for traffic facilities and intersection improvement	Completed	Program progressing. Scheduled actions completed for program year.	Urban Infrastructure
Transport & Traffic	Investigate mini bus system to service villages	Investigate mini-bus service to villages within the Pittwater Transport and Access Action Plan	Completed	Investigations initiated to determine what actions Pittwater can undertake. Program completed for program year.	Urban Infrastructure
Transport & Traffic	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	Participate in SHOROC Transport Working Group.	Completed	Ongoing attendance and support as required. Program completed for program year.	Urban Infrastructure
Transport & Traffic	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	Continued participation in the SHOROC (Shore Region of Councils) Transport Strategy	Completed	Continued as participation required. Participation completed for program year.	Urban Infrastructure

Integrating Our Built Environment

Strategy	Strategic Initiative	2010/2011 Action	Action Update	Action Comments	Responsible Business Unit
Transport & Traffic	Provide planning, design, investigation and management of traffic & transport facilities	Implement traffic management facilities in accordance with Traffic and Transport Management Program	Completed	Program completed for program year.	Urban Infrastructure
Transport & Traffic	Review and implement the Road Safety Plan including road safety education programs	Develop a Council fleet road safety policy.	Completed	Guidelines under development. Program completed for program year	Urban Infrastructure
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Finalise Walks & Rides Masterplan	Completed	Walks & Rides Masterplan finalised. Draft on public exhibition. Program completed for program year.	Urban Infrastructure
Transport & Traffic	Upgrade of traffic & transport facilities	Continue a program of works to improve Pedestrian Mobility and access in Mona Vale, Newport, Avalon, local commercial precincts and bus stops	Completed	Annual program completed for program year.	Urban Infrastructure

Asset Management Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	131	161
Other Employee Costs	49	65
Materials and Contracts	1	(0)
Depreciation	0	0
Interest	0	0
Other Costs	13	49
Total Operating Expenditure	194	275
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	137	154
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	137	154
Income (Operating & Capital)		
User Fees	(100)	0
Fees and Charges	0	0
Grant Transfers	0	(15)
Contributions	(59)	(58)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(3)	(2)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(162)	(74)
Transfers from Reserves	(2)	(9)
Transfers to Reserves	59	65
Net Cost (Funded by Rates)	226	411

Energy Efficiency Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	177	184
Other Employee Costs	60	65
Materials and Contracts	120	83
Depreciation	161	161
Interest	0	0
Other Costs	257	245
Total Operating Expenditure	776	738
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	105	117
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	105	117
Income (Operating & Capital)		
User Fees	(18)	(15)
Fees and Charges	(1)	(2)
Grant Transfers	(1)	(19)
Contributions	(60)	(58)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(4)	(2)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(84)	(95)
Transfers from Reserves	(232)	(237)
Transfers to Reserves	84	90
Net Cost (Funded by Rates)	649	612

Land Use & Development Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	2,561	2,699
Other Employee Costs	719	802
Materials and Contracts	96	100
Depreciation	39	39
Interest	0	0
Other Costs	1,877	1,450
Total Operating Expenditure	5,291	5,089
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	4	18
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	4	18
Income (Operating & Capital)		
User Fees	(203)	(165)
Fees and Charges	(1,363)	(1,418)
Grant Transfers	(8)	(59)
Contributions	(856)	(854)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(95)	(82)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(2,524)	(2,579)
Transfers from Reserves	(3)	(11)
Transfers to Reserves	865	861
Net Cost (Funded by Rates)	3,633	3,379

Town & Village Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	741	787
Other Employee Costs	275	315
Materials and Contracts	139	104
Depreciation	59	59
Interest	0	0
Other Costs	207	198
Total Operating Expenditure	1,421	1,463
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	334	640
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	334	640
Income (Operating & Capital)		
User Fees	(147)	(147)
Fees and Charges	(45)	(38)
Grant Transfers	(149)	(295)
Contributions	(271)	(251)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(9)	(8)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(621)	(739)
Transfers from Reserves	(170)	(382)
Transfers to Reserves	368	375
Net Cost (Funded by Rates)	1,332	1,357

Transport & Traffic Strategy

2010/2011	Budget	Actual
Operating Expenditure	\$000's	\$000's
Salaries and Wages	1,034	1,214
Other Employee Costs	393	498
Materials and Contracts	472	384
Depreciation	3,927	3,927
Interest	0	0
Other Costs	672	593
Total Operating Expenditure	6,497	6,615
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	1,787	2,081
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	1,787	2,081
Income (Operating & Capital)		
User Fees	(92)	(86)
Fees and Charges	(217)	(188)
Grant Transfers	(576)	(773)
Contributions	(898)	(810)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(9)	(9)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(1,792)	(1,865)
Transfers from Reserves	(6,294)	(6,480)
Transfers to Reserves	1,232	675
Net Cost (Funded by Rates)	1,430	1,027





Section 3 - State of Pittwater Report

This section provides a snapshot of the condition of Pittwater's environment and Councils response to environmental issues.

State Of Pittwater

What is the State of Pittwater report?

The 'State of Pittwater' report provides a snapshot of the condition of the environment, pressures impacting upon the local environment and the response by Pittwater Council to address these pressures. Until last year this was reported in a separate report called the 'State of Environment' report, which was prepared annually on a regional basis in conjunction with other SHOROC Councils. Under the new planning and reporting framework for Councils introduced by changes to the Local Government Act 1993, the 'State of Environment' report is now required to be prepared by individual Councils once every four years (in the year in which an ordinary election is held) and integrated into the annual reporting process. To maintain continuity, Pittwater Council has chosen to continue reporting annually on environmental issues and indicators in the 'State of Pittwater' section of its Annual Report. This report continues with the environmental indicators used in the regional State of Environment report to depict four-year trends for each of the following environmental sectors:

- land and coastline
- atmosphere
- water
- biodiversity
- human settlement
- heritage.

Land and Coastline

Being a peninsula, the landscape is dominated by waterways, headlands and beaches, caused by the weathering of a sandstone plateau, which also weathers to produce, sandy, low fertility soil. Coastline areas including beaches, rocky intertidal platforms, estuaries and lagoons are important features of the area that provide habitat and recreational opportunities for the community. Vegetation communities are diverse and include a range of native bushland habitats, seagrass and mangroves, fresh water wetlands and remnant littoral rainforest. Urbanisation can impact on natural areas and therefore requires careful consideration of the impacts of development.

Pressures on our Land and Coastline

Key pressures include:

- urban development and increasing residential densities
- soil contamination
- land degradation

- vegetation clearing
- invasive species, and
- climate change (e.g. storm damage, flooding, sea level rise, bushfire).

Condition of our Land and Coastline

National park land occupies just over half the Council area with the remaining land uses being predominantly residential and some commercial, located in a series of interconnected urban villages. Due to development interest some stretches of land and coastline are under pressure which can result in significant changes to the local environment.

The current trend in the number of development applications received reflects the slow economy and downturn in building works generally, as well as a higher uptake of complying development under the State Governments Exempt and Complying Codes SEPP. Assessing the suitability and capability of land for future development, such as being done through the Warriewood Valley Strategic Review for future land release, is vital to mitigate impacts on the environment while balancing the need for future development.

The trend in the total number of trees approved for removal reflects a number of issues, such as the aging of trees and increased awareness about trees and their management. Climate and weather conditions can also influence the number of applications received. In terms of the distribution of native plants, a substantial number - over 28,000 - have been distributed in recent years. However, the recent fall in the number distributed in 2010/2011 reflects the funding position of this program during the financial year.

Table 1: Development Applications

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Total number of development applications received	747	572	733	600	↓
Total number of development applications determined	712	528	689	665	↓

State Of Pittwater

Table 2: Land Clearing & Vegetation

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Total trees approved for removal on private land	221	237	258	272	↑
Total number of native plants distributed (including grasses, shrubs and trees) to volunteers, contractors and residents	6,715	10,166	11,009	500 ¹	↓
1. Reduction in the number of native plants distributed in 2010/11 reflects the budget position for this program.					

Responding to Land and Coastline Issues

Warriewood Valley Strategic Review

The review of existing undeveloped land was requested by the State Government's Planning Assessment Commission following conditional approval being granted for a large residential development in Warriewood Valley. The area being examined includes the area known as the Southern Buffer (located between Boondah Road, Pittwater Road, Jacksons Road, and the Warriewood Sewage Treatment Plant).

The strategic land review will identify and assess which undeveloped land, if any, may be suitable for increased development beyond that currently proposed for the Valley. It is intended to identify the best use of land for future development taking into account environmental and development constraints by establishing appropriate land uses, infrastructure requirements and development controls where relevant.

Narrabeen Lagoon Urban Sustainability Project

The Narrabeen Lagoon Urban Sustainability Project is a joint project between Warringah and Pittwater Councils funded by the Environmental Trust. The three year project included community education and bush restoration focused on reduction of impacts through the catchment to Narrabeen Lagoon. Pittwater Council undertook ground works at the following sites:

- Nareen Wetlands – works focused on:
 - regular weed control, such as Willows, Privets and Coral Trees and aquatic weeds
 - a bushcare group which continues to date
 - restoration works within Narroy Park to restore infill, which was dumped many years ago that damaged the natural vegetation, and bush regeneration on the perimeter of the wetlands

- engaging local residents on the project, resulting in reduced rubbish and vegetation dumping.
- Mullet Creek – restoration and regeneration works targeted both northern and southern ends of the creek:
 - in the upper catchment Privet and Coral Trees were controlled in the riparian areas
 - in the lower catchment at Irrawong Reserve the control of Morning Glory and a systematic approach to begin control of Coral Trees and Water Primrose (*Ludwigia peruviana*) has been undertaken.
- Deep Creek: weed control and bush regeneration was undertaken along the upper tributaries of the escarpment between Ingleside and Elanora Heights:
 - the Elanora Heights bushcare group is successfully restoring the ephemeral catchment above Narrabeen Lagoon on Elanora Road
 - various community field days have been held at Lumeah Reserve as part of the control of weeds along the upper catchment.

Algona Reserve Bushland Restoration

Extensive bush regeneration works were undertaken within Algona Reserve which has several endangered ecological communities including Pittwater Spotted Gum Forest and Littoral Rainforest along with Angophora Woodland. The threatened Powerful Owl (*Ninox strenua*) has regularly been sighted within this reserve roosting and feeding.

Bushland Restoration and Track Upgrade at Salt Pan Cove

The upgrade of the walking track in Salt Pan Cove Reserve was successfully completed in 2010/11. Restoration works were undertaken throughout the adjoining bushland, including bush regeneration, weed control and re-vegetation with endemic species where landscaping encroachments had impacted the natural bushland. Protection and enhancement of the endangered Pittwater Spotted Gum Forest was highlighted to the adjoining community through letters and the successful formation of a bushcare group on site. Encroachments from adjoining properties have been removed and two access points to the foreshore have been upgraded for public safety.

Volunteer Bushcare Groups

Over 1,000 hours of volunteer community work has been dedicated across more than 40 sites in the Pittwater area. Two new groups at Saltpan Cove and Angophora Reserve were initiated and worked to compliment the efforts of contractors in restoring and enhancing biodiversity.

State Of Pittwater

Atmosphere

The atmosphere surrounding the earth consists of a complex balance of gases that supports life. Human based activity, such as burning fossil fuels has rapidly increased the percentage of particular gases in our atmosphere resulting in negative impacts to urban air quality, human health and changes to our climate system.

Pressures on our Atmosphere

Key pressures include:

- pollutants from motor vehicles
- increased use of private vehicles, and increased traffic congestion
- smoke from bushfires
- use of woodfires in winter.

Condition of our Atmosphere

Transport in the area is a primary contributor to the emission of greenhouse gases (GHG's) and reduction in air quality. Air quality can vary considerably depending on natural events such as windy days, bushfires and human activities, with poor air quality impacting on health. The atmospheric condition is also measured by the number of air quality complaints, and community and council emissions.

National Pollutants Inventory Data, presented in Figure 1 identifies the source of substances in the air that may impact on air quality. In Pittwater, bushfires, domestic solid fuel burning and recreational boating are relatively more important as a source of air pollutants compared to SHOROC Councils as a whole, as shown by comparing Figure 1 and 2. The atmospheric condition is also measured by the number of air quality complaints, and community and Council emissions.

Table 3: Air Quality

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Air pollution complaints received by council	65	63	71	99	↑

In terms of emissions from Council fleet vehicles, improvements have been achieved through the purchase of more fuel efficient, cleaner burning vehicles. In 2010/2011 there was a slight increase in the number of vehicles in the Pittwater fleet back to 2007/08 numbers. The average of 7.12 tonnes per vehicle produced has been reduced by 10% in the current reporting period to 6.4 tonnes per vehicle while average kilometres travelled has remained static.

Figure 1 Percentage of pollutants by source for SHOROC councils in 2009/10

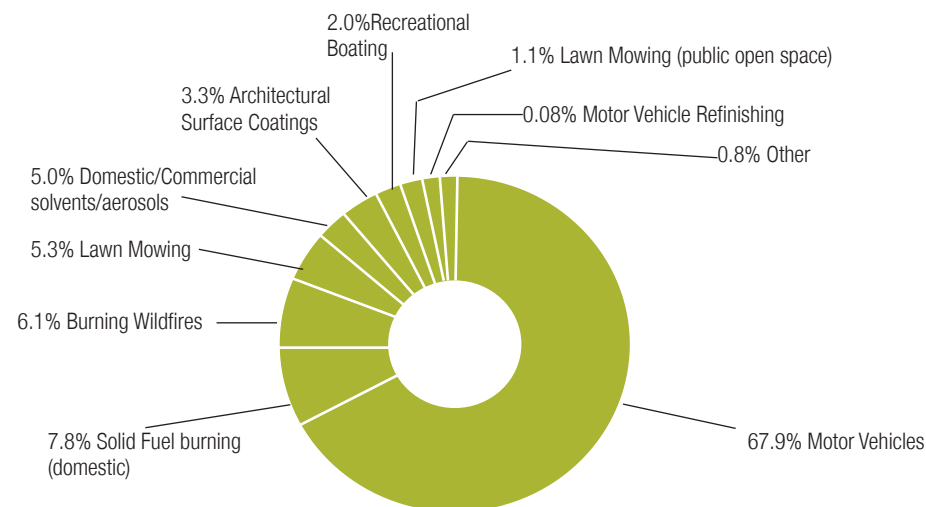
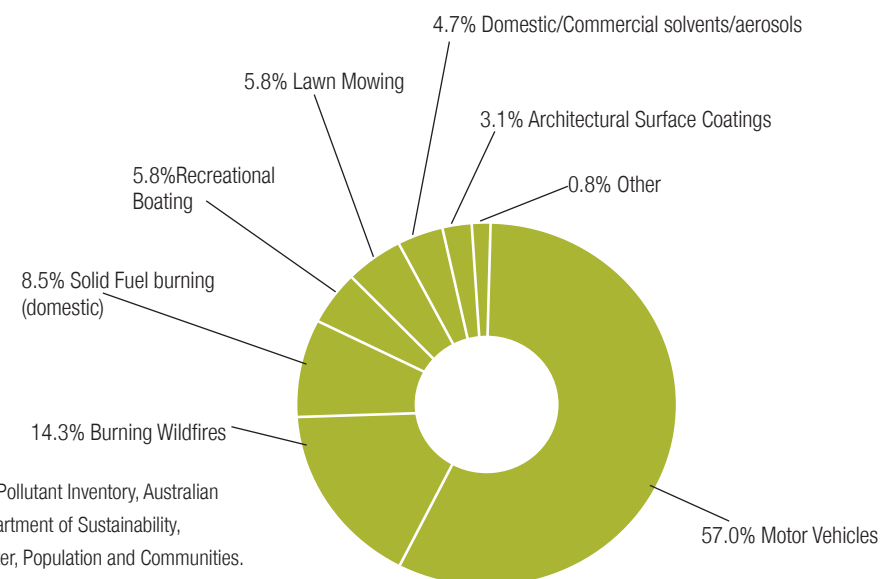


Figure 2 Percentage of pollutants by source for Pittwater LGA in 2009/10



Source: National Pollutant Inventory, Australian Government Department of Sustainability, Environment, Water, Population and Communities.

State Of Pittwater

Table 4: Greenhouse Gas Emissions

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Number of registered vehicles in LGA ¹	45,676	46,842	48,247	49,060	↑
Number of Council fleet vehicles ²	156	155	154	156	↔
Green house gas emissions from council fleet vehicles (tonnes CO ₂ e)	1,112	1,104	975.42	999.01	↓
Electricity use – council operations (megawatt hours) ^{3 & 4}	-	2,073.519	2,026.038	2,036.953	n/a
GHG emissions from council electricity use (tonnes CO ₂ e) ^{3 & 5}	-	2,003.595	1,935.332	2,142.327	n/a

1 Figures provided by NSW RTA for year ending 31 March 2011.

2 Includes passenger fleet, light commercial, heavy truck and plant vehicles.

3 The source of Council data has now changed. A new baseline year has been established for this indicator. Between 2000 - 2009, Council was a member of Cities for Climate Protection (CCP) Program. CCP data methodology included electricity consumption for network streetlighting within Council's GHG footprint despite this being outside Council's operational control. Therefore, data presented in previous State of Environment reports for 2007/08, 2008/09, 2009/10 included electricity consumption for streetlighting. A more accurate measure of Council electricity use is now available from Council's subscription to Planet Footprint, which separates out streetlighting. This change in reporting has established a new baseline year of 2008/09.

4 The indicator does not include electricity consumption derived from the clean energy technologies installed in some Council facilities. Council now have 23 kilowatts of installed PV system capacity, generating 32,740.5 kilowatt hours of clean energy annually, which is about 1.6% of total energy now being supplied by solar PV.

5 The increase between 2010-2011 relates to the reallocation of funds for purchasing green power for Council sites (10% of electricity for large sites and 6% for small sites) to invest in renewable energy generation systems in Council facilities; the first of which was a 5Kw solar panel system on Newport Community Centre.

Responding to Atmospheric Issues

Pittwater Community 2nd in Fridge Buy Back Program

Pittwater residents continued to reduce unnecessary greenhouse gas emissions throughout the year by surrendering their old, working second fridges to the Fridge Buy Back Program. Older fridges are often very inefficient, and sometimes are hardly used at all. The Fridge Buy Back program takes them out of circulation, properly de-gasses them, recycles the metals and provides a cash payment to the owner in many cases. During 2010/11, a total of 240 fridges were surrendered by Pittwater residents, taking the total to 874 since the program began as a pilot in 2006. The Pittwater community is currently second (out of 45 participating Councils) in its surrender rate of old fridges. In 2010-11, residents saved \$54,000 and 240 tonnes of CO₂ equivalent. Over the 8 years the program has been running, the total estimated dollar savings are \$196,650 with 884 tonnes of greenhouse gas emissions avoided. In June 2011, the Fridge Buy Back Program won a World Environment Day Award from the United Nations Association of Australia.

Developing and Implementing a Staged Climate Change Plan of Action

Council is taking action to reduce greenhouse gas emissions and also to plan for and adapt to climate change already locked in by elevated levels of greenhouse gases in our atmosphere, now at 391 parts per million - the highest concentration in 650,000 years. In April 2009, Council adopted a Climate Action Plan incorporating both Climate Change Mitigation and Climate Change Adaptation streams to be developed in a staged sequence as resources and priorities allow. Work on the mitigation stream commenced in 2010/11, with a review of Councils Greenhouse Gas Strategy 2004 to identify gaps and opportunities for strengthening abatement of greenhouse gas emissions from Councils operations. A range of energy efficiency and renewable energy generation projects are being implemented to reduce Council's carbon footprint.

Solar Powering Newport Community Centre

Pittwater Council is committed to leading the community by example on environmental sustainability and so in May 2010, the Council decided to reallocate funds set aside for purchasing GreenPower electricity and invest instead in local renewable energy projects – specifically in solar power generation for Council owned buildings. The first project to be implemented was an upgrade of the solar power system capacity at Newport Community Centre, adding an additional 5 kilowatts and taking it from a 2 kilowatt to a 7 kilowatt peak system. The solar panel system not only saves electricity, but also reduces Council's dependency on fossil fuel energy sources, thereby avoiding greenhouse gas emissions. The annual solar generation of the system is 9,965 kilowatt hours, which is just over 23% of the energy needs of the building, while greenhouse gas emissions abated total 10.56 tonnes of CO₂ equivalent annually.

State Of Pittwater

Water

In this section 'water' refers to beaches, bays, lagoons, creeks, wetlands, groundwater, stormwater and potable water. The Pittwater area has a range of water assets which are of valued for their aquatic habitats and recreational opportunities.

Pressures on our Water

Key pressures include:

- stormwater runoff from impervious surfaces
- sewer overflows, outfalls and licensed discharges
- litter
- nutrient run-off from gardens, industrial estates and animal waste
- water pollution incidents
- increase in population and water consumption, and
- drought conditions/reduced rainfall.

Condition of our Water

As a life source good quality water is essential for ecosystem health, consumption and recreational activities. There is a responsibility to ensure that good water quality is maintained whilst also ensuring a sustainable level of consumption. The condition of water in the SHOROC region is highlighted below.

The increase in the number of pollutant traps is due to the transfer of devices in Warriewood Valley from private owners to the Council and inclusion of all stormwater management devices in the Pittwater area (Council and non-Council owned) following an audit conducted during 2010/2011. Some devices will need further maintenance to improve efficiency and volumes collected. The trend data in Table 5a shows that the Council collected 166 tonnes of pollutants from existing stormwater management devices (SQIDs) in the stormwater system before it enters waterways. Table 5b highlights that improvements in street sweeping schedules and training has resulted in increased amounts of pollutants collected from gutters before entering the stormwater system and waterways. Improved inspection frequency of SQIDs, improved cleaning schedules and efficiencies have a large effect on removing pollutants from systems and also reduce flooding incidents and claims.

Table 5a Stormwater

Indicator		2010/11
Device: bio-retention pits, sediment traps and wetlands.	Total weight removed from SQIDs ¹ in financial year (tonnes)	0.813
	Total no. of devices	9
Device: CDS, Roclas, Baramy, Booms, Netecks, Trash racks, drainage channels	Total weight removed from SQIDs in financial year (tonnes)	165.422
	Total no. of devices	38
All devices	Total weight removed from SQIDs in financial year (tonnes)	166.235
	Total no. of devices	47
Note: annual data on all devices is not available prior to 2010/2011. 1. Stormwater Management Device		

Table 5b Stormwater

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Number of gross pollutant traps (council controlled) ¹	22	27	29	36	↑
Total gross pollutants removed from pollutant traps (tonnes)	96	99	110	104	↑
Street sweeping – pollutants collected from drains (tonnes)	1,300	1,200	1,250	1,348	↑
1. Pollutant traps are stormwater management devices, which includes some of those listed in the second row of Table 5a. They act like filters for stormwater by preventing large items entering waterways.					

The consumption of potable water per capita is down slightly from the recent peak in 2009/2010 of 76 kilolitres, which followed the removal of water restrictions. However, due to a continuing rise in the population, total consumption in Pittwater only declined by around 2.4% on the 2009/2010 peak while Council consumption dropped by around 10%.

State Of Pittwater

Table 6: Water Consumption

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Total LGA potable water use (kilolitres)	4,709,263	4,910,571	5,181,272	5,055,431	↑
Total residential potable water use (kilolitres per capita) ¹	72	75	76	74	↑
Total council potable water use (kilolitres)	104,356	120,963	131,715	118,664	↑

Note: Water consumption relates to water use in residential dwellings only (houses, units and flats) and is based on total consumption for year ending 30 June 2011 of 3,628,404 kilolitres.

1. Per capita figures have been revised based on population estimates from the State Government Department of Planning & Infrastructure.

Table 7 below shows there has been a recent improvement in beach suitability grades for beaches within the Pittwater area.

Table 7: 2010/11 Harbourwatch/Beachwatch Suitability Grading for Pittwater Beaches

Harbour Beaches	2009/10	2010/11
Barrenjoey Beach	Very Good	Very Good
Great Mackerel Beach	Very Good	Very Good
Elvina Bay	Good	Very Good
Paradise Beach Baths	Good	Very Good
The Basin	Very Good	Good
Clareville Beach	Good	Good
Bayview Beach Baths	Good	Good
North Scotland Island	Good	Good
South Scotland Island	Good	Good
Taylors Point Baths	n/a	Good
Avalon Beach	Very Good	Very Good

Harbour Beaches	2009/10	2010/11
Bilgola Beach	Very Good	Very Good
Bungan Beach	Very Good	Very Good
Mona Vale Beach	Very Good	Very Good
Whale Beach	Very Good	Very Good
Newport Beach	Good	Very Good
Palm Beach	Good	Very Good
Turimetta Beach	Good	Good
Warriewood Beach	Good	Good

Note: Beach Suitability Grades under the National Health and Medical Research Council guidelines for Managing Risks in Recreational Waters (2008) are used to grade the beaches. The Grade is a long term assessment of the suitability of a swimming location and is derived from a combination of sanitary inspection and water quality measurements gathered over previous years. The sanitary inspection identifies potential pollution sources, assesses the risk posed by each source and then determines the overall risk at the swimming site, and the microbial water quality is attained by calculating the 95th percentile of enterococci water quality data. The Beach Suitability Grades can be either Very Good, Good, Fair, Poor or Very Poor.

Ocean Beaches	2009/10	2010/11
Avalon Beach	Very Good	Very Good
Bilgola Beach	Very Good	Very Good
Bungan Beach	Very Good	Very Good
Mona Vale Beach	Very Good	Very Good

Participation in Sydney Water's WaterFix program is presented in Table 8. As expected there has been a gradual decline over time in the number signing up for the program following a large and sustained uptake by households. Over 12,000 households have now participated in the program.

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Table 8: Sydney Water - WaterFix Program

Water Saving Program	2007/08	2008/09	2009/10	2010/11	Total 1999 to 2007/08	Total 1999 to 2008/09	Total 1999 to 2009/10	Total 1999 to 2010/11
DIY Kit	218	81	30	2	1,409	1,490	1,520	1,522
Hot water circulators	-	-	-	1	-	-	-	1
Love your garden	143	216	19	-	235	451	470	470
Rainwater tank rebate	269	114	69	33	1,062	1,176	1,245	1,278
Toilet rebate/replacement	-	186	197	285	6	192	389	674
Washing machine rebate	1,041	518	402	4	1,987	2,505	2,907	2,911
WaterFix your home	369	66	45	41	5,130	5,196	5,241	5,282
Total participation	2,040	1,181	762	366	9,829	11,010	11,772	12,138

Source: Sydney Water

Responding to Water Issues

Rainfall Gauges for the Northern Areas of the Pittwater LGA

Pittwater Council received funding through the Natural Disaster Resilience Grants Scheme (a combined State and Commonwealth grant scheme) to undertake a project to install a rainfall gauge (pluviometer) and water level recorder at Great Mackerel Beach. The project will see:

- increased coverage of rainfall data across the Pittwater LGA
- more accurate and localised data for future flood studies and modelling
- the potential to provide a flash flood warning system
- assistance in planning strategies for coastal erosion and tidal inundation.

The data is available for the community to view on the Narrabeen Lagoon Watch website: http://mhl.nsw.gov.au/www/lw_start.html.

Careel Bay Playing Fields - ILEP

Pittwater Council received funding from Sydney Water through the Irrigation and Landscape Efficiency Program (ILEP) to improve the condition of the irrigation and increase water saving at Careel Bay sporting fields. The first stage of the project involved an irrigation and landscape assessment. The second stage of the project was to implement the recommendations including:

- applying a series of 10-15 mm top dressing events to the northern and southern fields to achieve a topsoil depth increase of at least 50 mm
- concentrating aeration in the centre field and in the goal mouths to improve water infiltration
- removing Onion Weed, Love Grass and Parramatta Grass
- checking the total system for leaks and replacing sprinkler heads
- applying fertiliser and herbicides.

Avalon Golf Course - ILEP

Pittwater Council received funding from Sydney Water through the ILEP program to upgrade the existing irrigation system and construct a potable water replacement system at Avalon Golf Course. The first stage of the project was to conduct a groundwater investigation. A bore-hole was then established to be used in the potable water replacement system which included the construction of a 120 000 litres concrete tank and pump house to draw and store water from the bore-hole and existing pond.

Water Efficiency

Pittwater Council, through funds provided by Office of Environment and Heritage under the Waste and Sustainability Improvement Program (WaSIP) secured funds to conduct two in depth water efficiency assessments on Lakeside Caravan Park and Governor Phillip Park. These assessments outlined previously undetected leaks and areas for further water efficiency gains. Council was also able to gain funds from WaSIP to install two tanks (4,000L and 5,000L) at Rat Park and plumb this tank water into the amenity blocks to further reduce Councils reliance on town water.

Pittwater Estuary Management Plan

The Pittwater Estuary Management Plan, which is a coastal zone management plan under the NSW Coastal Protection Act 1979, was adopted by Pittwater Council in December 2010 following extensive consultation with residents, commercial and recreational users as well as state agencies involved in the management of the Pittwater waterway. The Plan is a web-based document which will enable Council to better integrate the recommended priority actions into its annual Delivery Program. The Plan has been submitted to the Minister for the Environment for certification before it takes statutory effect.

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Risk Management Policy for Coastal Public Buildings and Assets in Pittwater

In May 2011, Pittwater Council adopted the Policy in order that certain public buildings and assets that need to be located in areas affected by coastal hazards can fulfil their intended function. These buildings include surf life saving clubs, sailing clubs, amateur swimming clubs, sea scout boatsheds and volunteer coastal patrol buildings. In the future, such buildings will be at greater risks from climate change impacts, particularly rising in sea levels. Council considers it reasonable to continue to utilise and improve some of these buildings until they are no longer usable as long as the risk caused by coastal hazards can be managed to acceptable levels. In this way, the volunteer organisations using these buildings may continue to provide services to the community.

Pittwater Foreshore Floodplain — Mapping of Sea Level Rise Impacts Project

This project which maps the impacts of sea level rise on the Pittwater Estuary resulted in a draft report and maps being placed on public exhibition and the commencement of community consultation on the project. The project reviews, updates and expands the current Estuarine Planning Level Mapping to include adopted NSW sea level rise benchmarks and informs the community about the likely current and future impacts of foreshore inundation due to sea level rise.

Coastal Hazard Definition and Vulnerability Study

Worley Parsons was commissioned by Council to prepare a coastal hazard definition and vulnerability study for all Pittwater ocean beaches and Great Mackerel Beach. Even though the study has been delayed by the legislative changes and the release of State Government technical guidelines, the hazard definition data and mapping has been completed for the 'hot spot' locations. The preparation of emergency action plans for these beaches are currently being progressed.

Continuation of Current Activities

- Participation in the SHOROC Water Conservation Group and the SHOROC Climate Change Group
- Provision of comments and submissions to State Government in relation to the NSW Coastal Reform package
- Catchment education activities including the development of a Careel Creek Water Quality Information brochure
- Narrabeen Lagoon Flood Study update (joint project with Warringah Council)
- Water management systems auditing and monitoring.

Biodiversity

Biodiversity is the variety of all life forms – the different plants, animals and micro-organisms, the genes they contain and the ecosystems in which they live. Biodiversity underpins the ecological processes underpinning clean air, clean water, soil fertility, etc and contributes to food production, recreational opportunities and cultural identity, etc.

Pressures on our Biodiversity

Key pressures include:

- altered and inappropriate fire regimes
- clearing and fragmentation of native bushland
- spread of weeds
- illegal poisoning of trees
- illegal dumping of rubbish
- predation by domestic and feral animals
- plant diseases such as Phytophthora
- stormwater/sewer discharges into bushland and waterways
- climate change impacts
- anchoring of boats, and
- replacement of swimming nets.

Condition of our Biodiversity

Biodiversity in the Pittwater area incorporates terrestrial, intertidal, and aquatic based plants, animals and micro-organisms and the ecosystems in which they live. The area is home to many threatened plants, animals and communities. Whilst most of this diversity is contained in bushland areas and waterways, it is complemented by biodiversity in urban residential areas, including private gardens and street trees.

The trend in the number of noxious weed assessments and notices issued can fluctuate depending on the context, such as an outbreak of invasive species. There have been a reduced number of initial assessments undertaken and initial weed notices issued to residents during the year. The increase in threatened fauna species numbers are not due to new recordings but the increase in determinations by NSW scientific committee.

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Table 9: Biodiversity Condition

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Noxious weed notices to residents	56	161	167	108	↑
Noxious weed assessments undertaken	171	170	188	130	↓
Total number of active registered Bushcare volunteers	356	181	240	265	↔
Bushcare program volunteer hours	9,283	7,220	4,615	4,997	↓
Number of active Bushcare groups	28	37	41	41	↑
Number of native plant species recorded in LGA	n/a	n/a	285	536 ¹	n/a
Number of threatened flora species	14	21	22	22	↑
Number of threatened fauna species	42	46	56	62	↑
Number of endangered ecological communities	9	10	11	12	↑
Number of endangered fauna populations	2	2	2	2	↔
Number of feral fauna species targeted through programs (e.g. rabbits, foxes, cats)	2	2	2	2	↔

Note: The number of threatened species and endangered ecological communities (EECs) was also taken from the Draft Pittwater Vegetation Mapping and Management Plan (May 2011). The list of EECs and threatened species were compiled using the Office of Environment and Heritage NSW Wildlife Atlas and Dept. of Sustainability, Environment, Water, Population and Communities database. 13 EECs are listed however 1 community appears to be extinct from the LGA.

1. The Draft Pittwater Vegetation Mapping and Management Plan (May 2011) identified a total of 36 native vegetation communities occurring in Pittwater, this was based on numerical classification of 161 full floristic sample plots where a total of 536 native plant species were recorded. More than 536 native plant species are expected to occur throughout Pittwater.

Monitoring of endangered animals and plants

Bush Stone Curlews – in January 2010 there were reports of 3 individuals occurring in Pittwater, a breeding pair and their juvenile. In September 2010 a bird was reported in Mona Vale and in late June a bird was reported in Catalina Crescent at Avalon, it is not known whether these latest sightings are individuals new to the area or if they are part of the known breeding pair. The sound of the Bush Stone Curlew calling has recently been reported at Careel Bay and Catalina Crescent, Avalon.

Grey-headed Flying-foxes – The threatened Grey-headed Flying-fox (*Pteropus poliocephalus*) has a well-established colony within a bushland reserve at Avalon which contains 2 endangered ecological communities: Littoral Rainforest and Pittwater Spotted Gum Forest. Despite a spike in population numbers in 2010 due to food shortages in the northern part of this species range, numbers have now dropped to approximately 200 individuals. A second temporary camp site has also been established in the LGA at Warriewood Wetlands during the autumn and early winter months only. Numbers of Flying-foxes peaked at over 1,500 in 2010 whilst this year saw approximately 500 utilising this site during the same period.

Seagrass - in 2009/2010 it was reported that the current area of seagrass beds in Pittwater was 188.5 hectares. Research by the Department of Industry and Investment (DII) estimated a 12% decrease in seagrass beds since the mid-1980s. In Narrabeen Lagoon, since the 1960s there has been a steady decline in seagrass beds (as reported in the Narrabeen Lagoon Plan of Management, 2002), this is likely due to dredging and varying water levels in the lagoon due to entrance management practices. A recent study by the Ecology Lab Pty Ltd for Warringah Council's Narrabeen Restoration Project (2007) mapped the distribution of seagrasses in the central basin of Narrabeen Lagoon.

Native Mammals Monitoring in Pittwater - Pittwater contains 14 threatened mammal species and a further 14 locally significant mammal species. Throughout 2010/11 a number of bushland reserves in Pittwater have been surveyed for the presence of ground and arboreal mammal species. Results thus far show:

- The Swamp Wallaby (*Wallabia bicolor*), Sugar Glider (*Petaurus breviceps*), Feathertail Glider (*Acrobates pygmaeus*) and Pygmy Possum (*Cercartetus nanus*), Bush Rat (*Rattus fuscipes*) and Brown Antechinus (*Antechinus stuartii*) are only present in large reserves with links to surrounding National Parks.
- The Long-nosed Bandicoot (*Perameles nasuta*) is surviving well in both bushland reserves, disturbed or degraded sites, and suburban backyards.
- All reserves and headlands surveyed on the Barrenjoey Peninsula appear to have lost the native Bush Rat and Antechinus which has been replaced by the exotic and rather aggressive Black Rat (*Rattus rattus*).
- Neither the Koala (*Phascolarctos cinereus*) nor the Southern Brown Bandicoot (*Isodon obesulus*) has been detected in the LGA and it is thought these species may now only be present in local National Parks.

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Responding to Biodiversity Issues

Pittwater Native Fauna Management Plan

In June 2011, Pittwater Council adopted the Pittwater Native Fauna Management Plan. This plan was a comprehensive review of native fauna in the LGA. Key elements addressed in the Management Plan included:

- updated fauna lists for the LGA
- updated information on relevant legislation
- management actions relating to protecting and enhancing native fauna and its habitat and prioritised actions
- fauna data on-ground work, desktop analysis and presentation of fauna data
- historical discussion such as the loss of fauna types within the LGA
- provision of native fauna assessments (for community education, website, etc).

Ingleside Chase Reserve Plan of Management

Ingleside Chase Reserve is a significant natural area in Pittwater and is located on the Warriewood Escarpment and includes newly acquired land from both the former Heydon Estate and parcels formerly owned by the Uniting Church. In December 2010, Pittwater Council adopted a Plan of Management for the reserve, which addresses the following key issues:

- Vegetation, biodiversity and habitat management: weed and pest control programs, restoration of vegetation communities, monitoring of fauna, wildlife corridors, fire management.
- Water quality - stormwater and surface run-off, sedimentation, pollutant loads.
- Recreation - improving and maintaining access and connecting areas, bird-watching, walking, public safety and risk management, investigating new permissible recreation opportunities.
- Encroachment of private assets onto public land; and dumping of rubbish and green waste.
- Education - community participation, Bushcare programs, signage and information.

Warringah Pittwater Bushfire Risk Management Plan: 2010-11 Hazard Reduction Program

Hazard reduction works were undertaken in accordance with the Warringah Pittwater Bushfire Risk Management Plan. These works included; manual hazard reduction, pile burns and/or area burns according to the hazard reduction requirements. Council prepared environmental assessments prior to area burns being undertaken. Preparation weeding, flora species monitoring and some fauna monitoring was undertaken at all proposed burn sites which included; Ingleside Chase Reserve, Plateau Park, McKay Reserve, Angophora Reserve, Stapleton Park, Kennedy Park, Deep Creek Reserve, Bothams Beach Reserve, Dark Gully Reserve, Attunga Reserve and Scotland Island – Elizabeth Park and several unmade road reserves within the island area.

Feral Animal Control in Pittwater

Over-grazing and competition by feral rabbits is a listed Key Threatening Process in Australia as are the impacts of the introduced Cane Toad on native fauna populations. Both issues are significant in the Pittwater LGA. Annual updates on their status are as follows:

- Feral Rabbit Abatement - anecdotal evidence suggests there has been an increase in both distribution and abundance, of rabbits in Pittwater. This evidence is consistent with Australia-wide data and is suspected to be a response to increased resistance to rabbit Calicivirus seen in the rabbit population. Climate conditions have also been favourable. Feral rabbit control programs have continued throughout Pittwater LGA in 2010/11 and Council is working closely with the NSW Departments of Environment and Heritage and Industry and Investment and other Landcare groups to capitalise on the spread of rabbit haemorrhagic disease (RHD) and ensure that effective follow-up programs are undertaken.
- Cane Toad Alert - over the past six years Cane Toads have been sighted in Pittwater LGA. It is thought these animals may have been transported into the area via landscaping trucks and/or produce. Council has released several alerts to the wider community regarding this highly invasive species and is working with the Office of Environment and Heritage to ensure this issue is monitored very closely. All animals have been humanely destroyed.

Noxious Weed Control

The following are programs targeting noxious and environmental weeds using the “Caring For Our Country” grant funding which have been operating during the year.

Bothams Beach McCarrs Creek Restoration Project 2010-2011

A joint venture with Pittwater Environmental Foundation, Pittwater Council and Caring for our Country grant; this project aimed to rehabilitate and protect the Ecological Endangered Community (EEC) of Pittwater Spotted Gum Forest which was being threatened by invasive weed species and inappropriate use by the broader community from dumping, encroachments and inappropriate storage of boats within the reserve.

The main access track has been upgraded, boat storage facilities have been installed to minimize impacts to the EEC and protect the foreshore area. Bush regeneration works have been completed as part of Stage 1, along with an ecological burn undertaken with the support of the NSW Fire and Rescue Service – the first on this site for over 25 years. Squirrel Glider nesting boxes have been installed on site in appropriate positions. A new bushcare group was formed during the grant project.

Outcomes of the project should stabilise the Spotted Gum Forest, enable the site to become healthier and more resilient with a greater diversity of species germinating after the prescribed burn and raise awareness and education within the local community.

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Browns Bay Littoral Rainforest Conservation Project

This site has many rare and significant rainforest species. Browns Bay Bushcare group successfully applied for a grant with the Federal Government Caring for our Country Community Action program. Funding of \$19,954 (ex GST) was received in April 2010 to support the bushcare volunteers and to control invasive weeds occurring in the Littoral Rainforest EEC at Browns Bay below McCarrs Creek Road, Churchpoint. The project aims were completed by June 2011. The volunteers have successfully managed to restore part of the reserve and the grant funding has enabled bush regeneration contract works to target the more degraded and difficult areas.

North Palm Beach Bushcare Dune Restoration Project

The North Palm Beach Bushcare Group in conjunction with Council and the Hawkesbury Nepean Catchment Management Authority (HNCMA) worked on foredune restoration at north Palm Beach and undertook intensive primary clearing of Asparagus Fern near the border of the National Park to the north end of Palm Beach. Bitou Bush was also controlled throughout the dunes. The Pittwater Natural Heritage Association in conjunction with NPWS, corporate sponsors and the HNCMA supported this project with the organisation of an "Asparagus Fern Out Day" in the NPWS land.

Plateau Park Duffys Forest Conservation Project

The Plateau Park Bushcare group was successful in their application in July 2010 for \$20,000 (ex GST) from the Federal Government "Caring for our Country Community Action Grant". The project aimed to help support the bushcare volunteers in their efforts to protect the Duffys Forest Ecologically Endangered Community within Plateau Park. This is the only remaining stand of this EEC on public land within the Pittwater LGA. The grant funds continued until the end of June 2011.

Kywong Reserve Quality Habitats

Another Federal Government "Caring for our Country Community Action Grant" was received. The Kywong Reserve Bushcare group was successful in their application in January 2011 for \$10,700 (ex GST). This 18 month project aims to help support the bushcare volunteers in their efforts to restore the biodiversity of the Sandstone Woodland community. This small reserve is surrounded by urban development however it has some magnificent boulder outcrops, sandstone heath vegetation and a small creekline which eventually flows into Narrabeen Lagoon. A planting day is scheduled to involve the local community. The project will continue until the end of April 2012.

Warriewood Wetlands

The Warriewood Wetlands Bushcare Group successfully applied for two grants through the Sydney Metropolitan Catchment Management Authority (SMCMA) and the Australian Government's "Caring for our Country" program. Works began in May 2011 and are expected to be completed in April 2012. Noxious and environmental weeds

along Mullet Creek between Garden Street and Jacksons Road will be treated or removed and some planting of native plants will be undertaken.

Threatened Species - Pittwater Threatened Species Recovery Database & Mapping

A database and map has been developed to assist Councils land managers to assess work sites for threatened species prior to commencement of works. Records of threatened species, population and endangered ecological communities occurring in Pittwater are based on data from the NSW Wildlife Atlas, Pittwater's Native Fauna Management Plan and Pittwater's Draft Vegetation Mapping and Management Plan.

The database includes Recovery Plans, Threat Abatement Plans and PAS Priority Actions for threatened species, population and endangered ecological communities applicable to Pittwater. The map layer allows Council Officers to view threatened species records spatially, information included in the mapping for each record includes; common name, scientific name, dates recorded, status (under the TSC Act and EPBC Act) and associated Recovery Plans and actions.

Human Settlement

This section reports on issues which are the result of human activities which influence the quality of life of the community. Population growth, housing, waste generation and noise issues in an urban setting are all factors which impinge either positively or negatively on the community. Human settlement indicators have been selected to measure issues of population pressures, noise complaints and waste generation.

Pressures on Human Settlement

Key pressures include:

- waste generation
- growing population
- increased packaging
- illegal dumping
- electronic waste, (e-waste), and
- noise from various sources (e.g urban developments, companion animals, transport, construction and recreation).

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Condition of our Human Settlement

The Pittwater local government area is home to around 60,000 people. Around half of the land area is designated national park. The increasing number of people living in the area can have both positive and negative implications. Negative implications include an increase in waste and noise which may have an effect on human health and wellbeing, as shown by Tables 11 and 12, whilst positive implications include economic and social benefits for the community.

Table 10 shows that the resident population continues to rise, resulting in increasing residential densities. The number of noise complaints, presented in Table 11, was lower than in recent years while waste figures presented in Table 12 show a rise in the level of waste per capita going to landfill while there has been a slight fall in the amount of waste recycled per person. These are issues which the Council will need to address.

Table 10: Population

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Estimated population of LGA - at 30 June 2011 ¹	56,920	57,018	58,818	60,000	↑
Residential density (persons per hectare) ²	6.28	6.29	6.49	6.62	↑

1. Population figures are based on State Government estimates from Department of Planning & Infrastructure.

2. Residential density calculates persons per hectare. Some land included in the calculation may not be used for habitation e.g. shopping centres, national parks.

Table 11: Noise

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
General noise complaints received by council	92	325	235	184	↑
Barking dog complaints received by council	127	221	207	199	↑

Table 12: Waste

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Total waste to landfill including general cleanup (tonnes)	12,692	13,420	13,293	13,901	↑
Total waste to recycling including paper, co-mingled, metal and green waste (tonnes)	11,304	11,636	11,674	11,630	↑
Total waste to landfill including general cleanup per capita (kg)	212	223	226	232	↑
Total waste to recycling including metal and green waste per capita (kg)	200	204	199	194	↓
Green waste diverted from landfill per capita (kg)	36	41	45	47	↑
General cleanup sent to landfill per capita (kg)	20	36	29	31	↑

Responding to Human Settlement Issues

Reduction of Waste to Landfill at Council Facilities

Council continues to carry out initiatives to reduce the amount of waste to landfill and to encourage recycling by staff members. Council installed workplace recycling in kitchens, installed a worm farm at Boondah Depot and Mona Vale Library, and placed both mobile and battery recycling boxes at each council administration facility. The battery recycling in particular has been popular with the community.

Public Place Recycling Bins

The public place recycling bin enclosures continue to encourage visitors and residents to participate in away from home recycling. The enclosures include separate bins for general waste and commingled (container) recyclables with a cigarette butt disposal facility installed on the sides.

Commercial/Industrial Recycling

As part of Councils 'Commercial/Industrial Environmental Inspection Program' in the Mona Vale basin area and Councils 'Food Inspection Program' business are continuing to be educated regarding recycling of waste products such as paper, commingled (containers), waste oils, metals and batteries.

Pittwater Local Planning Strategy

The purpose of this document is to establish an equitable, consistent and transparent policy framework for local

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level planning that will guide land use planning and decision making well into the future. The draft Pittwater Local Planning Strategy presents, in an open and transparent manner, the logical, evidenced based rationale for future land use management, thereby increasing certainty for residents and businesses alike. The Strategy demonstrates how Council will achieve our housing and employment targets to 2031.

Heritage

Heritage is defined as places, objects, customs and cultures that have aesthetic, natural, historic or social significance or other special values for present and future generations (Australia ICOMOS, 1999). Heritage indicators have been selected to measure Aboriginal and Non-Aboriginal heritage in the area.

Pressures on our Heritage

Key pressures on heritage include:

- low awareness of Aboriginal heritage
- low awareness of built and natural heritage
- natural processes such as wind, water, erosion and fire
- urban development, recreation and vandalism
- destruction, deterioration and unsympathetic
- restoration of built heritage, and
- lack of funding to adequately maintain sites.

Condition of our Heritage

Our local heritage gives us a sense of living history and provides a physical link to the way of life of earlier generations. Evidence of past Aboriginal occupation in the wider region includes rock engravings, rock paintings, shell middens, axe grinding grooves, sites of cultural significance, fish traps, seed grinding patches, open camp sites and stone arrangements. The region's non-Aboriginal heritage includes built environments such as townscapes and reserves, as well as cultural assets.

No new Aboriginal and non-Aboriginal heritage sites and items have been identified or designated since 2008/2009 as shown by Table 13 and 14.

Table 13: Aboriginal Heritage

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Total number of Aboriginal Heritage Sites	291	291	291	291	↔

Table 14: Non-Aboriginal Heritage

Indicator	2007/08	2008/09	2009/10	2010/11	4 Year Trend
Total number of non-aboriginal heritage items	101	136	136	136	↑
Breakdown: number of built items ¹	69	74	74	74	↑
Number of landscape items ¹	20	28	28	28	↑
Number of archaeological items	7	28	28	28	↑
Heritage conservation areas	5	6	6	6	↑
¹ . Heritage items are no longer broken down into built items, landscape items and archaeological items in Pittwater LEP. These numbers have been estimated and can not be used to compare with 2007/08 figures.					

Responding to Heritage Issues

Guringai Festival, Aboriginal Heritage Office and Northern Sydney Aboriginal Social Plan

Pittwater Council continues to support and promote the Guringai Festival. This festival is widely promoted with this years theme being 'One Voice'. Author Talks and cultural activities were held in partnership with the Library and community groups.

Council continues to support the Aboriginal Heritage Office as a collaborative initiative with another 9 northern Sydney Councils. The Manager and staff of the AHO are a well utilised point of contact for Council and the community on Aboriginal Heritage topics and community education.

Pittwater Council has continued participation with the Northern Sydney Aboriginal Social Plan (NSASP) 2006 - 2011, which is supported by 11 northern Sydney Councils. The project officer employed to deliver the objectives of the plan has been a main source of contact for the Aboriginal and broader community and has achieved a broad range of outcomes throughout the life of the plan. The NSASP has come to end of its cycle, with the participating Councils undertaking an evaluation of the plan and the funding model. Pittwater Council is committed to this evaluation and supporting the Aboriginal community.



Section 4 - Statutory Statements

This section outlines all statutory information that is required under the Local Government Act 1993 and Local Government (General) Regulation 2005.

Statutory Statements

Coastal Protection Service Charge – Local Govt (General) Regulation 2005

Clause 217 (e1)

No charges were levied for the provision of coastal protection services under Section 496B(1) of the local Government Act 1993.

Community Asset Management

General

Council is currently implementing an electronic Asset Management System, which will allow a total review of all Council assets over the next 2 to 3 years.

Local Collector and Regional Roads

Pittwater Council manages 239.2 kilometres of local roads and 5.2 kilometres of regional roads. There are also 33.4km of state roads for which the Council and RTA share responsibility.

Council has in place a Pavement Management System. This forms the basis of future maintenance and rehabilitation of the road system.

The Council prioritises maintenance work to ensure Category 1 roads (shopping centres, distributor roads) are kept in good condition, deteriorated roads are allowed to reach the minimum level of service before they are rehabilitated or reconstructed and aims to maintain the other roads in at least a fair condition. A rolling 5 year Road Pavement Management Plan commenced in the 2010/2011 financial year with a view to re-dressing all roads with a poorly rated Pavement Condition Index.

Kerb and Gutter

Council currently has a total of 335 linear kilometres of kerb & gutter or equivalent concrete drainage structures. The majority of the kerb & gutter is less than 50 years old, and overall it has been estimated that the life remaining is 50%. This estimated value will be more accurately assessed over future years.

Footpaths

Council currently has an estimated total of 100 linear kilometres of paths, the vast majority being concrete with the remainder being asphalt. They are concentrated along major roads, feeder routes and commercial centres.

Reconstruction of longer lengths of deteriorated old paths or for the current backlog of work was undertaken as part of the Capital Improvement Program. During 2010/2011, repairs were concentrated on elimination of trip risks. Priorities were given to locations near commercial centres, schools, retirement villages etc.

Retaining Walls

During 2010/2011, the Council had approximately 17,600 square metres of retaining walls of various types of construction (stone, boulder, concrete, crib, etc.). This data will be refined over future years via a detailed condition survey, which will also review the current estimate of remaining life (75%) for all walls.

It is important to note that past road construction has created many large, earth embankments that will over time require the erection of retaining walls to support adjoining land or road pavement.

Drainage

There are a total of 23 main catchment areas within Pittwater. Drainage has been mapped using the MapInfo mapping system to complete the Asset Register. The Register has identified an inventory of some 9,500 pits and established a total length of drainage lines at 193 kilometres. In addition, there are 36 gross pollutant traps, 3.8 kilometres of stormwater channels and 10.1 kilometres of stormwater culverts. Data collection from catchment areas to provide assessments of the condition of assets is ongoing.

Maintenance expenditure for the year was undertaken predominantly on a reactive basis as repairs. Based on a sample of the Council's engineering plans for road, drainage and subdivision works, the average lifespan of the drainage system has been estimated at approximately 25 years. Current pipe types and construction techniques will extend the life of more recent lines and systems.

The installation of an increasing number of gross pollutant traps has, while improving water quality discharges, increased the required maintenance expenditure.

Public Open Space and Bushland Reserves

In comparison with other local government areas in Sydney, Pittwater contains extensive areas of open space and bushland. The area of land zoned open space in Pittwater is approximately 629ha, excluding 4,295ha of Kuring-gai Chase National Park which is within Pittwater. As a result, Pittwater is home to abundant native fauna, including over 62 threatened species.

An important natural attribute of Pittwater is its bushland reserves. During 2010/2011, maintenance and improvement projects were carried out in bushland and wetlands, in particular Angophora Reserve, McKay Reserve, Elizabeth Park and Warriewood Escarpment area. Over 440ha of open space are managed to conserve the biodiversity of the Pittwater area, with over 100km of walking tracks. In addition, bushfire hazards and risk were managed at over 40 sites across the local area.

The Council's Coastal Environment Centre (CEC) continues to provide environmental education programs with over 14,000 visitors this year. The CEC also assists volunteers to promote environmental awareness and community stewardship of its natural environment.

Statutory Statements

A diverse range of native trees and shrubs has been retained in Pittwater despite continued development. Over 30 different vegetation communities occur in Pittwater including 11 endangered ecological communities.

The Council has a policy of retaining canopy trees with over 2,150 planted on public land this year. Pittwater is renowned for 60 hectares of beautiful coastline and extensive beach reserves. Maintenance performed by Council at beaches includes cleaning of beaches, toilets, showers and rockpools, grass mowing and pool and carpark maintenance. Landscape improvements are also undertaken at various locations.

Council has created regional parks such as Winnererremy Bay Reserve, Bilarong Reserve and Governor Phillip Park. Development of these reserves has created hugely popular community destinations for both local residents and visitors. As a result, maintenance of these areas has increased to cope with the kinds of use and large increases in visitor numbers.

Pittwater Council maintains approximately 30 hectares of sportsgrounds. Turf maintenance, linemarking and the seasonal preparation of playing fields for different sporting codes are some of the activities undertaken.

General reserves and beaches maintenance, including the upkeep of public gardens, children's play areas, cleaning of beaches and rock pools and picnic grounds, is a high priority for Council.

During the 2010/2011 financial year, the following upgrades were carried out:

- upgrade of North Narrabeen rock pool amenities
- upgrade of external areas of Mona Vale Surf Lifesaving block
- upgrade of North Narrabeen Community Centre
- upgrade of play equipment at Winnererremy Bay, Mona Vale
- commenced upgrade of boat trailer parking area at Woorak Reserve, Palm Beach
- installation of floating pontoon and ramp at Tennis Court Wharf, Scotland Island
- installation of shade sails at Katoa Reserve, Warriewood
- upgrade of play equipment at Bangalow Reserve, Mona Vale
- completion of kiosk at Bilgola Beach
- installation of exercise equipment at Lakeside Park, North Narrabeen
- installation of dinghy storage facilities at Botham Beach at Church Point, Old Wharf Reserve at Clareville and Sandy Beach at Palm Beach
- provision of Kayak storage facilities at Paradise Beach, Clareville

- resurfacing of tennis courts at Careel Bay
- upgrade of irrigation system and installation of bore at Avalon Golf Course to reduce reliance on potable water
- upgrade of regional playground at Governor Phillip Park, Palm Beach
- landscaping at North Narrabeen Rock Pool carpark
- construction of seawall at Yachtsman Parade Reserve, Newport
- extensive bush regeneration at North Palm Beach dunes
- foreshore stabilisation works at Careel Bay
- rehabilitation of salt marsh vegetation at Careel Bay
- upgrade of boardwalks at Warriewood Wetlands
- bushfire strategic management – fuel loads have been reduced at a number of bushland reserves including Angophora Reserve, McKay Reserve, Elizabeth Park, Warriewood Escarpment and Attunga Reserve Escarpment.

Condition of public works

The following table is a report on the condition of the public works (including public roads, water, drainage) under the control of council as at the end of 2010/2011, together with:

* (i) Estimate (at current values) to bring works to satisfactory standard

* (ii) Estimate of annual expense of maintaining works at a satisfactory standard

* (iii) Council's program of maintenance in respect of the works for the financial year in 2010/2011

Note - Building Asset Replacement Figures quoted have been based on insurance valuations.

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Category	Length/ Area No. (note 2)	Asset Replacement Value	* (i)	* (ii)	*(iii)
1.0 ROADS					
1.1 Local Urban Roads	239.2 km	See Items 1.4, 1.5 & 1.6 below	\$14.4M to provide additional		
Pavement width	See 1.5 below	See 1.5 below			
1.2 Regional Urban Road	5.2 km	\$5,340,909	\$361,570	\$151,860	\$71,280
1.3 State Roads (by RTA)	33.4 km	RTA Asset	By RTA	By RTA	By RTA
1.4 Length of kerb & guttering infrastructure (taken as all formally constructed road edging)	335km (excluding State Roads)	\$70.97mill	\$1.95 mill	\$284,000	\$64,000
1.5 Area of Local Road Pavement including carparks.	1,886,433 square metres	\$144.6 mill for roads only	\$6.5 mill for roads only	\$1.948 mill	\$1.279 mill
1.6 Retaining Walls	17,600 sqm	\$22.1 mill	\$2.2 mill for reconstruction of existing only	\$220,000	\$35,000
2.0 FOOTPATH INCLUDING CYCLEWAYS					
(Taken as all formed pathways)	99.9km	\$16.7 mill	\$2.2m	\$511,000	\$113,000

Category	Length/ Area No. (note 2)	Asset Replacement Value	* (i)	* (ii)	*(iii)
3.0 DRAINAGE					
(Taken as including piped and open drainage systems)	9,500 pits 193km lines 3.8km Channels 10.1km culverts	\$135 mill	\$1.65 mill	\$341,000	\$538,000
4.0 BUILDINGS					
Wharves - some with Tidal Swimming Pool Enclosures (4) Severe impact of marine environment	28 wharves 4 pools	\$4,655,000	\$3,150,000	\$177,000	\$183,000 – Maintenance
Rock Pools	7 (number)	\$4,716,000	\$470,000 – refurbishment, installation, pool pump, valve, handrail and fencing upgrades	\$424,000	\$373,000 – Maintenance
Miscellaneous (bus shelters, street & reserves furniture, fencing, signs, playground equipment, parking ticket machines)		\$5,061,000	\$44,000	\$2,064,000	\$28,000 – Maintenance

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Category	Length/ Area No. (note 2)	Asset Replacement Value	* (i)	* (ii)	*(iii)
Community Centres	10 (number)	\$11,720,000	\$7,300,000 – General refurbish, spalling repairs, roof replacement & waterproofing	\$2,064,000	\$1,922,000
Sporting and Surf Clubs	13 (number)	\$17,550,000	\$11,440,000 – General refurbish, spalding repairs, roof replacement & waterproofing		
Rural Fire Service Buildings	7 (number)	\$1,409,000	\$150,000		
Amenities on Reserves / Beaches	25 (number)	\$7,558,000	\$1,560,000		
Early Childhood Centres	2 (number)	\$1,214,000	\$6,130,000		
Council Offices	6 (number)	\$5,663,000			
Depots	1 (number)	\$7,306,000			
Caravan Park – Sydney Lakeside Narrabeen	1 (number)	\$9,234,000			
Public Libraries – Avalon and Mona Vale	2 (number)	\$13,498,000			

Category	Length/ Area No. (note 2)	Asset Replacement Value	* (i)	* (ii)	*(iii)
Golf Clubs – Avalon – Heritage building	2 (number)	\$1,219,000	\$6,130,000	\$2,064,000	\$1,922,000
Bowling Clubs (leased)	3 (number)	\$2,809,000			
Power Boat Shed	1 (number)	\$285,000			
Council Owned Rented Properties	2 (number)	\$589,000			
Scout & Guide Halls	4 (number)	\$709,000			
Tennis Courts & Club Houses (leased)	4 (number)	\$1,049,000			
Cemetery	1 (number)	\$625,000		\$304,000	
5.0 TRAFFIC FACILITIES WORKS					
Roundabouts	35 (number)	\$1.37 mill			
Speed Humps	92 (number)	\$474,720			
Thresholds	13 (number)	\$56,760			
Pedestrain/Wombat Crossing	35 (number)	\$722,400			
Traffic /Pedestrian Islands	114 (number)	\$355,400			
Flat Top Speed Humps	47 (number)	\$583,000			
Kerb Blisters	56 (number)	\$231,168			

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Category	Length/ Area No. (note 2)	Asset Replacement Value	* (i)	* (ii)	*(iii)
Pedestrian Refuges	26 (number)	\$536,640			
Chicanes	6 (number)	\$123,840			
Lines and Signs	Various	\$1.9 mill	\$180,550	\$150,000	\$150,000
6.0 OPEN SPACE BUSHLAND ASSETS					
Total open space and bushland, either in Council ownership or under Council's care, control and management	Approx 620ha	\$3.2 billion (approx)	\$14,224,169 per annum	\$8,899,439	\$4,652,311 – maintenance \$2,173,784 – capital improvements
6.1 Coastal / Estuary Works					
<ul style="list-style-type: none"> 9 beaches and 41 foreshore parks Coastline Pittwater Estuary foreshore Public seawalls Pittwater Estuary 	63ha 25km 50km 18.7km2 approx 4km		\$1,123,32 Rolling Program	\$1,060,835	\$583,779 - maintenance and risk management \$147,382 capital improvements
6.2 Bushland and Recreational Reserves					
Recreational Reserves <ul style="list-style-type: none"> Small developed park 	17.26ha		\$1,851,235 – rolling program	\$1,795,916	\$2,205,261 – maintenance \$1,212,753 – capital improvements

Category	Length/ Area No. (note 2)	Asset Replacement Value	* (i)	* (ii)	*(iii)
<ul style="list-style-type: none"> Large developed park Undeveloped open space Ancillary open space 	35.57ha 15.32ha 10.64ha		\$1,851,235 – rolling program	\$1,795,916	\$2,205,261 – maintenance \$1,212,753 – capital improvements
Sporting Reserves - Structured sports areas, including schools	30ha		\$3,257,637 – rolling program	\$2,139,268	\$1,098,509 – maintenance
Bushland Reserves <ul style="list-style-type: none"> Bushland Hilltop, bluff or headland Wetlands Special open space 	329.34ha 29.17ha 65ha 13.35ha		\$2,835,557 – rolling program	\$2,724,200	\$974,839 – maintenance \$483,292 – capital improvements
Avalon Public Golf Course	13.1 ha	\$17,476,000	\$2,064,738	\$431,760	\$287,674 – maintenance \$330,357 – capital improvements
6.3 Commercial Centres Streetscapes					
Main commercial centres at:	Avalon Newport Mona Vale North Narrabeen		\$3,489,032 - rolling program	\$817,260 - maintenance	\$477,121 – maintenance

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Community Grants 2010/11 – Section 428 (2) (I)

Community Grants 2010/11	
Avalon Community Library Association Inc	\$ 50,000
Midnight Basketball program – Youth Reach	\$ 20,000
Good Sports program	\$ 5,000
Manly Vale Calabria Bowling Sports & Social Club Ltd	\$ 500
Northern Beaches Eisteddfod	\$ 500
Pittwater Climate Action Group	\$ 500
Premiers Flood Relief Appeal – QLD	\$ 500
Rotary Club of Pittwater	\$ 500
Surf For Life	\$ 500
NAIDOC Week School Initiative	\$ 450
Pittwater Natural Heritage Association Inc	\$ 350
Aboriginal Support Group MWP	\$ 300
Pittwater Community Gardens	\$ 250
Manly Warringah Pittwater Historical Society Inc	\$ 200
Mona Vale Hospital – Childrens Ward	\$ 200
Pittwater Natural Heritage Association Inc	\$ 200
Zonta Northern Beaches Inc – IWD	\$ 200
Pittwater ArtFest 2010	\$ 150
Nature Conservation Council	\$ 100
WIRES	\$ 50
Sub-total	\$ 80,450

Surf Clubs	
Warriewood Beach Surf Life Saving Club	\$ 6,890
Mona Vale Surf Life Saving Club	\$ 6,890
Bungan Beach Surf Life Saving Club	\$ 6,890
Newport Surf Life Saving Club	\$ 6,890
Bilgola Surf Life Saving Club	\$ 6,890
Avalon Surf Life Saving Club	\$ 6,890
Whale Beach Surf Life Saving Club	\$ 6,890
Palm Beach Surf Life Saving Club	\$ 6,890

Surf Clubs	
North Palm Beach Surf Life Saving Club	\$ 6,890
Surf Life Saving Sydney Northern Beaches Inc	\$ 5,740
Warringah Surf Rescue	\$ 5,740
Sub - Total	\$ 73,490
Total Community Grants 2010/11	\$ 153,940

Companies Controlled by Council - Local Govt (General) Regulation 2005 - Clause 217 (a7 & a8)

Pittwater Council had an interest in Kimbriki Environmental Enterprises.

Companion Animal Management - Local Govt (General) Regulation 2005 - Clause 217 (f)

Lodgement of Pound Data Collection Returns

These returns have been completed and lodged indicating that 138 companion animals were seized by Council staff, of which 38 were returned directly to their owner and 33 companion animals were taken to Council's Animal Shelter.

Lodgement of Dog Attack Data

Dog attack data forms have been lodged with the Department which indicate that there were 40 reported dog attacks on people and animals between 1 July 2010 and 30 June 2011. The reported dog attacks are in accordance with the definition of a dog attack under the Companion Animal Act where it is deemed sufficient evidence is available to proceed with a prosecution.

Amount of funding spent relating to Companion Animal Management and activities:

Council's expenditure in relation to Companion Animal management and activities for 2010/11 was \$235,532.

Companion animal community education programs:

The following education programs were carried out:

- "Dog Day by the Bay" which is a community education event held annually.
- School education programs targeting specifically primary school children.

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- Regular advertising campaigns including joint advertising campaigns with Manly and Warringah Councils.
- Council Officers patrolling the community speaking to dog owners' - high visibility education.

Strategies to promote and assist the desexing of dogs and cats:

Council currently uses the Animal Welfare League which has a program to assist in the desexing of companion animals in hardship cases. Council pays a contribution to the Animal Welfare League for every companion animal taken for rehousing of which there must be a component for desexing as all animals rehoused must be desexed prior to sale.

Strategies in place to comply with S64 (Companion Animal Act) to seek alternatives to euthanasia for unclaimed animals:

Council has a policy of responsible rehousing of unclaimed companion animals. Council rehouses all animals where possible although Council does not have a 'no-kill' policy.

Off leash Areas provided by Council:

Council provides 6 unleashed dog exercise areas and 1 off leash training area 3 of which have water access.

Detailed financial information on the use of Companion Animal Fund money for the management and control of companion animals in the area.

Receipts	
Companion Animal Fund	(\$33,492)
Disbursements	
Dog Day by the Bay (public education day)	\$30,600
School Education	\$12,700
Education – public advertisements in news print	\$15,100
Printing of brochures	\$12,000
Enforcement by Rangers	\$87,000
Provision of pound facility	\$51,000
Total net expenditure after income from registrations	\$208,400

Contracts – Local Govt (General) Regulation 2005 Clause 217 (a2)

Contracts Engagements Greater than \$150,000

Name of Contractor	Nature of Contract	Amount Payable (ex GST)
Management of Sydney Lakeside Holiday Park	Australian Tourist Park Management	\$ 7,000,000
United Resource Management Pty Ltd	Collection of all domestic waste including off shore service, public place waste and recycling	\$ 4,810,000
Optus	Provision of telecommunications infrastructure & services	\$ 2,600,000
Soul		
Integ communication Solutions Pty Ltd		
Call Time Solutions	Supply and delivery of road servicing and materials	\$ 2,200,000
Boral		
Downer EDI		
Pioneer		
SRS		
J & M Schembri Pty Ltd	Asphaltic concrete road restoration	\$ 1,800,000
KK Civil Engineering		
Kizan Pty Ltd trading as A.J. Paving		
Advanced Plant Hire Pty Ltd	Plant hire services	\$ 1,000,000
Conplant Pty Ltd		
D&A Smith Pty Ltd		
Ken Coles Excavation Pty Ltd		
Len Hughes Earthmoving Pty Ltd		
Universal Mobile Tower Hire	Design & Construction Deep Creek Bridge	\$ 912,000
Australian Prestressing Services Pty Ltd		
Utility Asset Management	Tree maintenance services	\$ 900,000
Advanced Arbor Service Solution Pty Ltd		
Active Tree Services		
Plateau Tree Services Pty Ltd		
Australian Urban Tree Services	Provision of beach lifesaving services	\$ 898,735
Surf Lifesaving Services		
Marsupial Landscape Services	Mowing of Council Reserves - Southern Zone	\$ 608,774

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Contracts Engagements Greater than \$150,000

Toshiba	Multifunction units	\$ 576,000
Image Property Group	Mowing of Council Reserves - Northern Zone	\$ 463,683
Metromix	Supply and Delivery of Ready Mixed Concrete	\$ 430,000
Brookvale Mini-crete		
Carma Corp Cleaning Pty Ltd	Clean public amenities/change rooms Pittwater northern area	117,000 pa x 3 years = \$ 351,000
Hill Rogers Spencer Steer	Financial Audit Services	\$ 329,889
SEMA	Supply & delivery of secure printing & distribution services	\$ 320,000
Guardian Property Services Pty Ltd	Cleaning of Council offices and works depot	\$ 240,000
Carma Corp Cleaning Pty Ltd	Clean public amenities/change rooms Pittwater southern area	77,000 pa x 3 years = \$ 231,000
Atlantis Group of Companies Ltd	Supply and delivery of line marking & signposting – panel	\$ 200,000
Combined Traffic Service		
Hunt & Ryan		
RMS Pty Ltd		
Super Harmonious Guidance		
Sydney Traffic Service		
Workforce Road Services Pty Ltd		
Cromwell Pty Ltd	Supply and Delivery of Industrial Hardware and Associated Products	\$ 200,000
RMS Pty Ltd	Supply and delivery of Traffic Safety Signage	\$ 200,000
Corporate Express	Supply and Delivery of Stationery and Ancillary Items	\$ 180,000

Councillors' Expenditure - Local Govt (General) Regulation 2005 Clause 217 (a1)

The total payments made during 2010/11 was \$259,643

Mayoral & Councillor Fees - 2010 / 11

Mayor	\$34,126
Councillors	\$144,002
Sub - Total	\$178,129

Provision of facilities and payment of Councillors expenses - 2010/11

Membership Fees - Local Government Association	\$31,578
Council / Committee sustenance	\$14,294
Attendance of councillors at conferences & seminars	\$11,261
Travel expenses	\$8,435
Stationery & printing	\$5,862
Provision of dedicated office equipment to councillors	\$4,145
Telephone calls made by councillors	\$2,250
Interstate visits by councilors, including transport, accommodation & other out of pocket expenses	\$1,309
Subscriptions / Contributions / Donations	\$956
Miscellaneous expenditure e.g. materials, store items	\$851
Training of councillors & provision of skill development	\$514
Postage	\$59
Overseas visits by councilors, including transport, accommodation & other out of pocket expenses	\$ Nil
Expenses of any spouse, partner or other person who accompanied a councillor	\$ Nil
Provision of care for a child or an immediate family member of a councillor	\$ Nil
Sub - Total	\$81,514

Equal Employment Opportunity - Local Govt (General) Regulation 2005 -

Clause 217 (a9)

EEO Plan was met via the following actions in 2010/11:

EEP Plan

- Plan reviewed and updated

Staff Development

- Ongoing Anti-Discrimination & Harassment prevention training/awareness sessions for supervisors and Staff
- Training opportunities accessible to all staff via intranet & supervisors
- Core values developed in 2006 continue to be encouraged. All new staff receive a briefing at induction on the desired behaviours. Behaviours are measured as key part of performance review process
- Educational Assistance Guidelines revised
- Continued monitoring and compliance including gathering statistical information according to EEO policy

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and procedure

- Respectful Workplace Guidelines introduced and contact officers identified and trained
- EEO Guidelines outlined to new staff at induction
- Mentoring training for numerous female staff
- Pittwater Women's Network continued operation and a number of forums/meetings held.

Website

Improvements to Pittwater Council's website continue:

- Incorporation of accessibility standards for the web wherever possible
- Online job application form widely used
- Public documents such as Council's Delivery Plan, Community Services and Council information are regularly updated with EEO information
- EEO guidelines, along with other policies, procedures and guidelines available on Council's intranet
- OH&S documents reviewed and reorganised on the intranet.

Traineeships

- 1 Ranger completed Certificate IV
- Commenced development of customer service focussed Certificate IV in Business Administration with high levels of interest from the Customer Service area.

Training Need

- Yearly Corporate Training Plan developed and implemented
- Business Unit Training Plans developed and implemented
- Annual training needs analysis conducted as part of the performance appraisal process
- Training needs analysis incorporated requests from Business Managers and individuals to assist achieving personal goals set for the 2010/11 Performance Appraisal
- Career Development Program Introduced
- Supervisor training
- Skills Audit Framework determined and provider appointed.

Leadership Training

- Senior Leadership Program delivered with an emphasis on values-focussed culture
- SHOROC Management Challenge promoted across the organisation with increased interest and 3:1 female/male mix of accepted staff
- Local Government Managers Australia Mentoring Program 2010 (Women in Local Government) promoted and 2 participants.

Work experience

Pittwater Council provided 3 secondary students with work experience. This gave students the opportunity to experience a variety of career options and types of work during the year.

Age & Gender - as at June 2011

Workforce Age	Number of Full Time employees		number of part time employees	
Age Group	Male	Female	Male	Female
15 – 19	0	2	0	0
20 – 29	10	24	0	1
30 – 39	30	27	1	9
40 – 49	45	9	1	27
50 – 59	47	23	0	16
60+ 30	27	9	2	9
Total Headcount	159	94	4	62
Total FTE (Based on 38 hour week)	156.16	87.13	2.55	32.51

Gender	Male	Female	Total
Executive level	3	0	3
Manager	10	1	11
Other staff	150	155	305
Headcount Total	163	156	319
Full Time Equivalent (FTE) Total	158.71	119.64	278.35

Functions Delegated to Other Organisations - Local Govt (General) Regulation 2005 - Clause 217 (a6)

There were no external bodies that exercised functions delegated by the Council during the year ended 30 June 2011.

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Legal Proceedings - Local Govt (General Regulation 2005 - Clause 217 (a3))

Expenditure on Legal Proceedings for the twelve months to 30 June 2011

Description	Amount (\$)	Result
14 - 18 Boondah Road, Warriewood	249,449.81	C
1A Currawong Beach, Currawong Beach	225,962.42	D
9 - 11 Beaconsfield Street, Newport	154,203.46	W
23B MacPherson Street, Warriewood	139,550.53	W
1858 Pittwater Road, Church Point	115,715.16	W
232 / 234 Barrenjoey Road, Newport	58,664.81	UA
263 Whale Beach Road, Whale Beach	54,543.01	W
5 - 7 Careel Head Road, Avalon	54,404.21	N
14A Prince Alfred Parade, Newport	54,379.28	L
52 Annam Road, Bayview	25,249.60	N
55 / 6 Jubilee Avenue, Warriewood	19,588.70	N
122 & 122A Crescent Road, Newport	17,056.78	N
2129 Pittwater Road, Church Point	16,507.99	N
21 Bungan Street, Mona Vale	16,244.05	C
161 McCarrs Creek Road, Church Point	15,888.70	C
2 / 8 Bungan Street, Mona Vale	13,280.00	L
23B MacPherson Street, Warriewood	12,669.25	D
18 Ross Smith Parade, Great Mackerel Beach	12,106.20	C
20 Hunter Street, Warriewood	11,486.06	W
32 Grandview Drive, Newport	11,333.03	C
1112-1116 Barrenjoey Road, Palm Beach	9,702.00	D
413 Whale Beach Road, Palm Beach	9,616.19	UA
5 - 7 Careel Head Road, Avalon	9,560.04	N
19 Ross Smith Parade, Great Mackerel Beach	8,564.10	C
45 McCarrs Creek Road, Church Point	7,168.88	C
9A Darley Street East, Mona Vale	6,180.88	N
10 Terama Street Bilgola, Plateau	5,989.50	C
2 Lido Avenue, North Narrabeen	5,181.00	N
95 Hudson Parade, Clareville	4,300.55	C
88 Binburra Avenue, Avalon	3,419.20	D
13 Ruskin Rowe, Avalon	2,966.00	C

3 Beaconsfield, Street Newport	2,865.90	C
47 Irrawong Road, North Narrabeen	2,771.00	C
6 Polo Avenue, Mona Vale	2,485.01	D
24 Park Street, Mona Vale	1,764.90	D
10 Barkala Road, Bayview	1,711.00	C
2 Cicada Glen Road, Ingleside	1,570.00	C
6 Polo Avenue, Mona Vale	1,441.00	C
2079 Pittwater Road, Bayview	1,400.00	UA
42 Nullaburra Road, Newport	1,132.99	C
26 Gondola Road, North Narrabeen	951.00	C
11 Belinda Place, Newport	782.00	C
36 Norma Road, Palm Beach	537.00	UA
37 Bynya Road, Palm Beach	406.00	UA
4 Princes Street, Newport	270.00	W
TOTAL	1,371,019.19	

Results Key	C = Continuing Matter	UA = Upheld with Amended Plans
	L = Loss	D = Discontinued
	N = Negotiated Settlement	O = Upheld Consent Orders
	W = Win	

Summary of Results

Win	6
Negotiated	8
Loss	2
Continuing Matter	18
Upheld Consent Orders	0
Upheld with Amended Plans	5
Discontinued	6
Total	45

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Overseas Visits - Local Govt (General) Regulation Clause 217 (a)

There were four overseas visits undertaken by Councillors, Council staff or other persons representing the Council for the year ending 30 June 2011:

- In July (18 – 23) 2010 the General Manager and the Community Engagement Officer travelled to Timor L'este with a delegation of three community members to initiate and sign a formal Friendship Agreement with the community of Soibada. Soibada is a historically prominent community located in the isolated hills approximately 135 kilometres from Dili. A community based group, the Pittwater Friends of Soibada, have been established to continue ongoing work with the Soibada community.
- In June 2011 the Catchment Management and Climate Change Manager attended the Senior Executives in Local and State Government Program at Harvard University, USA, on 6 - 24 June. The study program was fully funded by Council as part of its Career Development Program for staff.
- In February 2011 the Principal Officer - Administration received a funded scholarship from the NSW Local Government Managers Association to attend the three day event: 2011 League of California Cities, City Managers Department meeting and was also hosted for three days by the City of Richmond Council, San Francisco. The purpose of the International Exchange Program was to provide learning opportunities on:
 - studying relevant (USA) legislation – Federal/State/County – relating to the access by the community to Public Information and Privacy Legislation – equivalent of the New South Wales Government Information (Public Access) Act 2010
 - Code of Meeting Practice and Code of Conduct (Councillors) and attendance at Richmond Council meeting
 - public decision making forums and ways of achieving successful open governance
 - the use of social media in communicating with local communities.

Partnerships with Other Organisations - Local Govt (General) Regulation 2005 - Clause 217 (a8)

Pittwater Council was not a party to any partnerships, cooperatives or joint ventures with any privately operated third parties during the year.

Pittwater Council is a member of SHOROC, which is a regional organisation of Councils comprising Manly, Mosman, Pittwater and Warringah. SHOROC's objectives are to promote improved service delivery and lower costs to ratepayers through resource sharing, service sharing and the promotion of efficiencies. SHOROC regional partnership initiatives include:

- graffiti taskforce
- sportsfield upgrades - During 2010-11 the allocation of sportsfields use was through the Manly Warringah Pittwater Sporting Union
- transport, in particular lobbying for network improvements including public transport and park & ride facilities
- regional procurement, in particular tender for purchase of bulk materials
- sustainability initiatives including water and energy use
- strategies to address climate change and the impacts of sea level rise
- strategies for housing and employment along with tourism and economic development
- regional Directions Project.

Strategies to improve community safety are jointly developed with Warringah Council.

Pittwater also is associated with North Sydney, Warringah and other northern Sydney Councils to operate the Northern Area Aboriginal Heritage Office.

Coastal and Catchment Management is conducted through the following partnerships:

- Coastal Management (Sydney Coastal Councils Group)
- Narrabeen Lagoon Floodplain & Estuary Management (Pittwater and Warringah)
- Hawkesbury Nepean Catchment Management Authority & Local Government Advisory Group
- Sydney Harbour Catchment Management Authority
- Pittwater Council operates its State Emergency Service and Rural Fire Service on an equal or joint basis with Warringah Council
- local emergency management is in partnership with Warringah and Manly Councils
- Warringah Pittwater Bushfire Risk Management Plan and Warringah Pittwater Bushfire Risk Management Committee
- District Service Level Agreement (Warringah Council and NSW Rural Fire Service).

Pittwater Council is represented on the Board of Management of the Northern Beaches Indoor Sports Centre responsible for overseeing the operation of a regional multipurpose indoor sports centre at Narrabeen Sports High School. The Board is a limited guarantee non-profit company consisting of representatives from the Council, the Department of Education, the Department of Sport and Recreation and local sporting groups.

Specific aspects of regional environmental management are conducted through:

- Noxious Weeds Committee, Sydney North (Regional Weed Strategies)
- Urban Feral Animal Action Group.

Rates Written Off - Local Govt (General) Regulation 2005 Clause 132

Rates/Charges written off 2010/2011	
Pensioners under Section 575 LGA (1993)	\$ 687,027.67
Pensioners under Section 582 LGA (1993)	\$ 33,863.85
Other Abandonments	\$ 29,010.08
Sub total	\$ 740,191.43
Extra Charges	\$ 17,062.91
TOTAL	\$ 766,964.51

Senior Staff Payments - Local Govt (General) Regulation 2005 Clause 217 (b)

Council has four senior staff as defined by the Local Government Act (General Manager, Director-Urban & Environmental Assets, Director-Environmental Planning & Community and Manager-Urban Infrastructure). The remuneration packages that incorporate salary, employer superannuation, performance and higher duties payments and fringe benefits tax for the General Manager and senior staff for the financial year ending 30 June 2010 were as follows:

Senior Staff payments	
General Manager	
Salary	\$ 282,462.16
Superannuation	\$ 59,535.72
Fringe Benefits Tax	\$ 11,142.30
TOTAL	\$ 343,140.18
Senior staff	
Salary	\$ 522,046.01
Superannuation	\$ 72,424.22
Fringe Benefits Tax	\$ 58,990.08
TOTAL	\$ 653,460.31

Stormwater Management Service Charge - Local Govt (General) Regulation 2005 Clause 217(e)

This is a charge levied on rateable urban land that is categorised for rating purposes as residential or business (excludes vacant land). The charge levied is:

- \$25 for land categorised as residential
- \$12.50 per residential strata lot
- \$25 per 350 square metres (or part thereof) for land categorised as business
- pro-rata apportionment for business strata complexes.

The preliminary budget for the current five year program is approximately \$2.6 million with approximately \$520,000 (including interest) per annum. All funds derived through the service charge are held in a restricted account and may only be used for the agreed schedule of works.

The purpose of the service charge is to fund both capital projects and recurrent expenditure relating to new or additional stormwater management services within the 23 sub-catchments in Pittwater. The range of services includes:

- planning, construction and maintenance of drainage systems, including pipes, channels, retarding basins and waterways receiving urban stormwater;
- planning construction and maintenance of stormwater treatment measures, including gross pollutant traps and constructed wetlands;
- planning, construction and maintenance of stormwater harvesting and reuse projects;
- planning and undertaking of community and industry stormwater pollution education campaigns;
- inspection of commercial and industrial premises for stormwater pollution prevention;
- cleaning up of stormwater pollution incidents (charge can fund a proportion);
- water quality and aquatic ecosystem health monitoring of waterways, to assess the effectiveness of stormwater pollution controls (charge can fund a proportion);
- monitoring of flows in drains and creeks, to assess the effectiveness for flow / flooding management controls (charge can fund a proportion)

Funding from the charge cannot be spent on:

- parks and garden activities;
- riparian restoration or management;
- bushcare (unless the proposed activity specifically relates to stormwater impacts on bushland);
- street sweeping
- kerb and guttering (unless dealing with flooding from private land).

The expenditure and income schedules for the period ended 30 June is detailed below.

Income	
Stormwater Management Service Charge (SMSC)	Income 2010/2011
Actual Income Levied (Rates)	\$ 528,123
Actual Income Received	\$ 511,061
Actual Interest	\$ 9,223
Total Income 2010/2011	\$ 520,284
Balance in Reserve to be brought forward	\$ 54,383

Expenditure			
Description of Stormwater Works under the Stormwater Management Services Charge (SMSC) Levy	Expenditure from the SMSC Levy	Expenditure from other contributions	Status (% Complete)
Stormwater Capital Works & Infrastructure Improvements			
Hillslope Road, Newport - Headwall Adjustments	\$ 4,055		100%
Bakers Road, Church Point - Headwall Adjustments	\$ 4,316		100%
Daly Street, Bilgola Plateau - Pit Adjustments	\$ 12,372		100%
Wandeen Road, Clareville - Pipeline Works	\$ 19,537		100%
Cooinda Place, Bilgola Plateau - Pipeline Works	\$ 17,044		100%
Belinda Place, Newport - Pipeline Works	\$ 3,120		100%
Palmgrove Road, Newport - scour protection at outlets S/W Capital Works	\$ 58,767		100%
Gondola Road, Narrabeen - Road Drainage	\$ 30,889		100%
Ocean Avenue, Newport - Headwall Safety Grate & Fence	\$ 15,781		100%
Sybil Street, Newport - Channel Works	\$ 23,000		100%
Rednal Street, Mona Vale - Road Drainage	\$ 15,605	\$ 23,000	100%
Park Street, Mona Vale - Road Drainage - Stage 1	\$ 14,208		100%
Stormwater Asset Management - CCTV Condition Assessment	\$ 95,975		100%
Stormwater Quality Device Improvements and Cleanout	\$ 143,166		100%
Stormwater Harvesting & Re-use	\$ 10,000		100%

Expenditure			
Stormwater System Water Quality Monitoring	\$ 10,560		100%
Community & Industry - Stormwater Pollution Education	\$ 24,984		100%
Stormwater Planning/Mapping	\$ 24,205		100%
Total Expenditure 2010/2011	\$ 527,584	\$ 23,000	100%

Work on Private Property – Local Govt (General) Regulation 2005 Clause 217 (a4)

Resolutions made during the year ended 30 June 2011 under s67(2)(b) ("Private Works") – Nil.



Section 5 - Financial Information

This section outlines the Council's audited financial statements for the year ended 30 June 2011.

Financial Information

Statement of Financial Performance

Income Statement			
Original Budget 2011 \$'000	For the year ended 30 June 2011	Actual 2011 \$'000	Actual 2010 \$'000
	Revenue		
41,676	Rates & Annual Charges	41,399	39,691
11,854	User Charges & Fees	12,860	12,267
1,210	Interest & Investment Revenue	1,683	1,501
3,176	Other Revenues	3,534	3,477
3,123	Grants & Contributions provided for Operating purposes	4,095	3,415
6,301	Grants & Contributions provided for Capital purposes	5,497	1,830
	Other Income		
160	Net gains from the disposal of assets	304	210
252	Net share of interests in Joint Ventures & Associated Entities using the equity method	608	597
67,752	Total Income from Continuing Operations	69,980	62,988
	Expenses from Continuing Operations		
25,618	Employee Benefits & On-Costs	24,879	23,045
683	Borrowing Costs	544	604
12,913	Materials & Contracts	15,331	13,848
7,988	Depreciation & Amorisation	8,098	7,861
-	Impairment	-	-
14,148	Other Expenses	14,962	13,672
61,350	Total Expenses from Continuing Operations	63,814	59,030
6,402	Operating Result from Continuing Operations	6,166	3,958
6,402	Net Operating Result for the Year	6,166	3,958
6,402	Net Operating Result attributable to Council	6,166	3,958
-	Net Operating Result attributable to Minority Interests	-	-
101	Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	669	2,128

Statement of Financial Position

Balance Sheet	Actual 30/6/2010 \$'000	Projected 30/6/2011 \$'000
CURRENT ASSETS		
Cash & Cash Equivalents	3,260	1,994
Investments	16,511	22,267
Receivables	3,461	4,546
Inventories	59	57
Other	958	300
Non Current Assets held for sale	4,597	4,625
TOTAL CURRENT ASSETS	28,846	33,789
NON-CURRENT ASSETS		
Receivables	733	870
Infrastructure Property, Plant and Equipment	1,280,258	1,281,024
Investments Accounted for using the Equity Method	5,173	5,494
Investment Property	1,720	1,750
Intangible Assets	3,374	3,234
TOTAL NON-CURRENT ASSETS	1,291,258	1,292,372
TOTAL ASSETS	1,320,104	1,326,161
CURRENT LIABILITIES		
Payables	3,268	3,791
Borrowings	828	881
Provisions	5,998	6,191
TOTAL CURRENT LIABILITIES	10,094	10,863
NON-CURRENT LIABILITIES		
Payables	-	-
Borrowings	6,593	5,715
Provisions	155	155
TOTAL NON-CURRENT LIABILITIES	6,748	5,870
TOTAL LIABILITIES	16,842	16,733
NET ASSETS	1,303,262	1,309,428
EQUITY		
Retained Earnings	1,257,131	1,263,297
Revaluation Reserves	46,131	46,131
Council Equity Interest	1,303,262	1,309,428
Minority Equity Interest	-	-
TOTAL EQUITY	1,303,262	1,309,428

Financial Information

Statement of Changes in Equity

For the year ended 30 June 2011	Retained Earnings		Reserves		Council Equity Interest		Total Equity	
	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000
Opening Balance (as per last years audited accounts)	1,954,200	1,952,721	45,708	46,131	1,999,908	1,998,852	1,999,908	1,998,852
a. Correction of prior period errors	53,324	-	-	-	53,324	-	53,324	-
b. Changes in accounting Policies (prior year effects)	(754,351)	(695,590)	-	-	(754,351)	(695,590)	(754,351)	(695,590)
Revised opening balance (as at 1/7/10)	1,253,173	1,257,131	45,708	46,131	1,298,881	1,303,262	1,298,881	1,303,262
c. Net Operating Result for the year	3,958	6166	-	-	3,958	6166	3,958	6166
d. Other comprehensive Income	-	-	423	-	423	-	423	-
Total Comprehensive Income (c+d)	3,958	6,166	423	-	4,381	6,166	4,381	6166
Equity - Balance at end of the reporting period	1,257,131	1,263,297	46,131	46,131	1,303,262	1,309,428	1,303,262	1,309,428

Statement of Cash Flows

Original Budget 2011 \$'000	For the year ended 30 June 2011	Actual 2011 \$'000	Actual 2010 \$'000
	Cash Flows from Operating Activities		
	<i>Receipts:</i>		
41,590	Rates & Annual Charges	41,083	39,499
11,854	User Charges & Fees	13,684	12,550
1,210	Investment & Interest Revenue Received	1,673	855
9,424	Grants & Contributions	9,414	5,515
3,139	Other	5,727	5,992
	<i>Payments:</i>		
(25,868)	Employee Benefits & On-Costs	(24,795)	(23,038)
(12,174)	Materials & Contracts	(17,090)	(17,336)
(622)	Borrowing Costs	(544)	(619)
-	Bonds & Deposits Refunded	(66)	-
(15,805)	Other	(15,874)	(14,632)
12,748	Net Cash provided (or used in) Operating Activities	13,211	8,786
	Cash Flows from Investing Activities		
	<i>Receipts:</i>		
-	Sale of Investment Securities	14,947	9,268
1,239	Sale of Infrastructure, Property, Plant & Equipment	1,094	1,392
289	Distributions Received from Joint Ventures & Associates	287	-
	<i>Payments:</i>		
-	Purchase of Investment Securities	(20,750)	(13,500)
(12,756)	Purchase of Infrastructure, Property, Plant & Equipment	(9,230)	(8,706)
-	Contributions Paid to Joint Ventures & Associates	-	(552)
(11,228)	Net Cash Provided (or used in) Investing Activities	(13,652)	(12,098)
	Cash Flows from Financing Activities		
	<i>Receipts:</i>		
1,400	Proceeds from Borrowing Advances	-	-
	<i>Payments:</i>		
(841)	Repayment of Borrowings & Advances	(800)	(981)
(25)	Repayment of Finance Lease Liabilities	(25)	(21)
534	Net Cash Flow provided (used in) Financing Activities	(825)	(1,002)
2,054	Net Increase/Decrease in Cash & Cash Equivalents	(1,266)	(4,314)
18,676	plus: Cash & Cash equivalents - beginning of the reporting period	3,260	7,574
20,730	Cash & Cash Equivalents - end of the reporting period	1,994	3,260

Financial Information

Note 6(a) - Cash Assets & Note 6(b) - Investment Securities

	Actual 2011		Actual 2010	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
Cash & Cash Equivalents (Note 6a)				
Cash on hand and at bank	194	-	235	-
Cash-Equivalent Assets - Short Term Deposits	1,800	-	3,025	-
Total Cash & Cash Equivalents	1,994	-	3,260	-
Note 6 (b-i) Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	2,279	-	2,810	-
Revaluations (through the income statement)	185	-	469	-
Disposals (sales & redeptions/maturities)	(1,447)	-	(1,000)	-
Balance at End of Year	1,017	-	2,279	-
Comprising:				
- CDO's	517	-	795	-
- Other Long Term Financial Assets	500	-	1,484	-
Total	1,017	-	2,279	-
Note 6 (b-ii) Reconciliation of Investments classified as "Held to Maturity"				
Balance at the Beginning of the Year	14,232	-	9,000	-
Additions	20,750	-	13,500	-
Impairment (loss)/prior loss reversal (via P&L)	(232)	-	-	-
Disposals (sales & redemptions)	(13,500)	-	(8,268)	-
Balance at the End of Year	21,250	-	14,232	-
Comprising:				
- Long Term Deposits	20,750	-	13,500	-
- CDO's & Structured Notes	500	-	732	-
Total	21,250	-	14,232	-
Total Cash, Cash Equivalents & Investment Securities	24,261	-	19,771	-
attributable to:				
External restrictions	9,684	-	6,385	-
Internal Restrictions	12,426	-	11,575	-
Unrestricted	2,151	-	1,811	-
Total	24,261	-	19,771	-

Note 13 - Statement of Performance Measurement

a) Unrestricted Current Ratio

Current Assets less all External Restrictions	23,835	Indicator 2011	2010	2009
Current liabilities less Specific Purpose Liabilities	6,872	3.47	3.81	2.92

b) Debt Service Ratio

Debt Service Cost	1,369	Indicator 2011	2010	2009
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/contributions	62,368	2%	0%	2%

c) Rate & Annual Charges Coverage Ratio

Rates & Annual Charges	41,399	Indicator 2011	2010	2009
Revenue from Continuing Operations	69,980	59%	63%	51%

d) Rates, Annual Charges, Interest & Extra charges Outstanding Percentage

Rates, Annual & Extra Charges Outstanding	2,279	Indicator 2011	2010	2009
Rates, Annual & Extra Charges Collectible	43,608	5%	5%	5%

e) Building and Infrastructure Renewals Ratio

Asset Renewals	3,744	Indicator 2011	2010	2009
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	5,002	75%	0%	156%

Appendices & Links

Links

Pittwater Council www.pittwater.nsw.gov.au

- **Audited Financial Reports:** http://www.pittwater.nsw.gov.au/council/publications/financial_reports
- **Annual Reports:** www.pittwater.nsw.gov.au/council/council_publications/annual_report
- **Community Profile:** www.pittwater.nsw.gov.au/community/community_profile
- **Council Information:** www.pittwater.nsw.gov.au/council/council_information
- **Delivery Plan:** www.pittwater.nsw.gov.au/council/council_publications/council_management_plan
- **State of the Environment:** www.pittwater.nsw.gov.au/environment/soe
- **Community Strategic Plan:** http://www.pittwater.nsw.gov.au/council/council_publications/Pittwaters_Strategic_Framework
- **Narrabeen Lagoon Watch website:** http://mhl.nsw.gov.au/www/lw_start.html

Department of Local Government: www.dlg.nsw.gov.au

Department of Planning & Infrastructure: www.planning.nsw.gov.au

Contact Details:

w: www.pittwater.nsw.gov.au

e: pittwater_council@pittwater.nsw.gov.au

t: 02 9970 1111 (24 hours)

f: 02 9970 7150

Customer Service Centres:

1 Park Street, Mona Vale or;

59a Old Barrenjoey Road, Avalon

PO Box 882, NSW1660



PITTWATER COUNCIL