



# Pittwater Council Annual Report

2011- 2012  
[pittwater.nsw.gov.au](http://pittwater.nsw.gov.au)



PITTWATER COUNCIL

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# Introduction

Pittwater's annual report for the 2011-2012 financial year shows that the Council is delivering on the community strategic plan Pittwater 2020 and is in a very sound financial position.

The financial result for the year delivered a balanced budget with an operating surplus of \$1,106,000. Early in 2011 Pittwater ratepayers endorsed a rate increase averaging 5.5% each year over three years, which came into effect in July 2011. Ultimately the rate increase will deliver an extensive 10-year program of capital works in Pittwater valued at nearly \$40 million.

This year approximately \$9.6 million has been spent on capital works and major improvements. Achievements have been many and varied, underlining the complexity and range of services that local councils such as Pittwater provide to residents.

Significant highlights include:

- Currawong formally passed to the Council's management. Extensive weed clearance, modifications to cabins, a new website and energy saving initiatives implemented.
- Significant work to the creekline corridor at Ponderosa Parade Warriewood including a new cycleway, street lighting and landscaping.
- The Ingleside Escarpment walking trail was completed.
- The former Avalon Scout Hall completely rebuilt and now used as a community facility for classes and meetings.
- Flood plans for Careel Creek, Narrabeen Lagoon and flash flooding across Pittwater either finalised or significantly advanced.
- Boat tie-up facilities completed at Church Point and dinghy storage bays built at Currawong and Careel Bay.
- A partnership agreement with the NSW Department of Education and the AFL to construct new turf fields at Narrabeen Sports High for soccer and AFL. When finished in December, the

fields will be used by both the school and the wider community.

- Catherine Park seawall rebuilt, North Narrabeen rock pool improved, new irrigation systems installed at Avalon golf course and boat trailer parking constructed at Woorak Reserve Palm Beach.
- Playgrounds upgraded at Apex Park and Winnerreremy Bay Mona Vale and a new regional playground and park under construction at the corner of Casuarina Drive Warriewood.
- A native vegetation management plan completed for Pittwater and surveys of waterbirds and the eastern pygmy possum. A web-based biodiversity calendar was completed.
- A water project officer partly funded by Sydney Water engaged to assist local businesses to save water.
- Large-scale dredging of the Narrabeen Lagoon entrance completed with Warringah Council.
- A coastal erosion management plan approved by the state government for Bilgola Beach and Basin Beach at Mona Vale.
- New shade structures, water bubblers and picnic facilities installed in various parks and reserves.
- Bore water irrigation installed at Careel Bay and Hitchcock Park.

The other aspect of our operations is community-based services and consultation on projects where residents have a high level of interest in the outcome.

Highlights include:

- Pittwater's first economic development plan completed with extensive input from the local business community.
- The Elanora Heights Masterplan completed with design ideas contributed by local residents and businesspeople at workshops.

- The Warriewood Strategic Review of undeveloped land in Warriewood Valley conducted with the NSW Department of Planning. Over 300 submissions received from the public following an extensive consultation campaign involving a unique Google-based online comment tool developed in-house.
- A 50% increase in attendance at environmental events and education programs at the Coastal Environment Centre.
- Pittwater's markets expanded to include a weekly fresh produce market at Pittwater Rugby Park and a series of twilight markets in Village Park Mona Vale.
- Two Midnight Basketball tournaments hosted at Pittwater Indoor Sports Centre with high participation from young residents and local volunteers.
- Pittwater's social plan revised to take account of local community service needs in the next decade.

Full details of all Pittwater Council's activities during the 2011-2012 financial year can be found in the annual report, along with the audited financial statements and statutory reports required under the Local Government Act.



## 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 Pittwater 2020 can be found at [www.pittwater.nsw.gov.au/council/publications](http://www.pittwater.nsw.gov.au/council/publications).

### Pittwater Council's Delivery Program

Pittwater's Delivery Program and Budget flows on from 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

	Resident Population (Estimated)		Sydney Statisticaal Division
	Number	%	%
<b>POPULATION, EXCLUDING OVERSEAS VISITORS</b>			
Total population	57,154	100.0	100.0
Males	27,911	48.8	49.2
Females	29,243	51.2	50.8
<b>POPULATION CHARACTERISTICS</b>			
Indigenous population	167	0.4	1.2
Australian born	41,668	72.9	59.9
Overseas born	12,953	22.7	34.2
Australian citizens	50,402	88.2	82.5
Australian citizens aged 18+	38,005	66.5	62.4
<b>HOUSEHOLDS &amp; DWELLINGS</b>			
Owned	7,917	38.5	29.1
Mortgaged	7,591	36.9	33.2
Renting	3,785	18.4	30.4
Average household size (persons)	2.7	-	-

Sources: Australian Bureau of Statistics, 2011 & informed decision, 2008 (<http://www.id.com.au>). Based on Estimated Resident Population

## Community Profile

Pittwater's Community Profile gives a snapshot of the demographics of Pittwater's resident population. It has been compiled using the 2011 Census data. Further details of the 2011 Census can be found at [www.pittwater.nsw.gov.au/community/community\\_profile](http://www.pittwater.nsw.gov.au/community/community_profile).

## Age Structure

Age group	2006	2011	Estimated change 2006-2011	
			number	%
0 to 4	3,563	3,825	+262	7
5 to 9	3,582	3,873	+291	8
10 to 14	3,644	3,719	+75	2
15 to 19	3,483	3,528	+45	1
20 to 24	2,681	2,772	+91	3
25 to 29	2,286	2,184	-102	-4
30 to 34	3,067	2,667	-400	-13
35 to 39	3,864	3,936	+72	2
40 to 44	4,370	4,240	-130	-3
45 to 49	4,390	4,480	+90	2
50 to 54	4,034	4,306	+272	7
55 to 59	3,881	4,095	+214	6
60 to 64	3,226	3,787	+561	17
65 to 69	2,273	3,109	+836	37
70 to 74	1,728	2,172	+444	26
75 to 79	1,598	1,543	-55	-3
80 to 84	1,252	1,398	+146	12
85 +	1,234	1,520	+286	23
Total	54,156	57,154	+2,998	6

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. (Usual residence data)

The Census population of Pittwater Council area in 2011 was 57,154, living in 23,445 dwellings with an average household size of 2.7. Between 2006 and 2011 the population increased by 2998 (5.5%). The average age within Pittwater is now approximately 42 years. Pittwater Council area has the same proportion of pre-schoolers and a higher proportion of people at post retirement age than Greater Sydney.

# Overview

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

Age Group	Pittwater %	SHOROC Councils %	Sydney Statistical District %
0 - 4	6.7	7.0	6.8
5 - 11	9.5	9.2	8.7
12 - 17	7.7	7.0	7.4
18 - 24	7.1	7.1	9.5
25 - 34	8.5	12.4	15.4
35 - 49	22.1	23.8	21.9
50 - 59	14.7	12.5	12.2
60 - 69	12.1	10.0	9.0
70 - 84	8.9	8.4	7.2
85 +	2.7	2.7	1.8
Total population	100.0	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. (Usual residence data)

Interesting comparisons with SHOROC region:

- The percentage of 18-24 years olds is consistent with the SHOROC region however lower than the Sydney average (7.1 % compared to 9.5%)
- The percentage of 35 - 49 years olds is slightly lower in Pittwater (22.1%) compared with SHOROC (23.8%)
- The percentage of over 60 year olds within Pittwater (23.7%) is greater than that of SHOROC (21.1%) as well as Sydney (18%)

Possible observations for this change in age structure:

- The higher proportion of over 60 year olds may be attributed to older residents who have lived in the area since the population boom of the 1960s. It may also be attributed to the Pittwater being an attractive place to retire.
- A lower number of 18 - 24 year olds than the Sydney average could be due housing affordability as well as education and employment opportunities being elsewhere.

# Overview

## 2008-2012 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.

## Our Council

### How we were named

Pittwater local government area was named after the waterway within its boundaries which covers an area of 20 km<sup>2</sup>. 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 km<sup>2</sup> 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.

## 2008-2012 Councillors\*

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

\* Note: the new Council was elected in September 2012



# Overview


## Our Council

Mark Ferguson  
General Manager



**Environmental Planning & Community Division**

Steve Evans  
Director




**Urban & Environmental Assets Division**

Chris Hunt  
Director



**Planning & Assessment**

Lindsay Dyce  
Manager



**Corporate Development**

Steve Rawe  
Manager



**Urban Infrastructure**

Mark Shaw  
Manager




**Community, Library & Economic Development**

Lindsay Godfrey  
Manager




**Administration & Governance**

Warwick Lawrence  
Manager



**Natural Environment & Education**

Mark Beharrell  
Manager




**Environmental Compliance**

Jeff Lofts  
Manager




**Finance & Information Technology**

Mark Jones  
Manager




**Reserves, Recreation & Building Services**

Les Munn  
Manager



**Corporate Strategy & Commercial**

Paul Reid  
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 • **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 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 **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 • 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 2011 - 2015 Delivery Program. Actions are listed by Key Direction as in the Delivery Program.

## Key Direction 1 - Supporting & Connecting Our Community

2011/2012	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	4,035,505	4,014,733
Other Employee Costs	1,279,442	1,353,597
Materials and Contracts	1,686,259	1,834,118
Depreciation	976,740	981,740
Interest	4,560	4,667
Other Costs	1,979,410	2,288,714
<b>Total Operating Expenditure</b>	<b>9,961,915</b>	<b>10,477,568</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	221,076	470,934
Capital Works Programs	2,143,712	1,894,900
Capital Material Public Benefits	0	13,140
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>2,364,788</b>	<b>2,378,974</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(1,741,748)	(1,849,947)
Fees and Charges	(730,773)	(696,423)
Grant Transfers	(1,168,584)	(1,143,641)
Contributions	(631,723)	(3,058,260)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(57,875)	(89,548)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(4,330,703)</b>	<b>(6,837,820)</b>
<b>Transfers from Reserves</b>	<b>(2,694,541)</b>	<b>(2,924,995)</b>
<b>Transfers to Reserves</b>	<b>679,549</b>	<b>3,005,573</b>
<b>Net Cost (Funded by Rates)</b>	<b>5,981,008</b>	<b>6,099,300</b>

**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	89% of available childcare places across all services utilised	✓
Customer satisfaction with childcare centres	85% of customers satisfied or very satisfied with childcare centres	90% 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	Not measured, due 2013	n/a
Maintenance standards for beach reserves	Maintenance standards for beach reserves met 90% of the time	Maintenance standards exceeded at 92%	✓

# Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Develop a program of outdoor performances	Facilitate a number of outdoor events e.g.: food and wine festival, market days	Progressing	Successfully completed Palm Beach Markets in May with seven other markets being run during the financial year. Pittwater Food and Wine Fair 2012 coincided with Council's 20th birthday celebrations with around 4000 attending during the day. Eight Twilight Markets planned at Mona Vale with 6 being held due to wet weather. November was the most successful with over 3000 people in attendance.	Reserves Recreation & Building Services
Building Communities	Develop a program of outdoor performances	Develop a program of outdoor performances	Progressing	Council is developing a program of outdoor events over the next 12 months.	Library & Community Services
Building Communities	Develop a program to increase the level of volunteering, including support, training and integrated information	Conduct a biennial Pittwater Volunteer Awards Function	Completed	Delivered the 2012 Volunteer Awards program held on 15 May 2012 in conjunction with National Volunteer Week. Over 90 nominations received.	Library & Community 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.	Completed	Council currently supports 38 bushcare groups with tools, technical advice and plants.	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	Events held at the following locations, Warriewood Wetlands, Warriewood Bay, Morning Bay and Careel Bay	Reserves Recreation & Building Services
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	Completed	Community network meetings and forums held including Home and Community Care (HACC) sub-regional forum, community transport, local government aged and disability workers network. Development and distribution of the Seniors Care and Retirement Housing Guide.	Library & Community Services
Building Communities	Develop programs to meet the needs of older residents and carers	Contribute to the Northern Beaches Social isolation working party	Completed	Ongoing attendance and representation at the regional meetings, staff chaired the working party over the last 12 months.	Library & Community Services
Building Communities	Develop programs to meet the needs of older residents and carers	Support local Community Transport organisations	Progressing	A partnership with local community transport providers to monitor and meet the needs of the Pittwater community.	Library & Community Services

# Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 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)	Continue to assist resident community groups in writing grant applications	Not Progressing	Information available on Council's website and how to write a grant application workshop held for community groups.	Natural Environment and Education
Building Communities	Develop the capacity of community organisations through increased education and information (e.g. funding/ representation/increased profile/branding)	Review and support the capacity of existing community organisations to deliver services	Completed	Strong relationships were maintained with the community sector and support has been provided when required.	Library & Community Services
Building Communities	Establish a recognition program for outstanding members of the community	Continue the program to recognise outstanding members of the community	Completed	Each quarter an outstanding resident has been recognised through a Community Profile in the Pittwater Life and Peninsula Living magazines or the Pittwater Report residents newsletter.	Administration & Governance
Building Communities	Facilitate and support local community organisations	Support a range of local community organisations	Completed	Throughout 2012 the Council was represented on various working parties and advisory committees including Peninsula Youth Services Executive, HACC Sub-Regional forum, Youth Reach Advisory Committee and chair the Social Inclusion Working party. Staff have continued to build strong links with the community sector and provide support to deliver local services when needed.	Library & Community Services
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Conduct a biennial Youth Forum	Completed	A biennial Youth Forum was held in September 2011 with 35 school representatives from all four local high schools. The forum provided an opportunity for young people to discuss the development of the social plan, mental health and other priority issues for Pittwater's young people	Library & Community Services
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Implement actions within the Cultural Plan	Completed	Delivered Artzpace 2012, ongoing support for Pittwater Community Arts. Planning commenced for Artfest 2012. Staff supported and co-delivered 24/7 Youth Film Festival. Commenced a review of the 2006-2011 Cultural Plan.	Library & Community Services
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Contribute to the regional review of the NSASP	Completed	The Evaluation Report has been completed comprising various findings, recommendations and options for future collaboration.	Library & Community Services
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Review Council's Social Plan	Completed	New Social Plan 2012-2016 'Live, Connect, Participate' adopted by Council.	Library & Community Services

# Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Support and encourage a variety of artistic exhibitions within Pittwater	Progressing	Avalon Recreation Centre, Newport Community Centre, Mona Vale Memorial Hall, Nelson Heather Centre, Ted Blackwood Narrabeen Community & Tennis Centre & Elanora Heights Community Centre have hosted a range of exhibitions in the last twelve months. Several theatrical productions held at Elanora Heights Community Centre, Newport Community Centre and North Narrabeen Community & Tennis Centres through the year. Staff worked closely with Pittwater Community Arts, Artists & Craftsmen of Pittwater, Mona Vale Garden Club, Avalon Active Seniors, The Avalon Craft Cottage, Wingala Lapidary Club, as well as numerous local artists in Pittwater. Staff worked with a group of emerging artists as part of the 2012 Artzspace.	Library & Community Services
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Ongoing identification and listing of Aboriginal Heritage Items	Progressing	Ongoing.	Planning & Assessment
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	There have been few opportunities for planning of new health services. The major exception was the return of maternity services to Mona Vale	Library & Community Services
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	Completed	Successfully delivered the second Finding My Place youth program. Updates provided to local high schools and primary schools on Parent Forums, the development of the PCYC concepts, the Social Plan and Skate Park. Continued to build strong relationships and consult with schools and students on a regular basis.	Library & Community Services
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.	Completed	Delivered and supported a range of events throughout 2012 including 24/7 Youth Film Festival, Guringai Festival, Seniors Week, CALD information sessions and the 2012 Volunteer Awards event.	Library & Community Services
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	Completed	Continued to maintain link to Guringai Festival Committee. Provided opportunities for local groups to undertake activities within the festival. Promoted festival throughout Pittwater.	Library & Community Services
Building Communities	Provide a range of community events that celebrate diversity & where we live	Provide guided tours (walks/ talks) of Pittwater's natural environment	Completed	Provided 33 community events/programs which attracted 2425 direct attendees and 5000 indirect users.	Natural Environment and Education

# Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Provide a range of community events that celebrate diversity & where we live	Conduct citizenship ceremonies	Completed	Five citizenship ceremonies held throughout the year, including a major one to coincide with Australia Day celebrations. Where circumstances have required private ceremonies have also been organised throughout the year.	Administration & 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	Completed	Events calendar updated regularly when required	Administration & Governance
Building Communities	Provide an events calendar and targeted promotional campaigns to increase participation in community opportunities and events	Maintain the community consultation database	Completed	All new contacts updated regularly and regularly provided with information according to their chosen interests such as media releases, Pittwater Report Online residents e-newsletter or Cooee environmental e-newsletter.	Administration & Governance
Building Communities	Provide and promote widely accessible information on support services	Provide and promote widely accessible information on support services	Completed	Information provided and promotion of support services via community networks, interagencies and committees. Staff have contributed to the development and ensured distribution of the 2012-2014 Seniors Care Guide and Retirement Housing Guide for the Northern Beaches.	Library & Community Services
Building Communities	Provide, plan and facilitate a range of children services to cater for the needs of families and children	To provide a range of information on children services and childcare within Pittwater to families	Progressing	Information was provided to individuals, Early Childhood Health Services and schools on services in the Pittwater area eg childcare, out of school hours care (After School Care and Vacation Care). Children's Services web pages have been regularly updated to reflect changes in services and this site is visited and utilised by many families of young children.	Library & Community Services
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	Completed	Implementation of the new National Law and Regulations and ensuring all educators understand their responsibilities. 11 new educators trained and registered while others have undertaken formal qualifications in childcare. Highlights at playsessions have been the visit of the CSIRO Sciencefest and the celebration of Harmony Day. At the end of the year over 300 children were registered with the service.	Library & Community Services
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	Progressing	All childcare services have met the requirements of the new National Law and Regulations. Out of School Hours services and preschools have needed to make significant changes, as a result of coming under national regulations and as they transition to assessment and ratings visits. Recruitment of qualified staff for early childhood services has been very difficult especially over this past 6 months.	Library & Community Services
Building Communities	Provide, plan and facilitate a range of children services to cater for the needs of families and children	Provide OOSH Services - Elanora Heights After School Care	Progressing	Changes were made to the service to meet the requirements of the new National Regulation and National Quality Framework. During Term 2 numbers were maintained at 75 places 4 days per week. Children were involved in a Healthy Living week and learned about dental and personal hygiene, healthy eating and physical activity.	Library & Community Services



# Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Progressing	The Centre is now at full utilisation. There have been some difficulties in recruitment of staff which is a problem in all childcare services. Despite this, the staff have met the needs of the new National Regulations and the Early Years Learning Framework.	Library & Community Services
Building Communities	Provide, plan and facilitate a range of children services to cater for the needs of families and children	Provide OOSH services - Narrabeen Vacation Care.	Progressing	Significant changes have been made to procedures and guidelines over the last quarter to comply with the new National Law and Regulation and Quality Standards. Vacation Care has applied for and been granted "Service Approval" under the regulations. Across the year utilisation and satisfaction levels have remained high.	Library & Community Services
Building Communities	Recognise the value of volunteer contribution through community awards and sponsorship	Hold an annual volunteer reception	Completed	Successful event held during December 2011 for between 80 - 100 volunteers and community organisations to coincide with International Volunteers Day.	Administration & Governance
Building Communities	Respond to a range of community, cultural and social needs	Support Youth Reach Midnight Basketball to provide two midnight basketball programs each year at the Northern Beaches Indoor Sports Centre.	Completed	Staff worked with Youth Reach over the past 12 months to deliver two Midnight Basketball tournaments at the Northern Beaches Indoor Sports Centre. The Midnight Basketball program continues to have high participation rates from both young people and community volunteers.	Library & Community Services
Building Communities	Respond to a range of community, cultural and social needs	Deliver a program of social and community planning projects and activities	Completed	Council continued to identify strategic partnerships with the community sector to achieve social outcomes within Pittwater. Examples are the Midnight Basketball program, Pittwater Parent Forums, Finding My Place youth program, 24/7 youth film festival. Other areas of support include seniors groups, CALD working party and information sharing.	Library & Community Services
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	Staff have continued to monitor local liquor applications and make submissions to the state government when necessary. Worked with local Police and provide information to local business owners on the liquor licence application process.	Library & Community Services
Building Communities	Respond to a range of community, cultural and social needs	Respond to a range of community safety issues	Progressing	Continue to monitor the CCTV at Village Park and also the graffiti program in the commercial centres	Reserves Recreation & Building Services

# Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Respond to a range of community, cultural and social needs	Work with youth organisations and young people to develop strategies for delivering a range of youth programs and activities	Completed	Staff have continued to represent Council on the executive committee of Peninsula Youth Services Inc and work with local youth organisations to meet the needs of young people and families.	Library & Community Services
Building Communities	Respond to a range of community, cultural and social needs	Deliver a program of cultural planning projects and activities	Completed	Successfully delivered Artzpace 2012, a community cultural development program and exhibition at Avalon Recreation Centre. Supported Pittwater Community Arts to deliver a range of arts and cultural activities including the preparation for Children's Artfest 2012.	Library & Community Services
Building Communities	Respond to a range of community, cultural and social needs	Provide access to community spaces for evening youth related activities	Completed	Local church groups have run youth related activities within the community centre network. Other activities offered include dance, martial arts, sports. Council staff have continued to build strong relationships with local youth service providers.	Library & Community Services
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	Progressing	There were four School Holiday Recreation Program brochures produced and distributed this year to all Pittwater schools, community centres and libraries. The brochure was also placed on the Pittwater Council's website and school websites.	Library & Community Services
Building Communities	Respond to a range of community, cultural and social needs	To respond to a range of community safety issues - including graffiti removal	Completed	Council staff, police and other key stakeholders monitored and addressed community safety concerns. A private contractor was engaged to remove graffiti from the main village centres and graffiti 'hotspots'.	Library & Community Services
Building Communities	Respond to a range of community, cultural and social needs	Investigate the feasibility of a local Police Citizens Youth Club	Completed	Council staff prepared and submitted an application to the State Government and PCYC NSW for a grant to develop a PCYC at North Narrabeen Reserve. Council received widespread support for this project from the community but was unsuccessful in securing the \$2.5 million grant. Council is examining alternate models and partnerships.	Library & Community Services
Building Communities	Respond to a range of community, cultural and social needs	To support and resource the Community, Recreation & Economic Development Reference Group	Completed	This Reference Group provided input and feedback on a number of key planning projects over the last year including; the development of both the Social & Economic Development Plans, the PCYC submission, the Open Space and Recreation Strategy.	Library & Community Services
Building Communities	Respond to a range of community, cultural and social needs	Coordinate Pittwater Village safety working party	Completed	Continued coordination of the Pittwater Villages Safety Working Party examining and responding to safety concerns in Pittwater.	Library & Community Services

# Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Building Communities	Respond to a range of community, cultural and social needs	Provide a range of demographic information to the community	Completed	Council continues to provide statistical information via the website on local demographics.	Library & Community Services
Building Communities	Update the Local Environment Plan (LEP) to meet a range of community needs	(LEP Project) Include community needs in LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Recreational Management	Continue to upgrade and enhance recreational spaces and facilities (e.g. Newport Community Centre, Warriewood community facilities, Dunbar Park, Bilarong Reserve)	Continue to upgrade and enhance recreational spaces and facilities	Progressing	Playground upgrades have included Coronation Reserve Warriewood, Apex Park Mona Vale, Winnerreremery Bay Mona Vale, upgrades at Bayview Reserve (new shelters), installation of bubblers at various regional locations, installation of new access steps at Bilgola Beach ,Stage One of Woorak Reserve boat trailer storage areas	Reserves Recreation & Building Services
Recreational Management	Create vibrant community spaces (Village Park outdoor performance space, Avalon, Newport Community Centre)	Examine opportunities for public art in significant capital works projects	Progressing	Welcome to Pittwater Entry Sculpture now fully detailed. Contractor nominated awaiting final report to management	Reserves Recreation & Building Services
Recreational Management	Create youth precincts at Avalon and Mona Vale (regional skate parks)	Develop the funding proposal for the Kitchener Park skating facility	Progressing	Project currently on hold pending new rezoning. This has been scheduled for public hearing	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	Completed	Reserves are actively audited for safety considerations	Reserves Recreation & Building Services
Recreational Management	Land use planning to provide for the widest possible range of recreational spaces and opportunities	(LEP Project) Identify land suitable for recreational purposes	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Recreational Management	Maintain and service recreational facilities	Ongoing maintenance and servicing of recreational facilities	Completed	Recreation reserve mown monthly in the summer months and every 7-8 weeks in the winter months	Reserves Recreation & Building Services
Recreational Management	Maintain and service recreational facilities	Management, Development and Maintenance of Mona Vale General Cemetery in accordance with the Plan of Management	Progressing	Plan of management complete and now being implemented.	Urban Infrastructure

# Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Progressing	Ongoing liaison with Warringah Council in development of Narrabeen Lagoon Multi Use Access Trail	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	Completed	At the recent meeting reviewing the Open Space and Bushland Strategy meeting community groups were advised of potential grant opportunities	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	Progressing	Investigation for storage at Dark Gully Park, Botham Beach stage 2 and Clareville Beach kayak storage continuing. Completion and allocation of boat tie-up facilities at Careel Bay Wharf and dinghy storage at Currawong Reserve.	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	Completed	Liaison with sporting clubs and schools on an ongoing basis including the partnership with Narrabeen Sports High to construct a synthetic all weather multi-purpose field and a turf playing field made available to the community outside of school hours.	Reserves Recreation & Building Services
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Provide planning, design, investigation and management of recreation facilities	Completed	Review of parks and reserves undertaken	Reserves Recreation & Building Services
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Progressively implement Plan of Management recommendations	Progressing	Actions arising from the plans of management include speed humps installed at Governor Phillip Park, BBQs at North Narrabeen rock pool, picnic shelters at Bayview Park, shade sails over Dunbar Park playground, drinking fountains at various parks	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	Progressing	Survey and workshop has been completed for wider public and for sportsfield users. Grant workshop organised for sports clubs on 27 August. Commenced preparing demographics based on latest Census. Commenced preparing actions etc. based on surveys, workshops, submissions, demographics, etc.	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	Completed	Council oversowed playing fields at Careel Bay, Porters Reserve, Lake Park, Boondah Reserve and North Narrabeen Reserve in April to increase the resilience of the fields to high use.	Reserves Recreation & Building Services

## Supporting and Connecting Our Community

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Recreational Management	Review opportunities to maximise use of community buildings	Promote the utilisation of community buildings	Progressing	Community Centres have continued to maintain good utilisation over the past twelve months with 69% utilisation	Library & Community Services
Recreational Management	Upgrade recreational facilities	Implement Capital Improvement Program	Completed	Capital improvements program mostly completed by the end of June although some projects delayed till August due to weather and contracting issues. Works completed on Catherine Park seawall, North Palm Beach sand dunes, North Narrabeen rock pool, car park & landscaping, Mona Vale tennis courts, Bayview tennis club decking, Careel Bay playing fields bore water supply, Kitchener Park carpark lighting upgrades, Woorak Reserve boat trailer parking area, upgrades to Palm Beach, Bilgola, Narrabeen and Avalon rock pools, Avalon golf course tanks and irrigation, upgrades to bushland reserves, upgrades to Dark Gully Reserve, upgrades to all headland reserves, Botham Beach dinghy storage facility and upgrading of Newport Surf Club. Girl Guides Hall at Dunbar Park was demolished and the Scout Hall significantly rebuilt.	Reserves Recreation & Building Services

## Building Communities Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	1,841	1,812
Other Employee Costs	550	491
Materials and Contracts	304	373
Depreciation	1	1
Interest	2	2
Other Costs	1,038	876
<b>Total Operating Expenditure</b>	<b>3,736</b>	<b>3,554</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	82	0
Capital Works Programs	261	293
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>343</b>	<b>293</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(1,002)	(963)
Fees and Charges	(48)	(53)
Grant Transfers	(1,058)	(1,083)
Contributions	(1,644)	(50)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(27)	(24)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(3,779)</b>	<b>(2,172)</b>
<b>Transfers from Reserves</b>	<b>(282)</b>	<b>(227)</b>
<b>Transfers to Reserves</b>	<b>1,636</b>	<b>52</b>
<b>Net Cost (Funded by Rates)</b>	<b>1,654</b>	<b>1,499</b>

## Recreational Management Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	2,048	2,068
Other Employee Costs	798	780
Materials and Contracts	1,605	1,311
Depreciation	943	943
Interest	0	0
Other Costs	679	581
<b>Total Operating Expenditure</b>	<b>6,071</b>	<b>5,682</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	190	141
Capital Works Programs	1,432	1,476
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>1,622</b>	<b>1,617</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(1,313)	(1,283)
Fees and Charges	(209)	(221)
Grant Transfers	(214)	(206)
Contributions	(2,419)	(204)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(33)	(16)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(4,188)</b>	<b>(1,930)</b>
<b>Transfers from Reserves</b>	<b>(2,226)</b>	<b>(2,122)</b>
<b>Transfers to Reserves</b>	<b>2,383</b>	<b>273</b>
<b>Net Cost (Funded by Rates)</b>	<b>3,663</b>	<b>3,520</b>

## Key Direction 2 - Valuing & Caring for Our Natural Environment

2011/2012	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	3,350,566	3,473,791
Other Employee Costs	1,089,901	1,195,672
Materials and Contracts	5,833,638	5,940,386
Depreciation	1,161,116	1,171,116
Interest	720	737
Other Costs	4,915,288	5,129,128
<b>Total Operating Expenditure</b>	<b>16,351,229</b>	<b>16,910,831</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	133,950	466,683
Capital Works Programs	2,367,982	2,021,588
Capital Material Public Benefits	0	13,140
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>2,501,932</b>	<b>2,501,411</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(921,040)	(990,002)
Fees and Charges	(1,006,293)	(993,465)
Grant Transfers	(547,761)	(578,601)
Contributions	(742,414)	(1,231,045)
Rates Income	0	0
Domestic Waste Charge	(8,789,626)	(8,733,554)
Interest on Investments	0	0
Other Income	(45,835)	(62,646)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(12,052,969)</b>	<b>(12,589,312)</b>
<b>Transfers from Reserves</b>	<b>(3,237,218)</b>	<b>(3,611,512)</b>
<b>Transfers to Reserves</b>	<b>1,295,395</b>	<b>1,941,034</b>
<b>Net Cost (Funded by Rates)</b>	<b>4,858,368</b>	<b>5,152,451</b>

**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.**

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	No increase	✓
Number of hectares regenerated	40 hectares of Council bushland regenerated	61 hectares of Council bushland rehabilitated	✓
Noxious weed notices served	160 initial inspections and noxious weed notices served	218 initial inspections and noxious weed notices served	✓
Tonnes of waste to landfill	Total waste tonnage disposed of at landfill held at 2002 (15,221t) level	13,491 tonnes collected in 2011/12, 11.37% decrease on 2002 figures.	✓
Tonnes of recycling collected	Total tonnage of recyclable product diverted from landfill increased by 5% above 2002 level	12,005 tonnes of recyclable material diverted from landfill reflecting a 32% increase from 2002 figures	✓
Number of food shop inspections	100% of food shops inspected annually	100% (305 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	Water consumption has increased minimally on last year's figures but is down on consumption of 09/10 period.	✗
Beachwatch & Harbourwatch meeting compliance	Beachwatch & Harbourwatch meeting 80% compliance	100% of ocean and harbour beaches rated "very good" (58%) and "good" (42%) <sup>2</sup>	✓

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	2011/2012 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	Implement Coastal Erosion Emergency Action Sub-Plans for Mona Vale and Bilgola beaches	Completed	Coastal Erosion Emergency Action Subplan for Bilgola Beach and Basin Beach (Mona Vale) completed. Subplan received Ministerial certification and has been gazetted. Subplan implementation and feedback meeting convened following June 2012 coastal erosion event. Public feedback on difficulties in the practical implementation of emergency measures provided to Ministerial Expert Panel.	Catchment Management and Climate Change
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 Sub-Plans for remaining areas	Not Progressing	Deferred as state government guidelines require Coastal Erosion Emergency Action Sub-plans to be incorporated in the preparation of Coastal Zone Management Plans.	Catchment Management and Climate Change
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	Contractor has commenced the upgrade of the Bicentennial Walkway at the northern end Bilgola Beach through to the The Serpentine	Reserves Recreation & Building Services
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Provide effective sand dune management	Completed	Council engaged specialist contractors to regenerate the dune systems	Reserves Recreation & Building Services
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Provide effective beach access management	Completed	Walkways were continually monitored and trimmed as required to ensure safe public access	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 were mechanically cleaned fortnightly throughout the swimming season and monthly outside the 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	Rock pools were cleaned weekly throughout the swimming season and fortnightly in the winter months Beaches were mechanically cleaned fortnightly in the swimming season and monthly in the winter months	Reserves Recreation & Building Services
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Provide lifeguard services and support for lifesaving activities	Completed	Council provided lifeguard services to nine beaches throughout the swimming season	Reserves Recreation & Building Services



# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 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	Maintain and strengthen partnership with Sydney Coastal Councils Group, SLSA, CMA etc	Completed	Continue liaison with Sydney Coastal Councils Group - attendance at workshops to evaluate and plan for upcoming 2013 program and continue to support Summerama festival. Five events are being planned to be promoted on 2013 program	Natural Environment and Education
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	Liaison with surf clubs and peak surf body on an ongoing basis continued through regular meetings.	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	North Palm Beach Surf Club painting and repairs have been completed	Reserves Recreation & Building Services
Beach & Coastal Management	Partner with user groups to improve resourcing, allocation and multi-use of facilities	Council to continue to support the Surf Life Saving Clubs in seeking grant funding	Completed	Formal support of grant applications provided as requested.	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	Completed	Bush regeneration contractors continue to regenerate dune systems from Warriewood to Palm Beach	Reserves Recreation & Building Services
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	Coastal Erosion Emergency Action Subplan for Bilgola Beach and Basin Beach (Mona Vale) completed. Subplan received Ministerial certification and has been gazetted. Bilgola Beach accepted as a case study for investigation for the Sydney-wide Assessment and Decision Frameworks for Existing Seawalls project. Seawall survey and structural investigations conducted. Participation in workshops for the Sydney-wide project on Coastal Adaptation Decision Pathways and Climate Change Adaptation of Interconnected Water Infrastructure. Coastal processes hazard mapping for Pittwater open coast and estuary under review.	Catchment Management and Climate Change
Beach & Coastal Management	Provide planning, design, investigation and management of beaches, coastline and estuaries	Conduct an access and facilities audit for people with disabilities at each of the beach reserves	Completed	Accessibility audit of beach reserves has been completed	Reserves Recreation & Building Services

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Beach & Coastal Management	Provide planning, design, investigation and management of beaches, coastline and estuaries	Develop Coastal Zone Management Plans for remaining areas	Not Progressing	Deferred and reprioritised. Grant application prepared for project under the Coastal Management Program 2012/13. NSW Grant Assessment Panel has declined to fund as a staged project, requiring instead that a plan is prepared for all Pittwater open coast beaches and funded as a single project.	Catchment Management and Climate Change
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	Progressing	Plans of management for wharf reserves continually updated as wharf projects receive funding and consultation is completed	Reserves Recreation & Building Services
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	Ongoing incorporation of climate change and sea level rise assessments in accordance with state government planning benchmarks and guidelines for current project investigations.	Catchment Management and Climate Change
Biodiversity	Continually enforce relevant legislation to reduce the negative impacts on biodiversity	Enforce relevant legislation	Progressing	Enforcement programs were carried out as required.	Environmental Compliance
Biodiversity	Continually identify, monitor and prosecute all breaches of environmental legislation	Enforce breaches of environmental legislation	Progressing	All confirmed breaches were addressed through either court action or the issue of a penalty infringement notice.	Environmental Compliance
Biodiversity	Create, review and implement Plans of Management Plan for all public lands including aquatic reserves	Review and implement Management Plans for Native Fauna and Remnant Vegetation	Progressing	The Native Vegetation Management Plan was finalised and approved for exhibition by the Council and exhibited in July/August 2012. Adoption expected by the end of 2012.	Natural Environment and Education
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	Turrimetta Beach almost completed. Pittwater Park plan of management under development following requests from Mackerel Beach residents	Reserves Recreation & Building Services
Biodiversity	Develop a Local Biodiversity Management Plan including impacts of climate change	Maintain bushland reserves	Completed	Council employed bush regeneration contractors at over 100 sites to improve bushland	Reserves Recreation & Building Services
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Data Entry of Lifetime Registrations and Fee Reconciliation	Progressing	Data entry completed and the register maintained in accordance with the Department of Local Government requirements.	Environmental Compliance

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Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Service the Companion Animals Advisory Committee	Progressing	Pending Council elections the introduction of the committee has been postponed until the end of 2012.	Environmental Compliance
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Implement a Companion Animal Management Plan	Progressing	The implementation phase has been delayed due to staff shortages during the year. Completion is now scheduled for the second quarter of 2012/13.	Environmental Compliance
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 and articles placed in Cooee environmental newsletter.	Natural Environment and Education
Biodiversity	Develop and implement a rapid assessment method for biodiversity	Trial and validate rapid assessment program for biodiversity	Completed	The rapid assessment tool was trialled and found to be problematic so was discontinued. Another assessment system, the Biodiversity Incentive Tool, was discussed with other Councils in workshops hosted by Pittwater. Warringah, Hornsby and Ku-ring-gai Councils have now all reviewed the Biodiversity Incentive Tool and are seeking approvals for use. The launch of the tool is to take place late September / early October 2012.	Natural Environment and Education
Biodiversity	Develop and implement a Regional Biodiversity Strategy	Liase with SHOROC Councils to develop regional biodiversity Strategies	Progressing	Workshops were held with SHOROC Councils, Hornsby and Ku-ring-gai Council regarding a new way of monitoring biodiversity across the region. Waterbirds habitat assessment was carried out in conjunction with other councils work in the Lower Hawkesbury. Eastern pygmy possum monitoring added to the work done in Warringah and Hornsby Council areas. Council contributed to a masters project looking at microbats on the Warringah/Pittwater boundary.	Natural Environment and Education
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	Progressing	Council successfully carried out a rabbit baiting program in May /June	Reserves Recreation & Building Services
Biodiversity	Develop planning controls to ensure biodiversity principles are integrated into and applied to development and land use	(LEP Project) Incorporate controls into LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
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	Completed	424 DAs assessed for year; 179 Section 96s and 6 Section 82As	Natural Environment and Education

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 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	(DCP Project) Incorporate/ review controls	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment
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	Completed	DCP review including new control for replacing tree preservation orders adopted by Council. LEP amendment approved by Council and with Department of Planning for review and approval	Natural Environment and Education
Biodiversity	Finalise and implement the Pittwater Estuary Plan and the Careel Bay Master Plan	(DCP Project) Incorporate controls into DCP	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment
Biodiversity	Finalise and implement the Pittwater Estuary Plan and the Careel Bay Master Plan	Implement Pittwater Estuary Management Plan	Completed	Targeted catchment management project underway using NSW Estuary Management Program grant funding. Applications made for grant funding under the NSW Estuary Management Program 2012-13 for three projects.	Catchment Management and Climate Change
Biodiversity	Finalise and implement the Pittwater Estuary Plan and the Careel Bay Master Plan	(LEP Project) Incorporate controls into LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
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	Progressing	All action requests investigated.	Environmental Compliance
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	Progressing	Actions have been incorporated into operations. A review of these plans was undertaken to ensure that Pittwater issues, concerns and opportunities are included in the new Catchment Action Plan due in early 2013.	Natural Environment and Education
Biodiversity	Partner with Rural Fire Service regarding biodiversity conservation	Ongoing partnership with the Rural Fire Service	Completed	Ongoing partnership	Natural Environment and Education
Biodiversity	Review and update the Wildlife Corridor Plan to improve connectivity and regenerate strategic corridors including road reserves	(DCP Project) Incorporate controls into DCP	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 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	Native Vegetation Management Plan was finalised and due to be adopted in October. The strategy has been peer reviewed by UTS and a pilot corridor monitoring strategy is due to commence in late 2012 reviewing corridor use by fauna species. The Wildlife Corridors Control in the DCP has been amended as part of the DCP review in 2012. Conditions and criteria will be further developed once Native Vegetation Management Plan has been adopted and in turn wildlife corridor mapping completed.	Natural Environment and Education
Biodiversity	Review and update the Wildlife Corridor Plan to improve connectivity and regenerate strategic corridors including road reserves	(LEP Project) Incorporate controls into LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
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.	Progressing	Relevant information submitted to Office of Environment and Heritage and committee meetings attended with relevant actions undertaken.	Natural Environment and Education
Biodiversity	Update and implement the Threatened Species Management Plan	(LEP Project) Incorporate controls into LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Biodiversity	Update, review and implement the biodiversity education program	Implement the biodiversity education plan for Council Staff	Not Progressing	The requirements for Council self assessment were combined into a new Part 5 assessment form. The issue of where environmental prompts occur and how these affect operating procedures and work method statements is ongoing.	Natural Environment and Education
Sustainability & Climate Change Coordination	Develop a Council-wide 'Sustainable Business Strategy' (SBS)	Investigate the feasibility of including sustainability learning into Corporate Training Plan	Not Progressing	Insufficient funds to include sustainability learning into annual Corporate Training Plan for 2011/2012.	Corporate Development
Sustainability & Climate Change Coordination	Develop and implement a Climate Change Plan of Action	Develop and implement a staged Climate Change Plan of Action	Completed	Progressing with studies under the coastline hazards and flooding strategy. Climate Change Risk Assessment report prepared and accepted by OEH to meet WASIP requirements.	Catchment Management and Climate Change
Sustainability & Climate Change Coordination	Develop regional plans and partnerships to address Climate Change	Meet commitment requirements for regional plans and partnerships	Completed	Continued participation on CMA, SCCG, and SHOROC matters including SHOROC groundwater investigation project, attendance at SMCMA CAP workshop and submission of joint grant application for regional water project.	Catchment Management and Climate Change

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Sustainability & Climate Change Coordination	Develop regional plans and partnerships to address Climate Change	Strengthen partnerships for sustainability with other SHOROC Councils	Completed	Continued participation on with SHOROC water and climate change focus groups. Progress on regional projects for groundwater investigation, flood warning and rain gauges network.	Catchment Management and Climate Change
Sustainability & Climate Change Coordination	Establish a community education program that raises awareness of and increases the profile of environmental sustainability and climate change	Build climate change adaptation learning partnerships e.g. with SES, RFS, DECC, Universities	Progressing	Ongoing participation across community groups has been undertaken over the past 12 months	Natural Environment and Education
Sustainability & Climate Change Coordination	Establish a Sustainable Awards Program for businesses and the community to recognise water, energy and waste saving initiatives	Conduct a Sustainable Awards Program for businesses and the community to recognise water, energy and waste saving initiatives	Completed	This event was held as part of the Sustainability Expo held in Mona Vale.	Corporate Strategy & Commercial
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	Not Progressing	Toilet cisterns with auto flushes installed at various amenities, lighting in Council assets upgraded with energy efficient technology as funding permits.	Reserves Recreation & Building Services
Sustainability & Climate Change Coordination	Review Council's planning documents to include sustainability, climate change provisions, and cumulative impacts	(LEP Project) Coordinate review of LEP to include sustainability and climate change initiatives and provisions	Progressing	Local Planning Strategy completed. Standard LEP under preparation using current climate change information.	Planning & Assessment
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	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment
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 included in all staff position descriptions.	Corporate Development

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Create and implement a customer service training program	Progressing	Customer Excellence Program approved by management and training planned for all staff members. Training course currently being developed in house for majority of staff with specific training for identified staff with a customer focussed job.	Administration & Governance
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	Internal processes reviewed. Tree preservation order system was placed online to save staff time and allow them to perform more site visits.	Corporate Strategy & 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	Continual improvement of sustainability initiatives within Council	Completed	Council's sustainability program continues to change behaviours across Council. In 2011/12 \$360,000 was spent on sustainability initiatives	Corporate Strategy & 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	Implement sustainability component into Council's staff Induction program	Completed	Sustainability component incorporated into familiarisation program for new staff.	Corporate Development
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	Completed	All sustainability projects were completed in 2012 including energy efficient devices and lighting, solar panels, solar hot water systems valued at \$500k .	Corporate Strategy & Commercial
Vegetation	Audit tree replacement through Tree Preservation Orders and Development Assessments	Implement the Pittwater Tree Preservation and Management Order	Completed	Inspections carried out in response to requests as required. Asset management system continually updated.	Reserves Recreation & Building Services
Vegetation	Continue and increase targeted noxious weed removal	Conduct private property inspectorial under the noxious weed program	Completed	Inspections carried out in response to requests as required	Reserves Recreation & Building Services
Vegetation	Continue and increase targeted noxious weed removal	Environmental and noxious weed management on public land	Completed	Council targetted the removal of noxious and environmental weeds in reserves and road reserves. In particular the removal of environmental weeds in Bilgola Bends which also improved views to the beach	Reserves Recreation & Building Services
Vegetation	Determine criteria for appropriate landscape	Incorporate landscape criteria into LEP	Completed	Completed	Reserves Recreation & Building Services

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Vegetation	Determine criteria for appropriate landscape	(DCP Project) Incorporate landscape criteria into DCP	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment
Vegetation	Develop a demonstration eco-garden	Promote the eco-garden at the Kimbriki Environmental Enterprise Facility	Completed	The Kimbriki Eco-house & Garden was promoted via the Cooee environmental newsletter. Links to the Eco-house website were inserted in the Council's website. The Eco-garden was invited to present at Council sustainability events.	Natural Environment and Education
Vegetation	Develop an education, awareness and information program for the community to recognise the value of vegetation and appropriate plants	Develop & implement a Tree Planting and Retention Plan including an education component	Completed	As part of Council's 20th anniversary Council provided free trees and advice to the community. Market days were used to promote "Trees for Pittwater" with education and tree giveaways . Native plants given to new citizens at citizenship ceremonies.	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	Completed	Council supported 38 bushcare groups during the year to help them with work on improving bushland reserves.	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	Ongoing street tree planting 75 trees replanted in old and new locations. Budget constraints and staff resources have influenced the number of plantings.	Reserves Recreation & Building Services
Vegetation	Develop and implement management plans for the removal of bushfire loads within Council's reserves	Implement bushfire management for Council's reserves in high priority areas	Completed	Hazard reduction works carried out in reserves following RFS advice	Reserves Recreation & Building Services
Vegetation	Develop and implement management plans for the removal of bushfire loads within Council's reserves	Implement hazard reduction program	Completed	Hazard reduction works completed in accordance with RFS recommendations	Reserves Recreation & Building Services
Vegetation	Maintain and conserve the remnant bushland areas in Pittwater for environmental and greenhouse benefits	Investigate remnant bushland areas in Pittwater for environmental and greenhouse benefits	Completed	Analysis report was written investigating carbon capture in remnant vegetation and new plantings within Pittwater. It was found that both capture greenhouse gases and our remnant vegetation is also important in storing carbon.	Natural Environment and Education
Vegetation	Review, update and implement development controls and conditions regarding landscape vegetation and bushland management	Enforce development controls and conditions for landscape and vegetation	Completed	Undertaken for all developments where Council is the certifying authority. Other developments were investigated in response to customer requests. Notice and orders were issued where required.	Environmental Compliance
Waste Management & Pollution Control	Annual audit to establish the effectiveness of Council's internal waste management processes	Audit the effectiveness of Council's internal waste management processes	Completed	Completed	Environmental Compliance



# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Waste Management & Pollution Control	Annual audit to establish the effectiveness of Council's internal waste management processes	Ongoing monitoring of Council's internal waste management processes	Completed	Internal waste processors monitored through an audit report, the recommendations of which were implemented over the full year. A further audit is scheduled in the third or fourth quarter of 2012/13.	Environmental Compliance
Waste Management & Pollution Control	Annual audit to establish the effectiveness of Council's internal waste management processes	Review waste management practices for sports events	Progressing	Further consultation required to consider the varying requirements of sporting bodies at Pittwater fields and to investigate the opportunities for active recycling.	Environmental Compliance
Waste Management & Pollution Control	Build waste reduction initiatives into Council's Waste Reduction & Procurement Policy and processes	Develop a program to minimise construction material going to land-fill	Completed	100% completed	Urban Infrastructure
Waste Management & Pollution Control	Council to lead in the creation of a regional and integrated waste collection service	Consult with other SHOROC Council's to consider the potential for joint electronic waste (e-waste) collections	Completed	Residents could take up to 5 items of E-waste to Kimbriki free of charge for recycling. New legislation was scheduled for introduction in July 2012 affecting the disposal of E-waste.	Environmental Compliance
Waste Management & Pollution Control	Council to lead in the creation of a regional and integrated waste collection service	Consult with the other SHOROC Council's to consider a joint regional tender for domestic and public place waste services.	Progressing	Discussions continued on the development of tender documents. Implementation has been rescheduled to coincide with the Kimbriki AWT development.	Environmental Compliance
Waste Management & Pollution Control	Effective management of waste services contract	Effective management of waste services contract	Completed	Council's waste service contract manager liaised with the contractor URM to achieve the requirements of the waste service contract. Monthly meeting were conducted to review any issues.	Environmental Compliance
Waste Management & Pollution Control	Ensure that appropriate development controls and conditions are in place	(DCP Project) Incorporate controls into DCP	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment
Waste Management & Pollution Control	Ensure that appropriate development controls and conditions are in place	(LEP Project) Incorporate controls into LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Waste Management & Pollution Control	Implement Council's Waste Minimisation Plan and education program	Reduce the volume of putrescible material going to landfill by promoting composting, worm farming etc.	Completed	The education program promoted composting and worm farming through workshops, school visits to Kimbriki and the Love Food Hate Waste program. Environmental education staff participated at the Food and Wine Festival and Northern Beaches Expo.	Environmental Compliance

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Waste Management & Pollution Control	Implement Council's Waste Minimisation Plan and education program	Develop, implement & review waste education programs and materials	Completed	Education materials used by Council and the waste service contractor for the vegetation collection service were updated	Environmental Compliance
Waste Management & Pollution Control	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	Completed	This program was conducted under the WASIP funding	Environmental Compliance
Waste Management & Pollution Control	Minimise the discharge of pollution and effluent to any receiving waters	Installation and operation of a pump-out facility for boats at Careel Bay wharf	Completed	Pump out facility installed at wharf.	Reserves Recreation & Building Services
Waste Management & Pollution Control	Minimise the discharge of pollution and effluent to any receiving waters	Implement the education strategy to inform the community of the need to reduce the discharge of effluent and pollution	Completed	An inspection program was conducted and information distributed to system owners including their obligations to maintain and operate their waste water system. Approximately 600 system owners liaised with.	Environmental Compliance
Waste Management & Pollution Control	Minimise the discharge of pollution and effluent to any receiving waters	Council to maintain an ongoing database of all sewage management systems within the Local Government Area.	Completed	Database established. A review and update is continuing.	Environmental Compliance
Waste Management & Pollution Control	Undertake rolling program of audits of industrial and commercial areas regarding pollution	Undertake ongoing industrial and commercial areas audit	Completed	21 completed during 2011/12 and business owners advised of the inspection result and works required. Follow up inspections scheduled.	Environmental Compliance
Waste Management & Pollution Control	Work with businesses to develop an alternate sustainable shopping bag and establish a 'plastic bag free zone'	Evaluate effectiveness of the 'plastic bag free zone plan'	Completed	Evaluated through survey of all participating business owners. The program was well received by the community and business owners in Avalon. Reusable alternatives to plastic bags were provided by Council.	Environmental Compliance
Waste Management & Pollution Control	Work with businesses to increase commercial waste recycling	Implement the plan to work with businesses to increase commercial waste recycling	Completed	Ongoing program. Officers conducted routine inspections and encouraged shops to undertake recycling	Environmental Compliance

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Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Waste Management & Pollution Control	Work with SHOROC (Shore Region of Councils) to investigate an Alternate Waste Technology facility	Participate in the SHOROC investigation of options for the construction of an alternative waste technology disposal system	Completed	Council officers participated in the review of the proposed common collection system Recommendations were adopted by Council. Meetings were all attended by Council officers to ensure the Pittwater viewpoint was represented.	Environmental Compliance
Water Management Strategy	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	Water Efficiency Plan completed and submitted to state government under legislative requirements. Coastal Erosion Emergency Action Subplan for Bilgola Beach and Mona Vale Basin Beach completed and submitted to state government.	Catchment Management and Climate Change
Water Management Strategy	Develop and implement a coordinated and integrated community education and awareness program for Water Conservation	Ongoing community education and awareness program for Water Conservation	Not Progressing	Website updated with information on programs available to the general community.	Natural Environment and Education
Water Management Strategy	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	Integrated Water Cycle Management Policy document adopted by Council.	Catchment Management and Climate Change
Water Management Strategy	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 and water loss at priority sites	Completed	Online monitoring systems installed at Council's top 10 water-using sites and reviewed as required. A significant leak in the hot water system at Lakeside Caravan Park was detected and repaired.	Catchment Management and Climate Change
Water Management Strategy	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	Grant funded urban sedimentation and pollution audit project commenced. This targetted the priority Pittwater Estuary catchments of Cahill Creek, Winerreremmy Bay and Careel Creek. Consultant engaged and milestones achieved involving data compilation and review, water quality and sediment sampling, plus assessment model preparation. Project continues into 2012/13.	Catchment Management and Climate Change
Water Management Strategy	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)	Seek funding to implement alternate water sources from Warriewood Sewage Treatment Plant	Not Progressing	Not feasible at this stage. Alternative water supplies from stormwater and groundwater are being considered for suitability at other locations.	Catchment Management and Climate Change

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Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Water Management Strategy	Establish management practices and planning controls to protect ground water systems and environmental flows	Develop, review and implement water management policy	Completed	Minor updating of controls relating to water management as part of the P21 DCP review.	Catchment Management and Climate Change
Water Management Strategy	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	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment
Water Management Strategy	Implement sustainable and integrated water and waste water management practices in all development, environmental planning and development controls	(LEP Project) Integrated water and waste water management practices into LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Water Management Strategy	Investigate business opportunities for a Council auspiced company to source additional water and revenue from retailing water to the community	Investigate and test the feasibility of business opportunities for a Council auspiced water company	Completed	Project on hold	Finance & IT
Water Management Strategy	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	Progressing	Project support provided to Sydney Water programs as required. Council joined Sydney Water's Council Partnership Program and obtained funding to employ a water project officer to engage 50 small to medium water-using businesses over the next two years to improve their water efficiency .	Catchment Management and Climate Change
Water Management Strategy	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	Completed	Program activities completed. New work scheduled for 2012/13	Environmental Compliance
Water Management Strategy	Provide planning, design, investigation and management of water management facilities	Maintain and service Stormwater Management Infrastructure	Completed	Completed 100%	Urban Infrastructure
Water Management Strategy	Provide planning, design, investigation and management of water management facilities	Prioritise drainage and irrigation requirements on sports grounds	Completed	Priority list for sportsfield drainage and irrigation was completed	Reserves Recreation & Building Services

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Water Management Strategy	Provide planning, design, investigation and management of water management facilities	Provide planning, investigation design and Management of Stormwater Drainage Infrastructure	Completed	Completed 100%	Urban Infrastructure
Water Management Strategy	Provide planning, design, investigation and management of water management facilities	Develop and Implement an Interim Stormwater Management Plan for a 10 year program for all catchments (Water quality and quantity)	Completed	Completed 100%	Urban Infrastructure
Water Management Strategy	Provide planning, design, investigation and management of water management facilities	Provide planning, design, investigation and management of water management facilities	Completed	Water Efficiency Plan completed and submitted to state government under legislative requirements. The plan focussed on the top 11 water using sites.	Catchment Management and Climate Change
Water Management Strategy	Provide planning, design, investigation and management of water management facilities	Provide Planning, Investigation Design and Management of Flood Mitigation infrastructure	Completed	Completed 100%	Urban Infrastructure
Water Management Strategy	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	Ongoing consideration of catchment action plan priorities when development project proposals were submitted.	Catchment Management and Climate Change
Water Management Strategy	Support the Action Plans of the Catchment Management Authorities and State Plan	Continued liaison with DECCW Harbour Watch/ Beachwatch	Completed	Response provided to OEH following their request for information.	Catchment Management and Climate Change
Water Management Strategy	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	Investigate the feasibility and cost of regular monitoring to indicate water quality and assess creek health	Completed	Unlikely to be further considered, based on preliminary results from recent catchment pollution audits of priority areas.	Catchment Management and Climate Change

# Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Water Management Strategy	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	Finalise and extend community creek care program	Completed	As part of the Stormwater Levy, nine community events were held this year focusing on community education and awareness of catchment and stormwater issues. These events were aimed at a broad audience and included activities such as guided walks, water quality testing and interactive displays.	Natural Environment and Education
Water Management Strategy	Upgrade water management facilities	Implement Capital Improvement Delivery Program for Stormwater and Flood Mitigation Infrastructure	Progressing	One construction job in progress but not completed.	Urban Infrastructure

## Beach & Coastal Management Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	569	504
Other Employee Costs	205	178
Materials and Contracts	1,205	1,142
Depreciation	116	116
Interest	0	0
Other Costs	366	309
<b>Total Operating Expenditure</b>	<b>2,462</b>	<b>2,249</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	128	261
Capital Works Programs	259	660
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>387</b>	<b>921</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(1,466)	(1,332)
Fees and Charges	0	0
Grant Transfers	(106)	(98)
Contributions	0	(84)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(2)	(2)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(1,575)</b>	<b>(1,516)</b>
<b>Transfers from Reserves</b>	<b>(480)</b>	<b>(801)</b>
<b>Transfers to Reserves</b>	<b>179</b>	<b>298</b>
<b>Net Cost (Funded by Rates)</b>	<b>974</b>	<b>1,152</b>

## Biodiversity Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	202	212
Other Employee Costs	77	77
Materials and Contracts	254	257
Depreciation	0	0
Interest	0	0
Other Costs	52	45
<b>Total Operating Expenditure</b>	<b>585</b>	<b>590</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	79	0
Capital Works Programs	139	215
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>218</b>	<b>215</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	0	0
Fees and Charges	(7)	(10)
Grant Transfers	(92)	(77)
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(12)	(12)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(111)</b>	<b>(99)</b>
<b>Transfers from Reserves</b>	<b>(180)</b>	<b>(193)</b>
<b>Transfers to Reserves</b>	<b>(0)</b>	<b>12</b>
<b>Net Cost (Funded by Rates)</b>	<b>513</b>	<b>526</b>

## Sustainability & Climate Change Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	290	244
Other Employee Costs	92	72
Materials and Contracts	7	6
Depreciation	0	0
Interest	0	0
Other Costs	30	41
<b>Total Operating Expenditure</b>	<b>420</b>	<b>363</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	79	0
Capital Works Programs	164	174
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>243</b>	<b>174</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	0	0
Fees and Charges	0	(2)
Grant Transfers	0	(1)
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(5)	0
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(5)</b>	<b>(2)</b>
<b>Transfers from Reserves</b>	<b>(81)</b>	<b>(10)</b>
<b>Transfers to Reserves</b>	<b>(0)</b>	<b>0</b>
<b>Net Cost (Funded by Rates)</b>	<b>577</b>	<b>524</b>

## Vegetation Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	251	263
Other Employee Costs	103	104
Materials and Contracts	453	473
Depreciation	0	0
Interest	0	0
Other Costs	35	22
<b>Total Operating Expenditure</b>	<b>842</b>	<b>862</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	79	0
Capital Works Programs	272	325
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>352</b>	<b>325</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	0	0
Fees and Charges	(7)	(9)
Grant Transfers	(206)	(177)
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(0)	0
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(214)</b>	<b>(186)</b>
<b>Transfers from Reserves</b>	<b>(292)</b>	<b>(293)</b>
<b>Transfers to Reserves</b>	<b>0</b>	<b>2</b>
<b>Net Cost (Funded by Rates)</b>	<b>688</b>	<b>710</b>



## Waste Management & Pollution Control Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	616	522
Other Employee Costs	203	163
Materials and Contracts	5,181	5,244
Depreciation	2	2
Interest	0	0
Other Costs	4,118	4,183
<b>Total Operating Expenditure</b>	<b>10,120</b>	<b>10,113</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	79	0
Capital Works Programs	0	9
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>80</b>	<b>9</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(0)	(0)
Fees and Charges	(175)	(153)
Grant Transfers	0	0
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	(10,917)	(10,987)
Interest on Investments	0	0
Other Income	(0)	0
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(11,092)</b>	<b>(11,140)</b>
<b>Transfers from Reserves</b>	<b>(280)</b>	<b>(9)</b>
<b>Transfers to Reserves</b>	<b>937</b>	<b>632</b>
<b>Net Cost (Funded by Rates)</b>	<b>(235)</b>	<b>(396)</b>

## Water Management Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	667	425
Other Employee Costs	230	133
Materials and Contracts	176	119
Depreciation	22	22
Interest	0	0
Other Costs	356	255
<b>Total Operating Expenditure</b>	<b>1,452</b>	<b>954</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	79	0
Capital Works Programs	577	567
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>656</b>	<b>567</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(12)	(25)
Fees and Charges	(230)	(222)
Grant Transfers	(60)	(25)
Contributions	(142)	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(8)	(6)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(452)</b>	<b>(279)</b>
<b>Transfers from Reserves</b>	<b>(654)</b>	<b>(563)</b>
<b>Transfers to Reserves</b>	<b>143</b>	<b>0</b>
<b>Net Cost (Funded by Rates)</b>	<b>1,145</b>	<b>680</b>

## Key Direction 3 - Enhancing Our Working & Learning

2011/2012	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	1,883,907	1,886,074
Other Employee Costs	591,063	633,857
Materials and Contracts	636,409	657,974
Depreciation	713,282	720,940
Interest	26,320	25,312
Other Costs	1,118,356	1,277,780
<b>Total Operating Expenditure</b>	<b>4,969,337</b>	<b>5,201,937</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	363,847	457,777
Capital Works Programs	817,193	686,353
Capital Material Public Benefits	0	6,570
Loan Repayments	43,992	43,992
<b>Total Capital Expenditure</b>	<b>1,225,033</b>	<b>1,194,692</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(870,207)	(911,228)
Fees and Charges	(244,144)	(227,024)
Grant Transfers	(641,973)	(656,495)
Contributions	(362,125)	(1,056,800)
Rates Income	(1,643,378)	(1,644,247)
Domestic Waste Charge	0	0
Interest on Investments	(86,300)	(95,570)
Other Income	(51,453)	(69,253)
Capital Assets Disposals	(67,744)	(59,182)
<b>Total Income (Operating &amp; Capital)</b>	<b>(3,967,325)</b>	<b>(4,719,798)</b>
<b>Transfers from Reserves</b>	<b>(1,562,633)</b>	<b>(1,638,278)</b>
<b>Transfers to Reserves</b>	<b>505,818</b>	<b>1,179,553</b>
<b>Net Cost (Funded by Rates)</b>	<b>1,170,230</b>	<b>1,218,105</b>

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	186,819 visits to Mona Vale Library	✓
Customer satisfaction with Mona Vale Library	85% of users satisfied or very satisfied with Mona Vale Library	90% of visitors are satisfied or very satisfied with service	✓
Number of visits and programs undertaken at the Coastal Environment Centre	10% increase in the number of visits and the number of programs undertaken	There has been a 50% increase in the number of programs undertaken	✓

# Enhancing Our Working & Learning

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Community Learning	Continue the natural environment programs for schools and support schools in developing and implementing their School Environmental Management Plan	Provide and promote environmental resource toolkit to schools	Progressing	The Schools Environmental Education Toolkit lists environmental education programs, courses and resources available to Pittwater schools. Information about programs and teacher resources is available from Council's website and promoted annually to schools.	Natural Environment and Education
Community Learning	Continue the natural environment programs for schools and support schools in developing and implementing their School Environmental Management Plan	Update curriculum linked school environmental excursions for high school and primary school	Completed	Attended the Geography Teachers Association's annual conference to hear curriculum updates and the use of new technologies. Developed new teaching resources and investigations. Joined national group to promote the CEC as a national provider of environmental education.	Natural Environment and Education
Community Learning	Continue the natural environment programs for schools and support schools in developing and implementing their School Environmental Management Plan	Regularly produce a monthly Sustainability E-bulletin to inform the community of ways they can participate in sustainability actions.	Completed	This project was funded and successfully completed over the 12 month reporting period	Corporate Strategy & Commercial
Community Learning	Continue to support the Sustainable Schools Program	Ongoing support to the Sustainable Schools Program	Progressing	Council sustainability educators supported Pittwater schools with information, events and programs throughout the year. Council support includes assistance with managing native vegetation, help with delivering Green Days, waste education, resource audits and support for partnership and networking activities.	Natural Environment and Education
Community Learning	Develop and enhance quality library services and events	Develop and implement a program that enhances quality library services and events	Completed	10 author talks held; 3 reading groups per month; Exhibition and other events for History Week including author talk and writing competition. Events held for Seniors Week, Heritage Festival, Law Week, Mental Health Week. National Year of Reading launched with morning tea and competitions. Seniors Week included internet training, intergenerational learning sessions and launch of Mature Man's Book Club	Library & Community Services
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	The monthly environmental e-newsletter was sent to subscribers and provided at customer service centres and libraries. It highlighted environmental community events, native flora and fauna.	Natural Environment and Education
Community Learning	Develop and implement an "Education for Sustainability" program	Implement the "Education for Sustainability" program	Progressing	Implementation of Council's Education for Sustainability Action Plan 2009-2013 was ongoing. The program aims to embed sustainability within Council operations and engage residents, schools and business in sustainability thinking and action. The Program will be reviewed in 2012-13 .	Natural Environment and Education

# Enhancing Our Working & Learning

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Community Learning	Develop Mona Vale and Avalon Community libraries and CEC as centres for the development of information literacy and learning	Consolidate CEC collections and provide access across the internet	Completed	New reference books have been added to the library's collection, along with extra shelving and reconfiguration of the bookshelf area. All CEC program information is now online.	Natural Environment and Education
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 literacy and learning	Completed	1236 Bookbabes registered & presented with gift packs. 3 preschool storytimes conducted each week in term time. Holiday craft sessions held in school holidays. School visits to library for Children's Book Week. Photography & short story writing competition held. Events held to promote National Year of Reading.	Library & Community Services
Community Learning	Develop Mona Vale and Avalon Community libraries and CEC as centres for the development of information literacy and learning	Explore the options for providing a user friendly search interface to the library catalogue and online database	Completed	Ebsco Integrated Search implemented.	Library & Community Services
Community Learning	Develop Mona Vale and Avalon Community libraries and CEC as centres for the development of information literacy and learning	Provide and promote Curriculum support to local Schools at Mona Vale Library	Completed	HSC lock-in to support students during HSC exams Visited year 11 Pittwater High School students to promote HSC support and library online databases. Six primary school classes attended celebrations at Mona Vale Library for National Year of Reading Launch. Finding My Place program for disengaged students.	Library & Community Services
Community Learning	Explore ways to continue supporting University of the Third Age activities	Support ongoing partnership with the University of the Third Age within Pittwater	Progressing	U3A offered 18 programs across Pittwater including contemporary Aboriginal Life and Culture, Play Reading, Yoga, French, Topics this Semester, Cinema, Topics of our Times, Welsh Language and Culture, Contemporary issues, Singing, Science, Book Discussion groups, etc. This group have indicated that they will be expanding sessions at Newport to include arts etc.	Library & Community Services
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	Partnership continuing with TAFE to provide technology skills for women in Mona Vale Library.	Library & Community Services
Community Learning	Provide a community environmental learning centre	Support for CEC volunteer program	Completed	CEC continues to provide braodbased community environmental education	Natural Environment and Education
Community Learning	Provide a public and community library service for Pittwater	Support Avalon Community Library Association to provide a community library service at Avalon	Progressing	64,800 visits and 79,426 loans at Avalon Community Library.	Library & Community Services

# Enhancing Our Working & Learning

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Community Learning	Provide a public and community library service for Pittwater	Provide a public library service at Mona Vale	Completed	186,819 visits to Mona Vale Library; 316,345 loans at Mona Vale Library	Library & Community Services
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	Progressing	There were approximately 11,000 bookings for the community centre network. There has been a huge demand for casual bookings at Newport Community Centre, particularly for children's functions. Staff gave ongoing support to all hirers and implemented a risk management framework. 99.5% bookings are now carried out online.	Library & Community Services
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Develop residential programs run from the CEC that provide occupancy to Sydney Lakeside in low season.	Progressing	Accommodation at Sydney Lakeside Holiday Park for 66 Year 11 Biology students and their teachers from Orange High School. Promoted the accommodation available at Sydney Lakeside Holiday Park to country high schools.	Natural Environment and Education
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Continue to collect statistics on CEC user numbers for events, community programs, school programs, etc.	Completed	The CEC had 2068 centre visits, 100 groups hire the venue and 2425 direct attendees at community events/programs. Pre School delivered 10 programs to 341 students, Primary School delivered 54 programs to 3078 students and High School delivered 85 programs to 5380 students. Provided programs for 146 University/TAFE students and School holiday activities to 1434 children through the Kids on the Coast program.	Natural Environment and Education
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Provide local environment and sustainability information accessible via CEC	Not Progressing	Website has been updated extensively, providing information on programs, events and resources available at the CEC. There was a 50% increase in community education programs at the CEC.	Natural Environment and Education
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Implement recommendations from the Library Strategic Plan	Completed	Library Management System (Amlib) upgraded and moved to new platform for improved access to online information. New online resources added: Ancestry Library Edition; My Career Match; Modern World History Online; Ancient & Medieval History Online; Science Online Access to e-audio books and online language learning provided through library website.	Library & Community Services
Economic Development	Coordinate employment opportunities within the region	Contribute to the implementation of the SHOROC regional directions program	Completed	Discussions with SHOROC staff during the preparation of the Pittwater Economic Plan to ensure that the outcomes of the regional Directions program were considered.	Library & Community Services
Economic Development	Coordinate employment opportunities within the region	(LEP Project) Incorporate the recommendations from the SHOROC regional directions program	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment

# Enhancing Our Working & Learning

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Economic Development	Develop an Economic Development Plan that nurtures key employment clusters	Provide updated economic data to local businesses and the wider community	Completed	Detailed economic data is provided online and the Economic Development Plan also provided a detailed economic role and function analysis of the Pittwater economy.	Library & Community Services
Economic Development	Develop an Economic Development Plan that nurtures key employment clusters	Develop an Economic Development Plan for Pittwater	Completed	The first Pittwater Economic Development Plan was completed and adopted by Council after extensive community and business consultation.	Library & Community Services
Economic Development	Develop an Economic Development Plan that nurtures key employment clusters	Implement relevant actions and recommendations from the SHOROC Employment Study	Completed	Relevant recommendations from the SHOROC study were reviewed and incorporated into the Economic Development Plan.	Library & Community Services
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	Maintained relationships with and supported various business networks including Pittwater Business Network, local Chambers of Commerce, Northern Sydney Institute of NSW TAFE and Northern Beaches Business Enterprise Network.	Library & Community Services
Economic Development	Develop relationships/ partnerships with Chambers of Commerce and other key private sector stakeholders	Seek funding opportunities from relevant NSW and Federal Government agency programs to support economic development and employment growth of local SME's	Completed	Several funding opportunities have been explored and relationships developed with key State and Federal agencies for future funding to support small to medium businesses in Pittwater.	Library & Community Services
Economic Development	Develop relationships/ partnerships with Chambers of Commerce and other key private sector stakeholders	Develop a Calendar of business seminars/events for local and regional businesses.	Completed	A successful calendar of business events and seminars was conducted during 2011/2012.	Library & Community Services
Economic Development	Improve online Council services for all business related information and approval processes	Review the possibility of increasing council business transactions online	Progressing	Financial systems to be reviewed to determine if additional payments can be made online. Tree applications implemented during 2nd quarter and a complete website review in 2013 which will assess additional online services.	Administration & Governance
Economic Development	Improve online Council services for all business related information and approval processes	Implement the commercial delivery of complying and development certificates	Progressing	Ongoing process	Planning & Assessment

# Enhancing Our Working & Learning

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Economic Development	Improve online Council services for all business related information and approval processes	Implement and maintain the e-business information plan	Not Progressing	Corporate Strategy to undertake Information Management Plan.	Administration & Governance
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.	Progressing	Ongoing process	Planning & Assessment
Economic Development	Provide WIFI hotspots in Avalon and Mona Vale village centres	Monitor national broadband initiatives and capacity available within Pittwater	Completed	Progress of the NBN roll-out has been regularly monitored during the year including the potential future benefits for Pittwater businesses.	Library & Community Services
Economic Development	Provide WIFI hotspots in Avalon and Mona Vale village centres	Provide WIFI hotspots in Avalon and Mona Vale village centres.	Completed	Provision of free WiFi continues in our village centres	Library & Community Services
Economic Development	Streamline and simplify development approval processes to encourage business development and employment opportunities	Ongoing review council's planning process to improve service	Progressing	Ongoing	Planning & Assessment

## Community Learning Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	725	718
Other Employee Costs	220	199
Materials and Contracts	122	134
Depreciation	149	149
Interest	1	1
Other Costs	188	172
<b>Total Operating Expenditure</b>	<b>1,405</b>	<b>1,373</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	224	150
Capital Works Programs	1	11
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>226</b>	<b>161</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(175)	(176)
Fees and Charges	(22)	(22)
Grant Transfers	(119)	(119)
Contributions	(116)	(60)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(4)	(3)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(435)</b>	<b>(379)</b>
<b>Transfers from Reserves</b>	<b>(355)</b>	<b>(284)</b>
<b>Transfers to Reserves</b>	<b>116</b>	<b>60</b>
<b>Net Cost (Funded by Rates)</b>	<b>956</b>	<b>930</b>

## Economic Development Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	112	114
Other Employee Costs	42	40
Materials and Contracts	4	2
Depreciation	0	0
Interest	0	0
Other Costs	193	161
<b>Total Operating Expenditure</b>	<b>350</b>	<b>316</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	79	0
Capital Works Programs	0	9
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>80</b>	<b>9</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	0	0
Fees and Charges	0	(7)
Grant Transfers	(6)	0
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(3)	0
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(8)</b>	<b>(7)</b>
<b>Transfers from Reserves</b>	<b>(80)</b>	<b>(9)</b>
<b>Transfers to Reserves</b>	<b>0</b>	<b>0</b>
<b>Net Cost (Funded by Rates)</b>	<b>342</b>	<b>310</b>



## Key Direction 4 - Leading an Effective & Collaborative Council

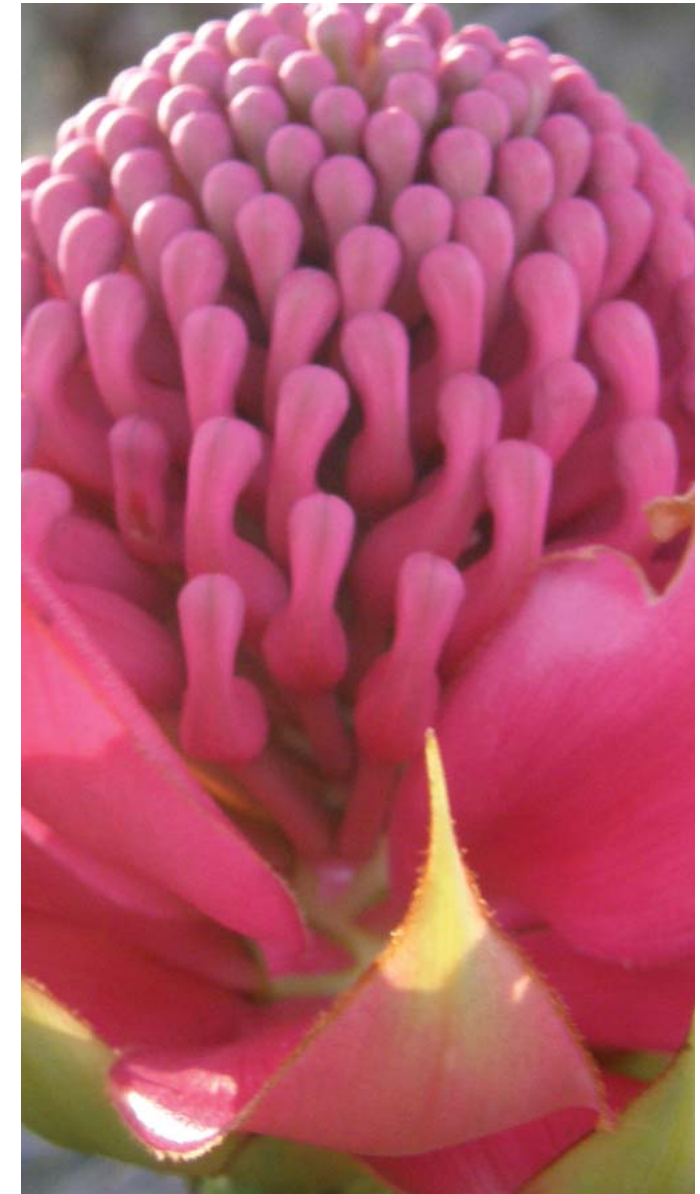
2011/2012	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	5,684,696	5,663,921
Other Employee Costs	2,177,195	2,233,217
Materials and Contracts	3,185,208	2,917,834
Depreciation	2,314,235	2,367,083
Interest	451,799	433,145
Other Costs	6,563,018	7,188,608
<b>Total Operating Expenditure</b>	<b>20,376,151</b>	<b>20,803,809</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	4,212,042	2,731,963
Capital Works Programs	2,810,904	1,603,321
Capital Material Public Benefits	0	8,213
Loan Repayments	791,864	791,864
<b>Total Capital Expenditure</b>	<b>7,814,810</b>	<b>5,135,361</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(5,913,928)	(6,266,625)
Fees and Charges	(662,743)	(608,607)
Grant Transfers	(2,331,239)	(2,926,298)
Contributions	(2,466,478)	(3,597,989)
Rates Income	(29,580,811)	(29,596,446)
Domestic Waste Charge	(1,098,703)	(1,091,694)
Interest on Investments	(1,553,400)	(1,720,253)
Other Income	(587,224)	(762,473)
Capital Assets Disposals	(1,219,390)	(1,065,282)
<b>Total Income (Operating &amp; Capital)</b>	<b>(45,413,916)</b>	<b>(47,635,667)</b>
<b>Transfers from Reserves</b>	<b>(6,335,959)</b>	<b>(4,123,367)</b>
<b>Transfers to Reserves</b>	<b>5,665,056</b>	<b>7,065,703</b>
<b>Net Cost (Funded by Rates)</b>	<b>(17,893,858)</b>	<b>(18,754,161)</b>

**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	1.69% 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 12.5% for the 11/12 period.	✗
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	67% of Delivery Plan actions completed and an additional 29% were progressing as planned	✗
Satisfaction with education programs and events	85% of program and event attendees satisfied	99% of attendees satisfied with education programs attended	✓
Response to media enquiries	85% of media enquiries responded to within 24 hours	100% of media enquiries responded to within 24 hours	✓
Community usage of website	5% increase in number of hits from unique visitors per annum	7.94% increase in traffic to Council's website	✓

# Leading an Effective & Collaborative Council

Key Performance Results			
Measure	Target	Outcome	
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	Target met with 100% of GIPA formal requests responded to within timeframe	✓
Time taken to finalise and publish Council minutes	95% of Council minutes are published within 3 days of Council meeting	Target exceeded with 100% of minutes published within required timeframe	✓
IT system availability to public and staff	IT system operating in excess of 98% of available time to public and staff	Target exceeded with IT systems availability for staff and the public at 99.99%	✓
Number of claims associated with risk management e.g. OHS incidents, workers compensation claims	5% reduction in the number of incidents	9% 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	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Achieve the customer service charter guidelines	Monitor compliance with the customer Service Charter guidelines	Completed	Review of response system undertaken and found to be problematic.	Administration & Governance
Business Management	Achieve the customer service charter guidelines	Provide an effective customer service	Completed	Approx 20,000 counter enquiries at Mona Vale and Avalon Centres in the past 12 months. In addition 70,273 telephone enquiries and 15,854 customer requests. A new Service Excellence program being developed which will be rolled out to all staff in the next 6 to 12 months. New customer service counters at Mona Vale installed by August 2012 to address security and safety concerns	Administration & Governance
Business Management	Complete business plans/evaluation for each of Council's functions	Implement & review CEC Business & Strategic Plan, including evaluation mechanism	Not Progressing	A CEC business plan is not yet finalised. The CEC structure has been reviewed and altered to ensure that the centre is running as effectively as possible given budget constraints. All current programs have been reviewed and the managers role incorporated into the Natural Environment Manager's with direct reporting of the staff.	Natural Environment and Education
Business Management	Complete business plans/evaluation for each of Council's functions	Develop business unit operational plans	Completed	Ongoing program as part of the Delivery Program development. Operations have now been incorporated into performance system	Corporate Strategy & Commercial
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Review funding priorities for recommendations from plans of management	Completed	A priority works list generated from Plans of Management was implemented This included picnic facilities at Bayview Park, North Narrabeen rock pool carpark, bubblers at Avalon Beach, Governor Phillip Park, Bilarong Reserve, Rowland Reserve & Winnerreremy Bay, shade sails at Dunbar Park	Reserves Recreation & Building Services
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	Completed	Additional funding sources such as grants, fees and charges, loans, special rate variations are utilised.	Finance & IT
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Coordinate grant opportunities across council	Progressing	This program is progressing well and has seen an effective increase in research for grants. An online tool has been developed in order to track the grant process.	Corporate Strategy & Commercial
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Seek ongoing sponsorship for CEC	Progressing	Grant applications are sought for a range of environmental education programs at the CEC	Natural Environment and Education
Business Management	Effective management of Council's IT network and infrastructure	Manage Council's IT network and infrastructure	Completed	Council's IT network is maintained effectively with an weighted average up time of approximately 99%	Finance & IT
Business Management	Effective management of Council's IT network and infrastructure	Upgrade electronic document management system	Progressing	Major upgrade planned for late 2012 or early 2013	Administration & Governance

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage and maximise returns from commercial enterprise	Implement a commercial property management system to deliver efficient and effective management of all property contracts	Completed	System up and running and being monitored and used daily	Corporate Strategy & Commercial
Business Management	Effectively manage and maximise returns from commercial enterprise	Effectively manage all operations associated with Currawong State Park.	Completed	Currawong is managed on a day-to-day basis. Work continues on this site in order to create a better tourism offering for guests. Management and operations of Currawong are on budget as planned.	Corporate Strategy & Commercial
Business Management	Effectively manage and maximise returns from commercial enterprise	Effectively manage Council's Construction Plant and Fleet Vehicle Workshop	Completed	100% completed	Urban Infrastructure
Business Management	Effectively manage and maximise returns from commercial enterprise	Implement the Plan of Management of Sydney Lakeside Holiday Park	Completed	Water efficiency measures implemented; energy audit completed; preliminary flood emergency response plan prepared; asset replacement program initiated, with installation of new replacement cabins underway	Corporate Strategy & Commercial
Business Management	Effectively manage and maximise returns from commercial enterprise	Implement Procurement Guidelines & Procedures	Completed	Completed 100%	Urban Infrastructure
Business Management	Effectively manage Council's corporate governance responsibilities	Implement Internal Audit Plan	Progressing	Progressing as per the audit plan timeframes.	Corporate Strategy & Commercial
Business Management	Effectively manage Council's corporate governance responsibilities	Provision of administrative support to elected Councillors	Completed	This is an ongoing core function of council. Councillors supported on an ongoing basis.	Corporate Strategy & Commercial
Business Management	Effectively manage Council's corporate governance responsibilities	Provide effective access to Council information by developing, maintaining and enhancing electronic and written communication	Completed	Council's web page is continually updated with latest information and events. Facebook and Twitter accounts provide further updates on Council information and events. 31 formal GIPA applications made during the year all determined within the statutory time limit. Council's web page had 22,0135 unique visitors for the year and staff averaged 3 postings on Facebook daily while making 2895 tweets for the year. As at 30 June 2012 we had 1156 followers on Twitter and 1555 likes on Facebook.	Administration & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	Produce Council's quarterly reports, annual report and delivery program and budget and operational plans	Completed	All Integrated Planning & Reporting documents and reporting have been produced on schedule and as per the legislation	Corporate Strategy & Commercial

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage Council's corporate governance responsibilities	Maintain an effective record management system	Progressing	All documents registered within 48 hours of receipt. New off site storage provider appointed with saving of approx \$15k per year. New records manager appointed in March and Council wide audit commencing in July.	Administration & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	Manage the Audit and Risk Committee	Progressing	Audit and Risk Committee Meetings all successfully completed and all matters arising addressed satisfactorily.	Corporate Strategy & Commercial
Business Management	Effectively manage Council's corporate governance responsibilities	Maintain Council's corporate registers e.g. Policy, Pecuniary Interests & Delegations Register	Completed	Registers updated as required. Delegations register now completed	Administration & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	Chair Development Unit, PAMP, JRPP Panel Review Unit meetings	Completed	All meetings chaired as required	Administration & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	Identification of risks affecting the Audit Plan as a result of the Organisation Wide Risk Review	Completed	The draft 2013-2015 Strategic Audit Plan based on a full risk review identified through a survey will be presented to the Audit and Risk Committee in November 2012.	Corporate Strategy & Commercial
Business Management	Effectively manage Council's corporate governance responsibilities	Undertake the role of Public Officer	Completed	Documents signed as per delegation and duties carried out as required	Administration & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	Conduct ongoing Councillor induction/training programs	Completed	Regular briefing sessions held during the year and Councillors provided training on Code of Conduct, Gifts and Benefits, Financials, Strategic planning, Meeting Procedure etc	Administration & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	Provide accurate and timely meeting, agendas and minutes	Completed	All Agendas and minutes finalised printed and placed on website within 48 hours of completion	Administration & Governance
Business Management	Effectively manage Council's corporate governance responsibilities	Investigate and implement tracking of customer service requests via Council's website	Completed	Investigation is completed, enquiries made via the internet logged into customer request system and managed accordingly.	Administration & Governance
Business Management	Effectively manage Council's financial services	Facilitate Council's rating structure	Completed	Rates have been managed efficiently including supplementary notice production, levying and mailing of installments and rate recovery (5.49% at year end).	Finance & IT

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage Council's financial services	Provide Financial Accounting Services	Completed	All financial services provided efficiently with Council's Annual Financial Statements lodged by mid August and second in NSW.	Finance & IT
Business Management	Effectively manage Council's financial services	Develop and manage Council's long term financial strategy	Completed	Version 2 of Council's long term financial plan now complete	Finance & IT
Business Management	Effectively manage Council's financial services	Provide Management Accounting services	Completed	Management accounting service and reporting all on time.	Finance & IT
Business Management	Effectively manage Council's financial services	Effectively manage Council's financial services	Completed	All areas of finance such as investment, budgeting, monthly accounting etc has been managed efficiently and on time.	Finance & IT
Business Management	Effectively manage Council's financial services	Provide effective investment of Council's funds	Completed	Investments have been managed as per required legislation and policy seeing a net return of \$1.679 million for Council during the 2011/2012 period	Finance & IT
Business Management	Effectively manage Council's financial services	Provide effective management of Council's insurance	Completed	Council continues to actively monitor and re-evaluate its insurance portfolio	Administration & Governance
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's Payroll and leave administration function	Completed	Pay issued to all staff on weekly basis and leave administration carried out throughout the year. Payroll audit completed by Internal Auditor with positive findings on risk management processes in place.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage, promote awareness and effective use of the Employee Assistance Program	Completed	Employee Assistance Program promoted on noticeboards and intranet. Staff specifically advised of this service as circumstances demand.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Conduct a staff climate survey	Completed	Staff cultural survey completed. Organisational Development Program developed and implemented in response to survey results.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Develop specific agreements with individual work groups that help position Council as an Employer of Choice and provide flexible work arrangements for staff.	Completed	Flexible Working Hours Guideline endorsed by management in 2012. Flexible working arrangements for staff being implemented in specific work areas where appropriate.	Corporate Development

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Conduct investigations into formal staff grievances and take appropriate action	Completed	This is an ongoing program conducted throughout 2011/2012.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Provide support and assistance to staff as required	Progressing	Ongoing project. Survey of business managers indicated high level of satisfaction with human resources support services provided.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Develop, implement & review Council's HR Guidelines	Completed	Review of human resources guidelines in progress. Guidelines reviewed/developed to date: Flexible Working Hours Guideline, Sick Leave and Carer's Leave Guidelines	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Implement enhanced technology based HR services (inductions, exit interviews, feedback surveys, benchmarking, training etc).	Progressing	Enhanced technology/online processes introduced for exit interviews, surveys and performance management system. Online induction and E-learning platform scheduled for introduction in 2013.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's workers compensation and return to work function	Completed	Ongoing program. Annual workers compensation premium reduced due to ongoing focus on preventative programs and worker rehabilitation.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Oversee the Council's Performance Management System	Progressing	New online performance management system developed and partially implemented. New performance agreements developed for Business Managers.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Review and implement Council's EEO Plan and manage associated risk	Completed	Council's EEO Plan reviewed and updated.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Conduct staff Induction and Familiarisation programs	Completed	Staff inductions held upon arrival for all new staff. Familiarisation sessions held on quarterly basis for all new staff.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Ensure that Council's Values are incorporated into HR initiatives and activities	Progressing	Review of Council's Core Values completed in 2012 with a revised set of new core values developed through group meetings with staff. New values endorsed by management in June 2012.	Corporate Development

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Provide strategic and operational advice and support to management	Completed	Advice provided to management on an ongoing basis. Monthly meetings held with Directors/ General Manager to discuss strategic HR issues.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's employee health and wellbeing	Completed	Employee Health and Wellbeing Program (Pumped at Pittwater) developed and implemented for 2011/2012.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Develop and implement an annual Employee Wellness Program	Completed	Annual Employee Wellness Program (Pumped at Pittwater) endorsed by management and implemented throughout the year.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Review and implement Council's OH&S Plan & systems	Completed	Implementation of new WH&S legislation progressing. Update of Safe Work Method Statements & risk assessments ongoing. Annual OH&S Plan endorsed by senior management team in 2011 and implemented. Regular meetings of WH&S Committee conducted.	Corporate Development
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's industrial relations and associated risk management	Completed	This is an ongoing program. Meetings of the Joint Consultative Committee comprising management, staff and union representatives held on a regular basis to discuss industrial matters. No matters were listed for hearing at the NSW Industrial Commission for 2012/2013.	Corporate Development
Business Management	Effectively manage Council's lease agreements	Develop a consistent approach and policy with respect to leases	Progressing	Scope of project increased substantially, late 2012 completion date now likely.	Corporate Strategy & Commercial
Business Management	Effectively manage Council's lease agreements	Review and manage Council's Lease portfolio	Completed	All leases are now transferred and managed within the new lease management software.	Corporate Strategy & Commercial
Business Management	Effectively manage Council's lease agreements	Manage the general operations of Sydney Lakeside Tourist Park	Completed	Capital works program progressing well, Part 5 assessment completed for all works.	Corporate Strategy & Commercial
Business Management	Establish a program of effective cost reduction through continuous monitoring of costs and sustainable purchasing	Develop and implement a training program for Procurement including 'e' Procurement System and Sustainable Purchasing	Progressing	Procedures for use of finance systems being rewritten to accommodate changes to procedures	Urban Infrastructure



# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Progressing	Tool for assessment of sustainable purchases being reviewed at SHOROC level	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, probity and sustainable purchasing initiatives	Progressing		Urban Infrastructure
Business Management	Establish baseline data and develop relevant targets for all strategies	Report on and review KPI targets	Completed	Completed for this year, was reported on in the 2010/2011 Annual Report.	Corporate Strategy & Commercial
Business Management	Explore viable commercial and non-commercial income producing opportunities	Review 'Pay and Display' parking rates and locations on a regular basis	Progressing	Completed	Environmental Compliance
Business Management	Explore viable commercial and non-commercial income producing opportunities	Develop a commercial project that will provide financial return at Newport	Not Progressing	Property matters on hold, pending finalisation of development application	Corporate Strategy & Commercial
Business Management	Explore viable commercial and non-commercial income producing opportunities	Continue to identify and evaluate potential business opportunities	Completed	Potential opportunities being identified and business cases to be developed. Due diligence undertaken to establish viability of potential opportunities including the possible purchase of the Pasadena	Corporate Strategy & Commercial
Business Management	Improve capability of staff through career planning, training and recruitment	Manage councils recruitment process and procedures	Progressing	Recruitment & Retention Strategy completed. Council recruited 39 new permanent employees during 2011/2012. Average time to fill a vacant position was 38 calendar days.	Corporate Development
Business Management	Improve capability of staff through career planning, training and recruitment	Develop a 'Coach' network through Council	Completed	Coaching provided to nominated key senior staff throughout the year.	Corporate Development
Business Management	Improve capability of staff through career planning, training and recruitment	Coordinate the Career Development Program.	Completed	Career Development Program for 2012 endorsed by senior management team in January and implemented throughout the year.	Corporate Development

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Improve capability of staff through career planning, training and recruitment	Develop and implement leadership and cultural development programs for Council staff.	Completed	Cultural/Organisational Development Program developed and implemented in response to staff feedback. New Leadership Program for senior officers developed and implemented.	Corporate Development
Business Management	Improve capability of staff through career planning, training and recruitment	Implement the Excellence at Work and Service Recognition Staff Programs.	Completed	Excellence at Work Awards presented every 2-3 months by General Manager and senior staff. Staff Service Recognition Awards presented to approx. 70 long serving staff at special function in May 2012.	Corporate Development
Business Management	Improve capability of staff through career planning, training and recruitment	Manage Educational Assistance program	Completed	This is an ongoing program. Educational Assistance Guidelines were reviewed during the year and changes endorsed by management.	Corporate Development
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.	Completed	Regular Meetings of Pittwater Women's Network supported by senior management. Development opportunities provided to key female staff as part of the Career Development Program. Several female staff invited to participate in senior management meetings throughout 2011 and 2012.	Corporate Development
Business Management	Improve capability of staff through career planning, training and recruitment	Develop and implement annual corporate training plans	Progressing	Annual Corporate Training Plan endorsed by management in August 2011 and implemented throughout the year. Training Plans for individual Business Units developed.	Corporate Development
Business Management	Improve Council meetings through a review of the format, location and information provided	Review format, location and information provided at Council Meetings	Completed	Full review completed after 2008 elections and further review to be undertaken after 2012 elections	Administration & Governance
Business Management	Increase councils positive visibility and branding	Continued implementation of Pittwater's branding into all council activities	Progressing	New branding on signs completed at Mona Vale and on information boards at Mona Vale and Avalon. Community relations staff continue to provide advice on Council produced brochures and newsletters and flyers.	Administration & 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.	Progressing	Information is monitored on an ongoing basis and is released proactively where appropriate. This year has seen the proactive release of documents relating to St Andrews Gate, Warriewood Valley Strategic Review and Wilga Wilson precinct.	Administration & Governance

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Make all relevant council processes and decisions available online	Proactively release appropriate Council information e.g. Council & Committee meeting agendas and minutes	Progressing	Information proactively released through the year on issues of importance to the community include, legal advice on 38 St Andrews Gate, Wilga Wilson precinct and Warriewood Valley Strategic Review reports and submissions.	Administration & Governance
Business Management	Monitor compliance with the Department of Local Government's best practice guidelines	Ensure compliance with the Department of Local Government's recommendations from the 'promoting better practice review'	Completed	Fully Completed	Administration & Governance
Business Management	Respond to Council's Strategic Plan with an integrated corporate planning approach	Develop integration program for all Council plans	Completed	This occurs as part of the Delivery Program preparation each financial year	Corporate Strategy & Commercial
Business Management	Review and implement workforce planning strategy	Develop an ageing workforce Strategy	Completed	Mature Age Workforce Strategy developed for implementation in 2012/2013.	Corporate Development
Business Management	Review and implement workforce planning strategy	Investigate opportunities for increasing the number of Apprenticeships and Traineeships across the organisation.	Completed	This is an ongoing program. A number of traineeship opportunities have been implemented across Council.	Corporate Development
Business Management	Review and implement workforce planning strategy	Implement workforce planning strategy	Progressing	Considerable progress made in implementing Council's 4 year workforce planning strategy in 2011/2012.	Corporate Development
Business Management	Review and implement workforce planning strategy	Participate in Career Fairs in local area	Completed	Council participated in the 2012 Northern Beaches Career Fair with other SHOROC Councils attended by between 2500 - 3000 Year 10 and Year 12 high school students.	Corporate Development
Business Management	Review and implement workforce planning strategy	Review, update and implement Council's Disability Discrimination Action (DDA) Plan.	Completed	DDA Plan reviewed and updated.	Corporate Development
Business Management	Review and implement workforce planning strategy	Implement revised recruitment and retention strategy	Progressing	Recruitment & Retention Strategy developed and being progressively implemented.	Corporate Development

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Business Management	Undertake a coordinated lobby program to lobby for identified Strategic Plan outcomes	Undertake lobbying as appropriate	Completed	Lobbying is continually undertaken by the Mayor, General Manager and councillors. SHOROC is used as a regional lobbying framework	Corporate Strategy & Commercial
Community Engagement, Education & Awareness	Co-ordinate Civic Events	Facilitate coordination of Civic Events	Completed	Staff coordinated a range of community events during 2011/2012. These events include; Pittwater's 20 Year celebration, citizenship ceremonies, volunteer receptions and the opening of Currawong	Administration & Governance
Community Engagement, Education & Awareness	Develop a program for Council to engage the community at community events	Conduct staff workshops for community engagement toolkit	Completed	Ongoing updates sent to staff to complement previous training. Regular updates to intranet page which provides ready resources for staff undertaking consultation activities.	Corporate Strategy & Commercial
Community Engagement, Education & Awareness	Develop and implement a coordinated educational program emphasising sustainability	Develop and implement community events and programs through the education for sustainability program, focusing on environmental outcomes	Completed	Key community events and programs delivered during 2011-12 were a Sustainable Living Expo and inclusion of 'Sustainability Lane' in Pittwater's annual Food & Wine Fair. A key focus on minimizing waste to landfill continued with development of a regional 'Love Food Hate Waste' display with grant funding.	Natural Environment and Education
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)	Completed	Programs were conducted in: temporary food premises; safe handling and storage of food; barking dogs; waste and recycling education to schools; waste audit to schools; composting work shops; Love Food Hate Waste workshop.	Environmental Compliance
Community Engagement, Education & Awareness	Develop and implement an effective feedback process	Ongoing review and management of Council's reference groups	Completed	Reference Groups continue to review and discuss goals and strategic initiatives in the Pittwater 2020 Strategic Plan. Reference group members are regularly invited to various consultations concerned with all major projects connected to their areas of interest.	Corporate Strategy & Commercial
Community Engagement, Education & Awareness	Develop and implement an effective feedback process	Implement mechanisms to enhance feedback to the community on larger community projects	Completed	The consultation project page is regularly updated so that the community can view progress and how their feedback has influenced a project.	Corporate Strategy & Commercial

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Community Engagement, Education & Awareness	Develop and implement an effective media management Plan	Provide an effective media relations service	Completed	The Council delivered a broad range of communication to residents and the media throughout the year. These included newsletters, e-newsletters, advertising, fact sheets, leaflets, media releases, videos and posts on social media	Administration & Governance
Community Engagement, Education & Awareness	Develop and implement an evaluation process to measure the effectiveness of community engagement, education and awareness	Evaluate civic events (Australia Day, Volunteer Reception & Citizenship Ceremonies) to measure effectiveness	Completed	Evaluation of Australia Day and Food Wine Fair undertaken yearly. Food and Wine Fair evaluated using an online survey, emails and feedback at the event. All feedback is analysed and used in subsequent year event planning.	Administration & Governance
Community Engagement, Education & Awareness	Develop and implement an evaluation process to measure the effectiveness of community engagement, education and awareness	Devise evaluation framework to measure effectiveness of community engagement	Completed	Evaluation is a component of the community engagement template that staff are expected to address when planning any project requiring consultation. Evaluation forms are distributed at public meetings to obtain feedback about consultation objectives.	Corporate Strategy & Commercial
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	Progressing	Community mapping tool implemented for residents wishing to make a comment on the draft Warriewood Valley Strategic Review report. This method is part of a suite of tools that stakeholders can utilise to have a say.	Corporate Strategy & Commercial
Community Engagement, Education & Awareness	Implement and effectively resource Council's Community Engagement Policy	Undertake community engagement regarding major Council plans and projects	Completed	Council devised a range of strategies to ensure the community were aware of plans and projects involving consultation. These include fact sheets, online comment forms, videos and social media	Corporate Strategy & Commercial
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 for engagement and educational purposes	Progressing	Partnered key organisations to provide 32 educational programs within the community centre network. 34 public meetings held in community centres.	Library & Community Services
Community Engagement, Education & Awareness	Improve the use of Council's community centres and libraries for engagement and educational purposes	Encourage the use of Mona Vale Library for educational purposes	Completed	Library used for Road Safety & Companion Animal talks as well as a venue for groups practising conversation in foreign languages. Talks for Law Week & Mental Health Week have also been provided.	Library & Community Services
Community Engagement, Education & Awareness	Link with other Councils and organisations to deliver educational outcomes at a regional level	Develop regional community education projects, e.g. The Coastal Ambassadors Program	Completed	The Coastal Ambassadors program became NSW-wide due to support from the NSW Environmental Trust and Surf Life Saving NSW. 12 applicants from regional NSW are registered for the Oct 2012 program	Natural Environment and Education

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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 school and community educational program	Completed	Pre School program delivered 10 programs to 341 students which generated \$3074.	Natural Environment and Education
Disaster & Emergency	Conduct an annual review of Disaster and Emergency Management Plans	Finalise and implement development of Disaster Emergency Management Strategy	Completed	Completed 100%	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	Completed 100%	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 Community Emergency Flood Response Plans in partnership with SES	Completed	Participated on SES projects when required. Reported to Council a strategy for managing flood emergency response planning of development in the lower Narrabeen Lagoon floodplain.	Catchment Management and Climate Change
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	Ongoing participation in the development of the SES' Northern Beaches Flood and Coastal Storm Education Strategy. Completion of a community awareness survey. Special four-page flood information brochure inserted into the Pittwater Report.	Catchment Management and Climate Change
Disaster & Emergency	Develop and implement a Communication Plan for the dissemination of information before, during and after emergencies utilising all available technologies	Implement a community communication plan as part of Disaster & Emergency Management Strategy	Completed	Completed 100%	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, distribute and communicate Coastal Risk information and tools	Completed	Joint participation with the SES, Warringah and Manly Councils to develop northern beaches flood and coastal hazards community education strategy.	Catchment Management and Climate Change

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Completed 100%	Urban Infrastructure
Disaster & Emergency	Fulfill Council's statutory obligations relevant to the Local Emergency Management Committee in conjunction with Manly & Warringah Councils	Continue to fulfil Council's statutory obligations relevant to the Local Emergency Management Committee.	Completed	Completed 100%	Urban Infrastructure
Disaster & Emergency	Promote the importance of volunteer programs as they relate to emergency and disaster management	Support volunteer agencies as required during a disaster event	Completed	Completed 100%	Urban Infrastructure
Information Management	Conduct a biennial audit of systems to evaluate their capability to respond to future business requirements	Conduct a biennial audit of systems to evaluate their capability to respond to future business requirements	Completed	A review of Council's IT section is being incorporated into the IT strategic plan which is complete and awaiting endorsement by management.	Finance & IT
Information Management	Conduct a staff survey on systems use / problems undertaken biennially	Conduct a staff survey on systems use/problems undertaken biennially	Completed	Online Survey Complete.	Finance & IT
Information Management	Conduct an initial audit of all existing information management systems for consistency	Conduct an initial audit of all existing information management systems for consistency	Progressing	Finalising the information mapping process, to be completed late 2012.	Corporate Strategy & Commercial
Information Management	Develop a Knowledge Management Succession / Contingency Plan	Develop a Knowledge Management Succession / Contingency Plan	Progressing	Knowledge Exchange System previously developed for implementation in 2012/2013. Succession planning is ongoing through specialised training and Career Development Programs.	Corporate Development
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	Completed	Ongoing - training has and will be supplied on an as needs basis	Finance & IT

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Information Management	Develop an integrated strategic management planning and reporting tool to report on progress to the community	Further development of web strategic management tool	Completed	This project is now complete. The next stage will involve online performance management software.	Corporate Strategy & Commercial
Information Management	Develop and implement an Information Management Plan	Develop an Information Management Plan that encourages efficient communication, team work, collaboration and consultation	Progressing	This is an ongoing program of how we use information that comes into council. The aim is to use this information effectively and efficiently.	Corporate Strategy & Commercial
Information Management	Enhance community awareness of and access to information so community members can feel connected to their community	Implement signage audit recommendations to provide safety and interpretation	Completed	Council has an ongoing program to update reserves signage in accordance with Statewide's Best Practice Manual	Reserves Recreation & Building Services
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	Completed	Final copy has been sent to staff who create signs for comment. Procedure to be finalised once comments received.	Natural Environment and Education
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	Completed	All new rate payers are sent an information pack that includes information about Pittwater and the council.	Administration & Governance
Information Management	Ongoing development, implementation and integration of councils systems	Implement the plan to integrate operational information management systems across council	Completed	The new strategic management tool is now online and is the start of an overall operational information management system.	Corporate Strategy & Commercial
Information Management	Ongoing development, implementation and integration of councils systems	Continue to integrate information systems	Completed	Integration of Council's IT systems is ongoing. Such integration requirements also now form a part of Council's IT Strategic Plan.	Finance & IT



# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Information Management	Review and update all Council's procedures regarding Council's information systems and infrastructure e.g: network, backups	Review and update all Council's procedures regarding Council's information systems and infrastructure e.g. networks, backups	Completed	IT procedures and systems were reviewed by the Internal Auditor of Council's IT function. Improvements where applicable have included IT security, asset tracking etc.	Finance & IT
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	Manual hazard reduction works have been carried out in accordance with RFS advice	Reserves Recreation & Building Services
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	Completed	Completed	Administration & 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	Progressing	New RM standard adopted by Pittwater is the international ISO 3100. It reflects most of the AS/NZS 4360 but focuses on fully implemented risk management process within an organisation rather than risk avoidance. Current RM Plan and proposed new ERM Plan under development. Council has set an implementation target of between 3 - 5 years.	Administration & 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	Discharge Council's responsibilities for the management of development and development compliance	Completed	Three officers accredited with Building Professionals Board. Two officers undertaking tertiary studies. Notice and Orders process undertaken and penalty infringement notices issued. Comments/advice provided re liquor licence application.	Environmental Compliance
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	Maintain Council's environmental health obligations	Completed	Scheduled programs completed including environmental audits, food shop inspections and general health matters	Environmental Compliance

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Completed	Relevant staff completed a risk audit on behalf of Council's insurers covering major risks in September 2011. Audit result was 77% compliance. This audit was limited to third party risks and did not test all obligations such as WHS	Administration & 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	Undertake regular patrols and respond to community requests for enforcement of use restrictions on public reserves	Progressing	Regular patrols were carried out by rangers and animal management officer and all customer requests investigated.	Environmental Compliance
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	Completed	Business Managers Performance Agreements developed that incorporate risk management obligations. Job descriptions updated also to incorporate risk management responsibilities. Training in risk areas included as part of the annual Corporate Training Plan.	Corporate Development
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	Successfully completed audit and future improvement to be prioritised along with other risk related issues. Future improvement to be prioritised along with other risk related issues.	Administration & Governance
Risk Management	Develop a Master Risk Register including acceptable risk levels, weightings and priorities	Annually update Master Risk Register	Completed	This is an ongoing process and is now reported quarterly to the Audit & Risk Committee.	Administration & Governance
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	Progressing	Completed and adopted by the Warringah Bush Fire Risk Management Committee and NSW Bush Fire Risk Management Committee. Available on Council's website.	Natural Environment and Education

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 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	Liaise with RFS to conduct a Fire Wise program in areas identified in Warringah Pittwater Bushfire Risk Management Plan	Completed	Firewise programs were held across Pittwater in the fire season also for offshore residents. Negotiations underway on the establishment of community fire safety units at 8 locations across Pittwater.	Natural Environment and Education
Risk Management	Develop and implement a program to undertake natural hazard risk management studies in accordance with Risk Management Guideline	Develop, review, and implement flood risk studies and plans in accordance with NSW Government guidelines	Completed	Narrabeen Lagoon Flood Study project with Warringah Council achieved data review, project website setup, community consultation, hydrologic and hydraulic modelling outcomes. Careel Creek Flood Study commenced with the project website and information brochure distributed, data compilation and hydrologic modelling completed. The Overland Flow Mapping and Flood Study commenced, project program communicated in resident newsletter, and hydraulic flood model setup.	Catchment Management and Climate Change
Risk Management	Develop, implement and periodically test Council's Business Continuity Plan	Fully implemented IT business continuity/disaster recovery infrastructure	Completed	Council has full IT disaster recovery systems that are updated as technology changes. Full integration of IT's disaster recovery will be now incorporated into Council's wider Business Continuity Plan.	Finance & IT
Risk Management	Develop, implement and periodically test Council's Business Continuity Plan	Implement and periodically test Council's Business Continuity Plan	Progressing	Existing Business Continuity Plan has been reviewed. No testing of Plan occurred during 2011/12 due to resourcing issues.	Administration & Governance
Risk Management	Develop, implement and regularly review a guiding document for risk management	Identify, assess and prioritise strategic risks	Completed	Council has established a master risk register. Risk management has also been introduced into the Internal Audit & Risk Committee	Administration & Governance
Risk Management	Develop, implement and regularly review a guiding document for risk management	Develop, review and implement coastal risk management policy	Completed	Ongoing application of coastal risk controls. Comments provided relating to LEP review and advice provided to development proponents on coastal issues.	Catchment Management and Climate Change
Risk Management	Develop, implement and regularly review a guiding document for risk management	Finalise and implement Risk Management Guideline	Progressing		Administration & Governance
Risk Management	Develop, implement and regularly review a guiding document for risk management	Address Council's risk management/public liability issues	Progressing	No new public liability insurance claims in the 2011/12 year. Minor claims circa \$3000 have been paid for full year. Review of Council's HR guidelines and procedures will commence once new ERM Plan & Policy finalised and adopted in 2012/13 year.	Administration & Governance
Risk Management	Develop, implement and regularly review a guiding document for risk management	Develop, review and implement flood risk management policy	Completed	Review of flood policy controls in P21DCP underway. Internal discussions continued into the suitability of flood emergency response controls.	Catchment Management and Climate Change

# Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Review of partnership arrangement for lagoon entrance management operations in progress.	Catchment Management and Climate Change
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	Collaborated with Warringah Council in the 2011 lagoon entrance clearance operation. Draft memorandum of understanding between the two councils circulated for internal review.	Catchment Management and Climate Change
Risk Management	Facilitate training and education awareness programs regarding risk management	Facilitate training and education awareness programs regarding risk management	Progressing	Risk management diagnostic review completed and feed back reported to management. Consultant appointed to advance the Enterprise Risk Management Plan. Regular reporting on risk issues reported to the Internal Audit and Risk Committee	Administration & Governance
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	Ongoing consideration of climate change and sea level rise and its application to coastal and flood risk areas. Review of flood planning level database in progress to incorporate climate change impacts.	Catchment Management and Climate Change
Risk Management	Provide an appropriate set of development controls relating to mitigation and management of risks and hazards	(LEP Project) Review and further develop development controls relating to risks and hazards.	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Risk Management	Provide an appropriate set of development controls relating to mitigation and management of risks and hazards	Review development consent conditions relating to risk management and hazard reduction	Completed	Liaison with internal business units to develop enforceable conditions	Environmental Compliance

# Community Engagement, Education & Awareness Strategy

# Business Management Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	533	549
Other Employee Costs	164	157
Materials and Contracts	195	268
Depreciation	0	0
Interest	14	14
Other Costs	433	387
<b>Total Operating Expenditure</b>	<b>1,339</b>	<b>1,375</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	100	18
Capital Works Programs	194	238
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>293</b>	<b>256</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(331)	(290)
Fees and Charges	(25)	(25)
Grant Transfers	(76)	(83)
Contributions	(943)	(30)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(16)	(8)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(1,390)</b>	<b>(435)</b>
<b>Transfers from Reserves</b>	<b>(265)</b>	<b>(212)</b>
<b>Transfers to Reserves</b>	<b>943</b>	<b>30</b>
<b>Net Cost (Funded by Rates)</b>	<b>920</b>	<b>1,012</b>

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	4,282	4,313
Other Employee Costs	1,811	1,796
Materials and Contracts	1,656	1,979
Depreciation	1,914	1,861
Interest	471	492
Other Costs	6,223	5,709
<b>Total Operating Expenditure</b>	<b>16,357</b>	<b>16,150</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	2,615	4,457
Capital Works Programs	773	1,982
Capital Material Public Benefits	0	0
Loan Repayments	880	880
<b>Total Capital Expenditure</b>	<b>4,268</b>	<b>7,319</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(6,365)	(6,019)
Fees and Charges	(259)	(303)
Grant Transfers	(2,846)	(2,150)
Contributions	(2,568)	(2,442)
Rates Income	(32,885)	(32,868)
Domestic Waste Charge	0	0
Interest on Investments	(1,911)	(1,726)
Other Income	(793)	(614)
Capital Assets Disposals	(1,184)	(1,355)
<b>Total Income (Operating &amp; Capital)</b>	<b>(48,811)</b>	<b>(47,477)</b>
<b>Transfers from Reserves</b>	<b>(2,572)</b>	<b>(5,259)</b>
<b>Transfers to Reserves</b>	<b>6,417</b>	<b>5,977</b>
<b>Net Cost (Funded by Rates)</b>	<b>(24,341)</b>	<b>(23,290)</b>

# Community Disaster & Emergency Management Strategy

# Information Management Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	74	81
Other Employee Costs	20	28
Materials and Contracts	4	7
Depreciation	0	0
Interest	0	0
Other Costs	90	102
<b>Total Operating Expenditure</b>	<b>189</b>	<b>218</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	79	0
Capital Works Programs	0	9
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>80</b>	<b>9</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	0	0
Fees and Charges	0	0
Grant Transfers	0	(1)
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(2)	0
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(2)</b>	<b>(1)</b>
<b>Transfers from Reserves</b>	<b>(80)</b>	<b>(9)</b>
<b>Transfers to Reserves</b>	<b>0</b>	<b>0</b>
<b>Net Cost (Funded by Rates)</b>	<b>187</b>	<b>216</b>

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	651	637
Other Employee Costs	209	185
Materials and Contracts	289	296
Depreciation	136	136
Interest	0	0
Other Costs	175	113
<b>Total Operating Expenditure</b>	<b>1,460</b>	<b>1,367</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	277	241
Capital Works Programs	0	26
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>277</b>	<b>267</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(10)	(10)
Fees and Charges	(1)	(1)
Grant Transfers	0	0
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(7)	(5)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(18)</b>	<b>(16)</b>
<b>Transfers from Reserves</b>	<b>(407)</b>	<b>(386)</b>
<b>Transfers to Reserves</b>	<b>0</b>	<b>0</b>
<b>Net Cost (Funded by Rates)</b>	<b>1,313</b>	<b>1,233</b>

# Risk Management Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	1,828	1,915
Other Employee Costs	678	660
Materials and Contracts	1,511	1,300
Depreciation	416	416
Interest	0	0
Other Costs	2,336	2,067
<b>Total Operating Expenditure</b>	<b>6,770</b>	<b>6,358</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	92	0
Capital Works Programs	1,550	1,744
Capital Material Public Benefits	16	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>1,658</b>	<b>1,744</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(291)	(303)
Fees and Charges	(1,416)	(1,500)
Grant Transfers	(607)	(683)
Contributions	(1,252)	(661)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(128)	(105)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(3,694)</b>	<b>(3,251)</b>
<b>Transfers from Reserves</b>	<b>(1,530)</b>	<b>(1,407)</b>
<b>Transfers to Reserves</b>	<b>1,035</b>	<b>530</b>
<b>Net Cost (Funded by Rates)</b>	<b>4,239</b>	<b>3,974</b>



## Key Direction 5 - Integrating Our Built Environment

2011/2012	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	4,375,326	4,201,073
Other Employee Costs	1,498,310	1,515,380
Materials and Contracts	2,563,473	2,895,898
Depreciation	2,763,878	2,791,536
Interest	24,600	23,552
Other Costs	3,054,356	3,429,531
<b>Total Operating Expenditure</b>	<b>14,279,942</b>	<b>14,856,969</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	337,447	555,383
Capital Works Programs	3,813,214	3,441,512
Capital Material Public Benefits	0	41,064
Loan Repayments	43,992	43,992
<b>Total Capital Expenditure</b>	<b>4,194,654</b>	<b>4,081,951</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(1,446,123)	(1,556,938)
Fees and Charges	(1,344,382)	(1,285,096)
Grant Transfers	(1,098,893)	(1,077,861)
Contributions	(1,481,014)	(2,872,249)
Rates Income	(1,643,378)	(1,644,247)
Domestic Waste Charge	(1,098,703)	(1,091,694)
Interest on Investments	(86,300)	(95,570)
Other Income	(104,684)	(159,641)
Capital Assets Disposals	(67,744)	(59,182)
<b>Total Income (Operating &amp; Capital)</b>	<b>(8,371,221)</b>	<b>(9,842,479)</b>
<b>Transfers from Reserves</b>	<b>(5,905,680)</b>	<b>(6,278,553)</b>
<b>Transfers to Reserves</b>	<b>1,640,381</b>	<b>2,887,298</b>
<b>Net Cost (Funded by Rates)</b>	<b>5,838,076</b>	<b>5,705,186</b>

**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	15% increase in the use of the Asset Management System	✓
Energy consumption in Council facilities	2% reduction of energy consumption in Council facilities	Remained static with last years results	✗
Number of planning certificates issued	98% of planning certificates issued within 1 day	100% of planning certificates issued within 1 day	✓
Number of planning certificates issued over the internet	50% of planning certificates issued over the internet	70% 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 45 days	✗
Achieve median processing time for building certificates	Achieve median processing time of 14 days	Median processing time of 15days	✓
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	Target exceeded with 92.8% of roads meeting the required condition	✓
Green star rating of fleet	60% of vehicles to have a green star rating of 4 or above	Improved over previous year but KPI not achieved at 46%	✗
Fuel Consumption of Council's vehicles	5% reduction in fuel consumption (litres per 100km)	Very slight improvement of 1% over previous financial year results	✗



# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Not Progressing	The Council Property Register maintained on an ongoing basis during the year	Planning & Assessment
Asset Management Coordination	Develop an effective procedure for creating and reviewing Plans of Management	Integrate Plans of Management template into strategic management framework	Completed	Was conducted during the development of the 2012-2016 Delivery Program & Budget	Corporate Strategy & Commercial
Asset Management Coordination	Develop and implement an integrated asset management system	Implementation of the recommendations of the Pittwater Asset Management Strategy Stage Two	Progressing	Council has bought and implemented a new asset system that will fulfil the recommendations	Urban Infrastructure
Asset Management Coordination	Develop and implement an integrated asset management system	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	Progressing	This is an ongoing strategy that involves continually investigating methods and costs for construction and maintenance.	Urban Infrastructure
Asset Management Coordination	Develop and implement an integrated asset management system	Development of Total Asset Management Plans for all asset classes based on current data and initial technical level of service. Management Plan to include asset specific improvement plans	Progressing	Asset management plans progressing. New asset system in place and currently being populated with data.	Urban Infrastructure
Asset Management Coordination	Develop and implement an integrated asset management system	Progressively develop priorities for maintenance and replacement for all classes of assets based on a life-cycle analysis assessment (including pro-active preventative maintenance)	Progressing	Asset control is improving with maintenance techniques being investigated and implemented.	Urban Infrastructure

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Asset Management Coordination	Develop and implement an integrated asset management system	Continue to develop and integrate a asset management system	Progressing	New system purchased. All Assets to be loaded by June 2013	Urban Infrastructure
Asset Management Coordination	Develop and implement an integrated asset management system	Investigate options for a single Asset Management software system for all asset classes. Commence implementation	Progressing	Council has bought and implemented a new asset system that will fulfil the recommendations	Urban Infrastructure
Asset Management Coordination	Develop priorities based on a life-cycle analysis assessment	Collect data in accordance with an approved priority program	Not Progressing	Additional data not collected in the last quarter due to several factors, mainly urgent workloads. Working with the newly appointed Asset Management Coordinator who is preparing a new asset management plan.	Reserves Recreation & Building Services
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 during the Special Rate Variation application process	Corporate Strategy & Commercial
Asset Management Coordination	Establish online communication tools for infrastructure facilities that enable the community to be involved in the management of assets	Develop an on-line tool to provide the community with up to date information about relevant infrastructure projects that affect them	Completed	The Pittwater Report Online monthly e-newsletter was issued each month during 2011/2012 to a database of residents and businesses. The e-newsletter is also available via the Council website.	Corporate Strategy & Commercial
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	Completed	Ground water used to irrigate sporting fields at Careel Bay Playing Fields and Hitchcock Park	Reserves Recreation & Building Services
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 - not required This is a repeat of item listed above.	Completed	Completed.	Environmental Compliance
Energy Efficiency	Implement and review Council's Plans relating to energy	Implement Council's Energy Saving Action Plan	Completed	Installed new LED lighting to Narrabeen Creek walk way	Reserves Recreation & Building Services

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Energy Efficiency	Implement and review Council's Plans relating to energy	Update Energy Savings Action Plan	Progressing	Review and update of Council's Energy Management Plan (previously Energy Saving Action Plan) is currently progressing and will be completed in 2012-13. The EPA have advised Council is due to submit the updated plan in May 2013	Natural Environment and Education
Energy Efficiency	Implement and review Council's Plans relating to energy	Develop a community greenhouse gas reduction/energy conservation plan	Not Progressing	Development of Community Greenhouse Gas Reduction Strategy not yet commenced. Development has been rescheduled as a 2012-13 Delivery Program action.	Natural Environment and Education
Energy Efficiency	Implement and review Council's Plans relating to energy	Implement Council's Greenhouse Gas Reduction Strategy	Not Progressing	Council's GHG Reduction Strategy currently progressing but not yet adopted by Council. Implementation rescheduled as a 2012-13 Delivery Program action.	Natural Environment and Education
Energy Efficiency	Introduce initiatives to decrease fuel consumption of Council fleet	Implement fuel reduction and emissions program	Completed	Council has progressively implemented initiatives that reduce fuel consumption across the fleet	Urban Infrastructure
Energy Efficiency	Investigate incentives for energy efficiency, i.e. low interest loans	Manage sinking fund to finance ongoing greenhouse reduction measures	Completed	Revolving Energy Fund continuing as per 2011/12 Budget.	Finance & IT
Energy Efficiency	Investigate initiatives to reduce public domain lighting energy consumption	Investigate the feasibility of LED street lighting	Completed	Completed 100%	Urban Infrastructure
Energy Efficiency	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	Completed 100%	Urban Infrastructure
Energy Efficiency	Investigate the potential for bio-sequestration through urban vegetation and carbon-offset schemes	Monitor and apply development controls relevant to tree planting and landscaping	Completed	Refinement of conditions to ensure enforceability. Developments review where Council is PCA other developments are investigated in response to customer requests. Notice and orders process undertaken where necessary.	Environmental Compliance
Energy Efficiency	Review development controls and land use criteria to maximise energy savings	(LEP Project) Incorporate energy controls into LEP to maximise energy savings	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Energy Efficiency	Review development controls and land use criteria to maximise energy savings	(DCP Project) Incorporate energy controls into DCP	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 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	Completed	Currawong returned to public ownership during 2011/2012. No current development proposal for Careel Bay	Planning & Assessment
Land Use & Development	Complete Local Strategy and standard LEP template process and review DCP to align with best practice sustainability principles	(LEP Project) Incorporate appropriate land use management controls into LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Land Use & Development	Complete Local Strategy and standard LEP template process and review DCP to align with best practice sustainability principles	(DCP Project) Incorporate appropriate land use management controls into DCP	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	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	Not Progressing	Ongoing. Rezoning/reclassification applications for Council land at Kitchener Park and Church Point awaiting owners consent.	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	Progressing	Red Tape review of P21 DCP completed. Adopted by Council 14 July 2012	Planning & Assessment
Land Use & Development	Develop and implement Developer Contribution Schemes/ Agreements to support land use and development	Implement Developer Contribution Plan	Completed	Several meetings held of Committee to advance the review of the Warriewood Valley Section 94 Plan. Plan implemented as required.	Administration & Governance
Land Use & Development	Explore opportunities for housing diversity to meet a range of needs	(LEP Project) Incorporate opportunities for development of housing to meet the needs of an increasing population	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Land Use & Development	Investigate affordable housing initiatives and progress accessory dwellings	Develop a Local Affordable Housing Choice Strategy in response to changes to the SEPP (Affordable Rental Housing)	Not Progressing	Deferred until further direction is provided from the State Government.	Library & Community Services
Land Use & Development	Maintain efficient planning and development processes, such as e-planning initiatives	(LEP Info) Maintain planning compliance and environmental 'e' planning systems	Progressing	Ongoing action as required	Planning & Assessment

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Progressing	Ongoing process. Responses include discussion papers on new Metropolitan Strategy and Planning Act.	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	Progressing	Initiatives examined and applied throughout each appeal.	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 Ingleside	Progressing	Liaison and discussions continuing with Department of Planning and Infrastructure and with UrbanGrowth NSW (former Landcom)	Planning & Assessment
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	Completed 100%	Urban Infrastructure
Land Use & Development	Progress Warriewood Valley Land Release in accordance with pre-planned holistic objectives	Complete Warriewood Valley Strategic Review	Completed	Exhibition of strategic review completed, receiving over 300 submissions during the exhibition period	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	Ongoing coordination	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	Completed	Works program for this year which included the reconstruction of the creekline corridor west of Ponderosa Parade. including cycleway, lighting and landscaping completed.	Reserves Recreation & Building Services
Land Use & Development	Progress Warriewood Valley Land Release in accordance with pre-planned holistic objectives	Develop plan for Southern Buffer Area	Progressing	Draft concept plan and vision exhibited with the exhibition of the Warriewood Valley strategic review. Exhibition now completed	Planning & Assessment
Land Use & Development	Provide an effective building and planning certification process	(DA Admin) Issue planning & building certificates, including effective customer service	Progressing	Ongoing -19 Building Certificates issued (28 day Median) 531 Sec149 Certificates issued 69% internet processed 31% over the counter /by mail within 1 day	Planning & Assessment

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 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	Progressing	90 DAs determined (78 day Median ),46 Sec 96 Modification applications determined 1 Sec 82A applications determined,6 SEPP No1 application determined	Planning & Assessment
Land Use & Development	Provide an effective development assessment and determination process	Respond effectively to rezoning applications	Progressing	Ongoing process.	Planning & Assessment
Land Use & Development	Provide an effective development assessment and determination process	Ongoing review and updating of 'e' planning system	Progressing	Ongoing process	Planning & Assessment
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	Completed	Actively managed by staff on a day to day basis	Environmental Compliance
Land Use & Development	Provide legal defense of Council's development application decisions & legal document processing	(DA Admin) Provide quality evidence and accurate document management	Progressing	Ongoing process	Planning & Assessment
Land Use & Development	Review heritage matters including natural environment issues	(LEP Project) Incorporate heritage controls into LEP	Progressing	Local Planning Strategy completed. Heritage controls being incorporated into standard LEP.	Planning & Assessment
Land Use & Development	Review heritage matters including natural environment issues	Continue to support Aboriginal Heritage Office.	Progressing	Ongoing program.	Planning & Assessment
Land Use & Development	Review heritage matters including natural environment issues	(DCP Project) Incorporate heritage controls into DCP	Progressing	Ongoing. DCP Review (Amendment 7) adopted by Council on 14 July 2012. Community based heritage study review currently being undertaken by consultant.	Planning & Assessment
Land Use & Development	Review planning instruments to reflect Council's Strategic Plan, local values and respond to regional and state requirements as well as sustainability and climate change	(DCP Project) Address the affects of climate change and sea-level rise in DCP	Completed	Completed	Planning & Assessment

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Land Use & Development	Review planning instruments to reflect Council's Strategic Plan, local values and respond to regional and state requirements as well as sustainability and climate change	(LEP Project) Address the affects of climate change and sea-level rise in LEP	Progressing	Current climate change/sea level rise information incorporated into Local Planning Strategy. Standard LEP under preparation.	Planning & Assessment
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	Progressing	Ongoing program.	Planning & Assessment
Town & Village	Develop a program to build pride in community assets that assists Council in maintenance as well as deterring graffiti and vandalism	Review Public Art Strategies for each town, village and neighbourhood shopping centre within Pittwater	Progressing	Opportunities for public art continually investigated but restricted by available funding	Reserves Recreation & Building Services
Town & Village	Develop and implement masterplans and supplementary public domain style guides	Complete Elanora Heights Masterplan and Public Domain Style Guide	Progressing	Elanora Heights Masterplan adopted by Council on 6 August 2012. Amendments to DCP to incorporate adopted masterplan to be undertaken.	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	Awaiting outcomes of Narabeen Lagoon flood study.	Planning & Assessment
Town & Village	Develop improved pedestrian lighting and surveillance of the villages to improve safety and reduce vandalism and graffiti	Maintain and manage Council's CCTV system	Completed	CCTV network operating and relevant footage provided to the police throughout 2011/2012.	Library & Community Services
Town & Village	Develop, review and implement public art initiatives and Cultural Plan actions	Examine opportunities for public art in significant capital works projects	Progressing	Welcome to Pittwater entry sculpture now fully detailed. Contractor nominated awaiting final report to senior management	Reserves Recreation & Building Services
Town & Village	Investigate BASIX for business	Develop a sustainability rating for system for industrial and commercial properties	Progressing	Lobbying State Govt as part of the current planning reform process	Planning & Assessment
Town & Village	Maintain and service town and village facilities	Ongoing maintenance and servicing of town & village facilities	Completed	Commercial centres cleaned daily, gardens attended to on a fortnightly cycle. Targeted pavement cleaning was carried out throughout the year at Avalon, Newport and Mona Vale Commercial Centres	Reserves Recreation & Building Services

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 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	Completed 100%	Urban Infrastructure
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	Foamcrest Ave rezoning completed.	Planning & Assessment
Town & Village	Provide integrated carparking options in Foamcrest Avenue, Newport and Mona Vale and investigate other options via ongoing masterplans	Manage the delivery of a public carpark at Bungan Lane	Completed	Approval to the Section 96 application was granted June 2012. Project moving to Construction Certificate and tender for construction stage.	Corporate Strategy & Commercial
Town & Village	Provide planning, design, investigation and management of town and villages	Provide professional planning, design, investigation to enhance the image and improve the town & village infrastructure	Completed	Completed 100%	Urban Infrastructure
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	Progressing	Ongoing process.	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	Completed	DCP Review (Amendment 7) adopted by Council on 14 July 2012.	Planning & Assessment
Town & Village	Review and implement an effective suite of planning controls for the villages in accordance with best practice sustainability standards	(LEP Project) Incorporate sustainability controls into LEP	Progressing	Local Planning Strategy completed. Standard LEP under preparation.	Planning & Assessment
Town & Village	Upgrade of Town and Village facilities	Implement town and village Capital Improvement Program	Completed	Graffiti removal contractor continued to repair vandalised areas throughout the centres. Little graffiti evident in any centre and no complaints received. Street tree improvements were undertaken in Old Barrenjoey Rd. Avalon and continue. Master Plan for Elanora Commercial Centre adopted by Council. Construction / contract drawings currently being prepared. Work programmed for 4th quarter of 12/13.	Reserves Recreation & Building Services



# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
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	Completed 100%	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	Completed 100%	Urban Infrastructure
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	Completed	Environmental Compliance
Transport & Traffic	Develop and implement a Car Parking Provision Plan for Pittwater	Update car parking mapping for Pittwater (Stage 1)	Completed	Completed 100%	Urban Infrastructure
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.	Completed	A priority list of repairs required for Council car parks and access paths to sporting fields	Reserves Recreation & Building Services
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	Completed 100%	Urban Infrastructure
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 run in May 2012 and Garden St, Narrabeen Park Parade and Powderworks Rd were targeted.	Environmental Compliance
Transport & Traffic	Develop and implement an education plan to reduce traffic speed	Conduct a Council driver education program including vehicle orientation, emergency procedures and roadside maintenance.	Completed	Completed	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	Completed	All changes to the legislation are notified internally and to the public in accordance with the policy of Council.	Environmental Compliance

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Transport & Traffic	Develop and implement the Traffic Network Plan for intersection improvements and pedestrian facilities	Development of Pittwater Roads & Traffic Master Plan (Stage 1)	Completed	Completed 100%	Urban Infrastructure
Transport & Traffic	Factor transport infrastructure and service into land use and development planning decisions	Contribute road safety behavioural advice to the development of infrastructure planning	Completed	Contribution of behavioural advice is ongoing, with the road safety officer working with the traffic engineers	Environmental Compliance
Transport & Traffic	Initiate an effective car parking enforcement program utilising technology	Ongoing enforcement program to achieve effective car parking utilising technology.	Progressing	Supporting software upgraded. Enforcement program is ongoing.	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.	Completed	Council represented at all meetings relating to the liquor accord and provides additional support through the distribution of educational material and support for awareness campaigns across the region.	Environmental Compliance
Transport & Traffic	Investigate mini bus system to service villages	Investigate options for localised late night shuttle bus services.	Completed	Mini-bus study completed and recommended investigating further opportunities for innovative late night shuttle type services.	Library & Community Services
Transport & Traffic	Investigate mini bus system to service villages	Finalise investigation into mini-bus service to villages within the Pittwater Transport and Access Action Plan (Stage 1)	Completed	Completed 100%	Urban Infrastructure
Transport & Traffic	Maintain and service traffic & transport facilities	Provide management of works by property owners and developers in the public road reserves	Completed	Service undertaken as required	Urban Infrastructure
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 alternative transport guide was distributed in the second quarter in local hotels and clubs.	Environmental Compliance

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Transport & Traffic	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	Completed	Participation in the SHOROC transport strategy is ongoing. Attendance at SHOROC meetings relevant to the strategy to represent Pittwater's view,	Environmental Compliance
Transport & Traffic	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	Participate in SHOROC Transport Working Group	Completed	Completed 100%	Urban Infrastructure
Transport & Traffic	Provide planning, design, investigation and management of traffic & transport facilities	Provide planning, design, investigation and management of Traffic & Transport Infrastructure	Completed	Completed 100%	Urban Infrastructure
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	Completed	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.	Completed	Education about parking safety around schools is ongoing. Brochures developed specific to schools and open days to inform new parents on parking around schools.	Environmental Compliance
Transport & Traffic	Review and implement the Road Safety Plan including road safety education programs	Implement Council Fleet Road Safety Policy.	Completed	During 2011/12 driver training programs were conducted and relevant information distributed relating to driver fatigue and safety within Council	Environmental Compliance
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Investigate opportunities to implement cycleways into open space and bushland	Completed	Review of walks and trails strategy as part of broader recreation strategy. Ingleside Escarpment Trail completed	Reserves Recreation & Building Services
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	Education material to increase cyclist and driver's awareness has been developed, distributed and promoted and cycle workshops for seniors.	Environmental Compliance
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Annual Review of Walks & Rides Masterplan	Completed	Completed 100%	Urban Infrastructure

# Integrating Our Built Environment

Strategy	Strategic Initiative	2011/2012 Action	Action Update	Action Comments	Responsible Business Unit
Transport & Traffic	Upgrade of traffic & transport facilities	Implement Capital Improvement Delivery Program for Traffic and Transport Infrastructure	Completed	Completed 100%	Urban Infrastructure
Transport & Traffic	Upgrade of traffic & transport facilities	Ongoing program of works to improve Pedestrian Mobility and access in commercial precincts and bus stops	Completed	100% completed	Urban Infrastructure

## Asset Management Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	185	183
Other Employee Costs	71	63
Materials and Contracts	2	(0)
Depreciation	0	0
Interest	0	0
Other Costs	19	12
<b>Total Operating Expenditure</b>	<b>276</b>	<b>258</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	80	0
Capital Works Programs	207	250
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>288</b>	<b>250</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(197)	(55)
Fees and Charges	0	0
Grant Transfers	0	0
Contributions	0	(42)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(1)	(1)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(198)</b>	<b>(98)</b>
<b>Transfers from Reserves</b>	<b>(80)</b>	<b>(9)</b>
<b>Transfers to Reserves</b>	<b>0</b>	<b>42</b>
<b>Net Cost (Funded by Rates)</b>	<b>286</b>	<b>443</b>

## Energy Efficiency Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	145	151
Other Employee Costs	56	56
Materials and Contracts	105	99
Depreciation	168	168
Interest	0	0
Other Costs	288	258
<b>Total Operating Expenditure</b>	<b>762</b>	<b>731</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	80	0
Capital Works Programs	92	97
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>173</b>	<b>97</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(20)	(16)
Fees and Charges	0	(2)
Grant Transfers	(5)	(8)
Contributions	0	(42)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(4)	(1)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(28)</b>	<b>(68)</b>
<b>Transfers from Reserves</b>	<b>(306)</b>	<b>(207)</b>
<b>Transfers to Reserves</b>	<b>25</b>	<b>67</b>
<b>Net Cost (Funded by Rates)</b>	<b>625</b>	<b>620</b>

## Land Use & Development Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	2,493	2,674
Other Employee Costs	760	763
Materials and Contracts	86	105
Depreciation	24	24
Interest	0	0
Other Costs	1,778	1,599
<b>Total Operating Expenditure</b>	<b>5,142</b>	<b>5,165</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	79	0
Capital Works Programs	386	501
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>466</b>	<b>501</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(161)	(187)
Fees and Charges	(1,193)	(1,246)
Grant Transfers	(45)	(35)
Contributions	(667)	(919)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(46)	(41)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(2,112)</b>	<b>(2,429)</b>
<b>Transfers from Reserves</b>	<b>(496)</b>	<b>(496)</b>
<b>Transfers to Reserves</b>	<b>675</b>	<b>927</b>
<b>Net Cost (Funded by Rates)</b>	<b>3,675</b>	<b>3,668</b>

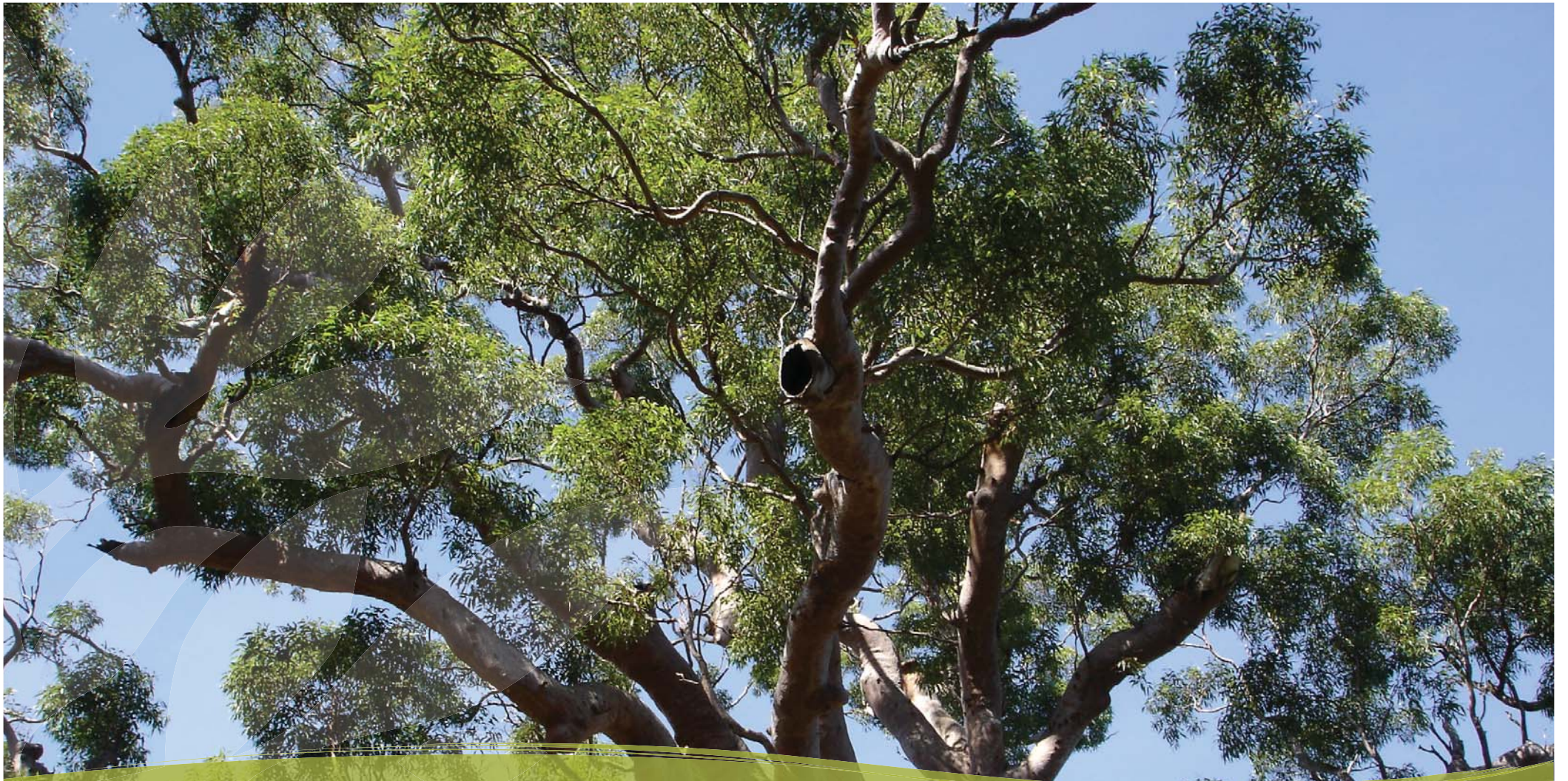
## Town & Village Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	709	720
Other Employee Costs	279	274
Materials and Contracts	220	167
Depreciation	38	38
Interest	0	0
Other Costs	217	184
<b>Total Operating Expenditure</b>	<b>1,463</b>	<b>1,382</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	83	0
Capital Works Programs	740	760
Capital Material Public Benefits	16	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>839</b>	<b>760</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(155)	(150)
Fees and Charges	(22)	(21)
Grant Transfers	(279)	(250)
Contributions	(822)	(195)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(42)	(4)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(1,320)</b>	<b>(620)</b>
<b>Transfers from Reserves</b>	<b>(565)</b>	<b>(433)</b>
<b>Transfers to Reserves</b>	<b>878</b>	<b>276</b>
<b>Net Cost (Funded by Rates)</b>	<b>1,294</b>	<b>1,366</b>

# Transport & Traffic Strategy

2011/2012	Actual	Budget
<b>Operating Expenditure</b>	<b>\$000's</b>	<b>\$000's</b>
Salaries and Wages	1,018	1,226
Other Employee Costs	364	418
Materials and Contracts	869	624
Depreciation	4,103	4,053
Interest	0	0
Other Costs	698	554
<b>Total Operating Expenditure</b>	<b>7,051</b>	<b>6,876</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	96	0
Capital Works Programs	2,599	2,611
Capital Material Public Benefits	49	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>2,745</b>	<b>2,611</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(79)	(84)
Fees and Charges	(197)	(194)
Grant Transfers	(663)	(792)
Contributions	(1,246)	(956)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(11)	(4)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(2,195)</b>	<b>(2,030)</b>
<b>Transfers from Reserves</b>	<b>(7,368)</b>	<b>(6,808)</b>
<b>Transfers to Reserves</b>	<b>713</b>	<b>608</b>
<b>Net Cost (Funded by Rates)</b>	<b>946</b>	<b>1,257</b>





## 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?

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.

Recent changes in the reporting and planning framework, have resulted in Council no longer producing the 'State of Environment' annually. Instead this report will be presented 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 Government's 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 30,000 - have been planted at Narrabeen Creek corridor, Avalon Golf Course and distributed to local residents through plant give-aways.

**Table 1: Development Applications**

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Total number of development applications received	572	733	600	423	↓
Total number of development applications determined	528	689	665	404	↓

# State Of Pittwater

**Table 2: Land Clearing & Vegetation**

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Total trees approved for removal on private land	237	258	272	266	→
Total number of native plants distributed (including grasses, shrubs and trees) to volunteers, contractors and residents	10,166	11,009	500 <sup>1</sup>	30,000 <sup>2</sup>	↑
<p><sup>1</sup> reduction in the number of native plants distributed in 2010/11 reflects the budget position for this program.</p> <p><sup>2</sup> Large increase in new plants reflected by projects : Narrabeen Creek Corridor, Avalon Golf Course weed eradication and replant, Council plant giveaways and contractor activity.</p>					

## Responding to Land and Coastline Issues

### Warriewood Valley Strategic Review

Pittwater Council and the NSW Department of Planning & Infrastructure (DP&I) have undertaken a review of land in Warriewood Valley considered undeveloped, following conditional approval being granted by the Planning Assessment Commission for a large residential development at 14-18 Boondah Road, Warriewood. The land that was examined included the area known as the Southern Buffer (located at the corner of Jacksons Road and Pittwater Road, immediately adjoining Centro Warriewood) which, prior to the Strategic Review, was the only remaining sector in Warriewood Valley to be fully investigated for development opportunities.

The Strategic Review has identified and assessed the potential for any intensification of development beyond that currently proposed for the Valley. The draft Strategic Review Report proposed an increase in density which will result in an additional 269 dwellings across the Valley and proposed a concept plan for the future development of the Southern Buffer. This report was publicly exhibited between March and May 2012 and received a large number of submissions. Council and the DP&I are currently analysing these submissions and finalising the Strategic Review report.

### Elanora Heights Village Centre Masterplan

The Masterplan is a comprehensive document that has provided a clear vision and urban design framework that will guide future development in both the public and private domain in the village centre in Elanora Heights. The Masterplan includes landscape and public domain outcomes, massing, built form, character, set-backs and height guidelines based on the community and Council's desired future character for the village.

The Masterplan was generated following extensive community consultation that incorporated a public meeting (attended by nearly 100 participants) and two formal exhibition periods.

### Pittwater 21 Development Control Plan - Red Tape Review

Pittwater 21 DCP was amended to reduce red tape and to ensure that the development application process is made as simple as possible for applicants.

### Standard Instrument Local Environmental Plan

In accordance with requirements from the Department of Planning & Infrastructure, Pittwater Council are required to prepare a new Local Environmental Plan in accordance with the Standard Instrument. Council staff have prepared a draft document with associated mapping. This is scheduled to be reported to Council following the election and will be placed on exhibition for widespread community consultation in 2013.

### Acquisition of Escarpment Bushland

A further three (3) hectares of bushland located on the Warriewood/Ingleside escarpment has been added to the Ingleside Chase Reserve following the purchase of the land by Pittwater Council from the Uniting Church in Australia. The land acquired includes an important rainforest section of the Mullet Creek corridor and provides a public access gateway to the southern part of the Reserve from Elanora Heights.

The acquisition of further areas of good quality escarpment bushland, including another section of Mullet Creek, provides a continuous wildlife corridor and recreational reserve from the top of the escarpment through Warriewood Wetlands to Narrabeen Lagoon and the coast. This extensive area of diverse natural bushland is an important wildlife refuge and an offset to the increasing urban density of the Warriewood Valley land release area.

### 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. The study has been prepared in accordance with the requirements of the state government's guidelines for preparing Coastal Zone Management Plans and is one of the first studies of its kind under the amended Coastal Protection Act.

Mapping in support of the study defines a series of hazard lines for coastal erosion at each Pittwater open coast beach compartment for present day conditions (without sea level rise) as well as for 2050 and 2100 planning horizons, both with and without allowances for projected sea level rise.

Following its public exhibition and adoption by Council, the mapping and study will be utilised to inform the preparation of Coastal Zone Management Plans for Pittwater beaches and to update Council's existing coastal hazard mapping and associated risk management policy.

# State Of Pittwater

## Coastal Erosion Emergency Action Subplan for Bilgola Beach and Mona Vale Basin Beach

In accordance with a Ministerial Direction from the NSW Minister for the Environment, coastal consultants on behalf of Pittwater Council have prepared Coastal Erosion Emergency Action Subplans for Bilgola Beach and Mona Vale Basin Beach. The Subplans are intended to inform and define the actions Council may take before, during and after a coastal erosion emergency as well as provide guidance to affected coastal landowners as to the measures and actions they may consider to increase protection from coastal hazards during extreme erosion events.

The Subplans have been extensively consulted with the affected communities and other stakeholders and have been certified by the Minister for the Environment and gazetted as Coastal Zone Management Plans.

## 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 complement the efforts of contractors in restoring and enhancing biodiversity.

## 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

Based on the latest data available from the Australian Government's National Pollutant Inventory, transport in the area is a primary contributor to the emission of greenhouse gases (GHG's) and reduction in air quality. Bushfires and back burning also contribute heavily to air pollutants in our area.

The 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 important sources of pollutants in Pittwater. The atmospheric condition is also measured by the number of air quality complaints which this year have been reduced by nearly 38%, as well as 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 also as a source of air pollutants. The atmospheric condition is also measured by the number of air quality complaints, and community and Council emissions.

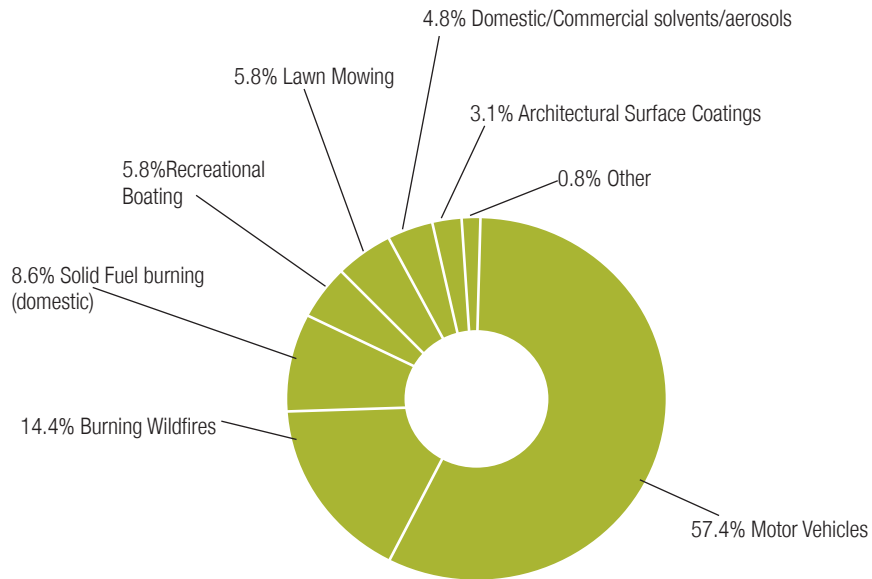
Table 3: Air Quality

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Air pollution complaints received by council	63	71	99	62	↓

In terms of emissions from Council fleet vehicles, improvements have been achieved through the purchase of more fuel efficient, cleaner burning vehicles. In 2011/12 there was a slight increase in the number of vehicles in the Pittwater Council fleet on last year. Based on figures over the last four years Council has reduced greenhouse gas emissions by 7% with an average of 6.2 tonnes per vehicle for the 2011/12 financial year while average kilometres travelled has remained static.

# State Of Pittwater

Figure 1 Percentage of pollutants by source for Pittwater LGA in 2010/11



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

Latest available data for NPI 2010/11

Table 4: Greenhouse Gas Emissions

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Number of registered vehicles in LGA <sup>1</sup>	46,842	48,247	49,060	50,198	↑
Number of Council fleet vehicles <sup>2</sup>	155	154	156	159	↔
Green house gas emissions from council fleet vehicles (tonnes CO <sub>2</sub> e)	1,104	975.42	999.01	985.35	↓
Electricity use – council operations (megawatt hours) <sup>3 &amp; 4</sup>	2,160	2,109	2,113	2,114	n/a
GHG emissions from council electricity use (tonnes CO <sub>2</sub> e) <sup>3 &amp; 5</sup>	2,003.5	1,935.3	2,142.3	2241*	n/a

<sup>1</sup> Figures provided by NSW RTA for year ending 31 March 2011.

<sup>2</sup> Includes passenger fleet, light commercial, heavy truck and plant vehicles.

<sup>3</sup> 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 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.

<sup>4</sup> The indicator does not include electricity consumption derived from the clean energy technologies installed in some Council facilities. Council now have 41 kilowatts of installed PV system capacity, generating 60,000kWh/ year of clean energy annually, which is about 3% of total energy now being supplied by solar PV.

<sup>5</sup> 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.

\*Figures used estimate based on 2010/11 4th quarter data – as final 2011/12 data unavailable at time of publication.

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## Responding to Atmospheric Issues

### Pittwater still second in Fridge Buy Back Scheme!

Strong community support for Fridge Buy Back continues as the Pittwater Community returns second placing out of 52 Buy Back Schemes in NSW Council areas.

Pittwater residents continued to save money and the environment by getting rid of their older, inefficient second fridge through the Fridge Buy Back Program. The Fridge Buy Back program takes old fridges out of circulation, properly de-gasses them, recycles the metals and provides a cash payment to the owner in many cases. During 2011/12, a total of 231 fridges were surrendered by Pittwater residents, taking the total to 1105 since the program began in 2006. To date, Pittwater residents have saved an estimated \$292,825 on power bills and 9094 tonnes of greenhouse gases avoided. Pittwater is currently ranked second of the 52 participating Councils across NSW in surrender rate of old, inefficient fridges as a percentage of separate homes.

### 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 and continues, with a review of Councils Greenhouse Gas Strategy 2004 to identify gaps and opportunities for strengthening abatement of greenhouse gas emissions from Council 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.

### Solar Power initiatives

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.

In addition to Newport Recreation Centre Council has installed the systems at the following locations over the past financial year:

Site	Solar Panel Size (kW)
Currawong	5
Mona Vale Library/Admin Centre	2
Boondah Depot	10
Coastal Environmental Centre	5
Newport Community Centre	7
Avalon Recreational Centre	2
Sydney Holiday Park	11
<b>TOTAL</b>	<b>42kW</b>

# 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 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 Pittwater 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 170 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	2011/12
Device: bio-retention pits, sediment traps and wetlands.	Total weight removed from SQIDs* in financial year (tonnes)	0.813	0.800
	Total no. of devices	9	9
Device: CDS, Roclas, Baramy, Booms, Netechs, Trash racks, drainage channels	Total weight removed from SQIDs in financial year (tonnes)	165,422	169,213
	Total no. of devices	38	40
All devices	Total weight removed from SQIDs in financial year (tonnes)	166,235	170,013
	Total no. of devices	47	49

Note: annual data on all devices is not available prior to 2010/2011.  
\*Stormwater Quality Improvement Device - Stormwater Management Device

Table 5b Stormwater

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Number of gross pollutant traps (council controlled) <sup>1</sup>	27	29	36*	27	↓
Total gross pollutants removed from pollutant traps (tonnes)	99	110	104	99	↓
Street sweeping – pollutants collected from drains (tonnes)	1,200	1,250	1,348	1,254	↓

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.  
\*Includes SQID devices as well as GPT's

The consumption of potable water per capita is 73 kilolitres down from the 2009/2010 peak of 76 kilolitres, which followed the removal of water restrictions. Even though there has been an increase in number of residents in Pittwater the total water consumption has still dropped from the previous two years. Consumption however

# State Of Pittwater

has slightly increased from 2010/11, but is still less than the 2009/10 water usage.

**Table 6: Water Consumption**

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Total LGA potable water use (kilolitres)	4,910,571	5,181,272	5,055,431	4,885,643	↓
Total residential potable water use (kilolitres per capita) <sup>1</sup>	75	76	74	73	→
Total council potable water use (kilolitres)	120,963	131,715	118,664	123,415	↑

\* Based on total residential population 2011/12 – 57,155, Total residential water use 2011/12 – 4,140,829

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

Table 7 below shows that all Pittwater Beaches are within the good to very good suitability grade.

**Table 7: 2011/12 Harbourwatch/Beachwatch Suitability Grading for**

## Pittwater Beaches

Harbour Beaches	2009/10	2010/11	2011/12
Barrenjoey Beach	Very Good	Very Good	Very Good
Great Mackerel Beach	Very Good	Very Good	Very Good
Elvina Bay	Good	Very Good	Very Good
Paradise Beach Baths	Good	Very Good	Good
The Basin	Very Good	Good	Good
Clareville Beach	Good	Good	Good
Bayview Beach Baths	Good	Good	Good
North Scotland Island	Good	Good	Good
South Scotland Island	Good	Good	Good
Taylors Point Baths	n/a	Good	Good

Harbour Beaches	2009/10	2010/11	2011/12
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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	2011/2012
Avalon Beach	Very Good	Very Good	Very Good
Bilgola Beach	Very Good	Very Good	Very Good
Bungan Beach	Very Good	Very Good	Very Good
Mona Vale Beach	Very Good	Very Good	Very Good
Whale Beach	Very Good	Very Good	Very Good
Newport Beach	Good	Very Good	Good
Palm Beach	Good	Very Good	Very Good
Turimetta Beach	Good	Good	Good
Warriewood Beach	Good	Good	Good

Source: Office of Environment and Heritage – 2011/12 State of the Beaches Report

Participation in Sydney Water's WaterFix program is presented in Table 8.

Over 12,000 households in Pittwater participated in the program which finished in June 2011.

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**Table 8: Sydney Water - WaterFix Program**

Water Saving Program	2008/09	2009/10	2010/11	2011/12	Total 1999 to 2008/09	Total 1999 to 2009/10	Total 1999 to 2010/11	Total 1999 to 2011/12
DIY Kit	81	30	2	N/A	1,490	1,520	1,522	1,522
Hot water circulators	-	-	1	N/A	-	-	1	1
Love your garden	216	19	-	N/A	451	470	470	470
Rainwater tank rebate	114	69	33	N/A	1,176	1,245	1,278	1,278
Toilet rebate/replacement	186	197	285	N/A	192	389	674	674
Washing machine rebate	518	402	4	N/A	2,505	2,907	2,911	2,911
WaterFix your home	66	45	41	N/A	5,196	5,241	5,282	5,282
Total participation	1,181	762	366	N/A	11,010	11,772	12,138	12,138

Source: Sydney Water

Note: Sydney Water's WaterFix Program finished in June 2011

## Responding to Water Issues

### Northern Beaches Flood Warning & Information Network

Pittwater Council working in partnership with Warringah and Manly Councils received funding through the Flood Risk Management Grants scheme to develop a Northern Beaches approach to flood warning.

The project will see the current network of seven rainfall and eight water level gauges upgraded to include 20 rainfall, 14 water level and five flow gauges across the Northern Beaches. The data from these gauges will be publicly available through a specific webpage that will provide rainfall data every two minutes and lagoon water levels every 15 minutes. This will give a "heads up" of where flooding is likely across the northern beaches.

### Narrabeen Lagoon Flood Study

Warringah and Pittwater Council are working in partnership to update the Flood Study for Narrabeen Lagoon. The last Flood Study for the lagoon was undertaken in 1990 and is not suitable to assess the impacts of climate change or risk to the community.

BMT WBM was engaged by Warringah Council in February 2011 and is undertaking the project in five stages. These stages include community consultation and data review, hydrological modelling, hydraulic modelling and climate change assessment. The final Flood Study will be available early 2013.

### Northern Beaches Flood and Coastal Storm Education Strategy

The SES Sydney Northern Region and the three Northern Beaches Council's (Manly, Warringah, Pittwater) are jointly developing a Flood and Coastal Storms Education Strategy to increase awareness and preparedness in the communities of Pittwater, Warringah and Manly about the risks associated with flooding, coastal erosion and coastal inundation. This joint initiative is one which recognises the benefits of Councils and emergency service agencies working together to deliver clear, consistent and up-to-date information to affected members of the community. Overall, the Strategy aims to improve community knowledge, attitudes and actions towards flooding and coastal storms on the Northern Beaches by implementing a participatory, tailored and ongoing education program that builds disaster resilience within the community.

### Water Efficiency

Pittwater Council's Water Efficiency Plan was prepared to meet the Waste and Sustainability Improvement Program (WaSIP) 2011/12 standards for water efficiency, funds were provided by Office of Environment and Heritage under WaSIP.

The Water Efficiency Plan outlines Council's Top 11 highest water consuming sites; it outlines their current water use practices, issues with the sites (including the identification of any leaks) as well as potential opportunities to improve the water efficiency of the site. The Plan also outlines Council's management of water use and areas for further improvement: such as efficiency of plant design (ensuring each Council facility has an up-to-date hydraulic design plan) and water use targets and Key Performance Indicators for the top 11 council facilities and reserves are established.

### Integrated Water Cycle Management Policy

In June 2012, Pittwater Council's Integrated Water Cycle Management Policy went on public exhibition (later adopted by Council in July 2012). The Policy provides a clear statement on Council's position on the importance of water management to the health, well being, ecological and economic security of Pittwater. The Policy also looks at the whole water cycle and how Council can better manage its water resources.



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## Participation in Sydney Waters Council Partnership Program

Pittwater Council agreed to a Sydney Water Council Partnership Program and employed a Water Project Officer for two years to work with small to medium water using businesses to reduce their water consumption. The project will engage a minimum of 25 businesses within Pittwater each year by the Water Project Officer. The officer will work with the businesses to implement water savings initiatives to reduce their water use by at least 15%. Sydney Water co-funds this project 50/50 with Pittwater Council.

## Urban Sedimentation and Pollution Audit in the Pittwater Estuary: Stage 1

Careel Creek and Mona Vale Main Drain are tributaries of Pittwater Estuary. They drain urban, commercial and industrial lands within the suburbs of Avalon, North Avalon, Bilgola Plateau, Mona Vale and Bayview. Careel Creek is within the Careel Creek Catchment, around 4.5km<sup>2</sup>, and Mona Vale Creek (Mona Vale Main Drain) is within the Winnerremy Bay Catchment, around 5.2km<sup>2</sup> (which also drains Cahill Creek). The Pittwater Estuary Management Plan has identified these particular catchments as problematic in terms of urban pollution and sediment runoff. This project involved an urban pollution and sediment runoff audit for both catchments. The audit assesses activities and land-uses which constitute as potential sources of pollution. Water quality monitoring, sediment sampling, detailed mapping and site inspections have been carried out. The audit prioritises areas of greatest impact, and provides key hot spots to focus mitigation measures on, to reduce sediment and pollution discharges into Pittwater Estuary.

## SHOROC Regional Groundwater investigation

SHOROC in partnership with Manly, Warringah and Pittwater has engaged Water Research Laboratory (WRL) to complete a Groundwater Resource Investigation to determine the sustainability of regional groundwater resources, to ensure the longevity and integrity of the aquifers.

## Stormwater Harvesting in Pittwater – Feasibility Assessments

Pittwater Council through Optimal Stormwater investigated whether it was feasible and cost-effective to harvest stormwater at eight sites to supplement current potable water consumption for all non-potable uses (ie. irrigation, toilet flushing, boat wash down). Concept assessments were undertaken to determine the preliminary feasibility, the approximate costing, proposed treatment drain design and preliminary concept plans for stormwater harvesting for the eight sites.

## Narrabeen Lagoon Entrance Clearance Project

As a part of a co-operative project, jointly funded by the federal and state governments, Warringah Council and Pittwater Council, some 40,000 m<sup>3</sup> of accumulated sediment was dredged from the Narrabeen Lagoon entrance during October and November of 2011.

The work is undertaken on a recurrent basis (every three to four years) under the NSW Floodplain Management Program to help reduce the flood risk to low lying properties and businesses located on the lagoon floodplain. The sand removed from the lagoon entrance is transported by trucks to be spread at locations along Narrabeen and Collaroy Beaches as a beach replenishment measure.

## 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
- Project participation with the Sydney Coastal Councils Group (SCCG) as well as assistance in developing strategies and policies for the sustainable management of the Sydney Metropolitan Coastline.
- Assist the Sydney Metropolitan and Hawkesbury Nepean Catchment Management Authorities in the review, development and implementation of Catchment Action Plans as well as the incorporation of statewide natural resource management targets into Council's Planning and Management Strategies
- Water management systems auditing and online 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 has been an increase in the 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 a NSW scientific committee.

Table 9: Biodiversity Condition

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Noxious weed notices to residents	161	167	108	171	↑
Noxious weed assessments undertaken	170	188	130	287	↑
Total number of active registered Bushcare volunteers	181	240	265	265	→
Bushcare program volunteer hours	7,220	4,615	4,997	4,115	↓
Number of active Bushcare groups	37	41	41	41	→
Number of native plant species recorded in LGA	unknown	285	536*	536*	→
Number of threatened flora species	21	22	22	22	→
Number of threatened fauna species	46	52	53	55	↑
Number of endangered ecological communities	10	11	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	1	1	1	→

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.

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## Monitoring of endangered animals and plants

### 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 two endangered ecological communities: Littoral Rainforest and Pittwater Spotted Gum Forest. Despite a spike in population numbers in 2010 of just over 1000 animals due to food shortages in the northern part of NSW, numbers have returned to normal ranges (recorded over the last 10 years) of 200 individuals. A second temporary camp site has also been established at Warriewood Wetlands during the autumn months, however it has not been occupied in the 2011/12 period.

### Native Mammal Monitoring in Pittwater

Pittwater contains 14 threatened mammal species and a further 14 locally significant mammal species. Throughout 2011/12 a number of reserves in Pittwater have been surveyed for the presence of ground and arboreal mammal species. Trends have proven similar to 2010/11 in that Swamp Wallabies (*Wallabia bicolor*), Sugar Glider (*Petaurus breviceps*), Feathertail Glider (*Acrobates pygmaeus*) and Pygmy Possum (*Cercartetus nanus*), Bush Rat (*Rattus fuscipes*) and the Brown Antechinus (*Antechinus stuartii*) are only present in large reserves with links to surrounding National Parks.

Many smaller reserves surrounded by urban development are now occupied by the non-native Black Rat although the Long-nosed Bandicoot is surviving well in both bushland and urban settings.

Monitoring of wildlife lost as road-kill continues by the Northern Beaches Roadkill Committee, University of Technology Sydney (UTS) and Council. Discussions undertaken between the RTA and stakeholders have resulted in a report investigating possible mitigation strategies. This report may be viewed at: [www.rta.nsw.gov.au/roadprojects/projects/sydney\\_region/northern\\_sydney\\_region/nth\\_beaches\\_roadkill\\_study/index.html](http://www.rta.nsw.gov.au/roadprojects/projects/sydney_region/northern_sydney_region/nth_beaches_roadkill_study/index.html)

Ongoing monitoring continues and statistics collated by UTS.

Surveying for the presence of microbats is currently underway in and around some of Pittwater's larger bushland reserves. This study is being undertaken in conjunction with the University of Technology Sydney and aims to identify the presence and persistence of microbats in urban settings.

A program for the monitoring of wildlife corridor usage and effectiveness is under development. It is hoped to commence in 2013.

### Water bird survey

Pittwater Council received a \$12,000 grant from the NSW Office of Environment and Heritage to study the impacts of climate change on estuarine wetland and migratory waterbirds in Pittwater estuary.

This grant together with a matched amount of \$12,000 from Council funded a consultant to carry out waterbird surveys and habitat mapping of Pittwater to obtain baseline data. Survey results recorded 30 species of which three (3) are listed on international migratory bird agreements.

These species include the Eastern Curlew, listed on the Japan-Australia Migratory Bird Agreement (JAMBA), China-Australia Migratory Bird Agreement (CAMBA) and Republic of Korea-Australia Migratory Bird Agreement (ROKAMBA). The Great Egret, listed on the CAMBA and White-bellied Sea Eagle, listed on the CAMBA. Historically, there are 59 species listed as present in Pittwater, however some of these records are one-off observations spanning over 40 years.

Key findings of the six-month survey carried out between January and June 2012 found that Pittwater had low observed numbers of migratory shorebirds. Whilst the large shallow tidal areas of Careel Bay and Winnererremy Bay provide good habitat, they also have a significant amount of disturbance (from off-leash dogs) which result in reducing available food and nesting opportunities. This lack of suitable habitat for foraging and roosting explains the low number of migratory shorebirds recorded. Other areas in Sydney which are larger and do not have the same level of disturbance see greater numbers of migratory shorebirds.

The recommendation of the report suggested carrying out a longer term survey (12 months or more) and a review of off-leash dog areas focussing on the proximity to waterbird habitats and identifying areas where waterbird habitat may shift as sea levels rise and existing habitat becomes unsuitable.

## 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

# State Of Pittwater

- historical discussion such as the loss of fauna types within the LGA
- provision of native fauna assessments (for community education, website, etc).

The following management actions from the Pittwater Native Fauna Management Plan have been implemented:

- 30 nest boxes designed for a variety of species have been installed in various Pittwater Reserves and are being monitored for use and effectiveness.
- Threatened and locally significant species records have been updated and submitted to the Office of Environment and Heritage on a regular basis. These records have also been loaded into an internal GIS mapping system giving a valuable visual representation of where threatened and significant species are located. This will be continually updated.
- Positive working relationships have been developed with the two local wildlife groups and the Northern Beaches Roadkill Committee.
- Council have provided over 30 environmental events in the past year which have been well attended and supported by the community. This program will continue in the coming year.
- A Wildlife Corridor Strategy is being developed for Pittwater by the University of Technology Sydney.

## Warringah Pittwater Bushfire Risk Management Plan: 2011-12 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 Pittwater. Annual updates on their status are as follows:

- Feral Rabbit Abatement - evidence suggests that rabbits continue to be a problem in Pittwater. Feral rabbit control programs have continued throughout 35 reserves in Pittwater throughout 2011/12 and Council is working closely with the NSW Departments of Primary Industries, Livestock Health and Pest Authority and Urban Feral Animal Action Group to ensure that effective programs and follow-up are undertaken. This year we were unable to release the rabbit haemorrhagic disease due to the development of resistance in

the population.

- Cane Toad Alert – although in the previous years or so several Cane Toads have been identified and destroyed in Pittwater. Sightings have been reduced this year. Council continues to alert 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 Sydney Weeds Committee provided funding through the department of Primary Industries for the treatment of Noxious Weeds and the Private Property Inspectorial Program.

Noxious weed inspections on private property during 2011/12, totalled 287 properties of which 171 were issued with Noxious Weed Assessments to control weeds on their properties.

Some of these were inspections were generated from incoming requests to Council. Whilst other inspections strategically targeted private properties that directly abutted bushland reserves such as Angophora Reserve, Algona Reserve, Elizabeth Park and Scotland Island. These are areas where noxious weed contract work and manual hazard reduction works were being undertaken.

Other inspections were catchment related such as Deep Creek, upper Mullet Creek and Bilgola Beach for major grant related works. There were no prosecutions due to lack of compliance.

Within these areas aquatic noxious weed Ludwigia Peruviana (Water Primrose) has been targeted as it heavily infests two significant wetlands, Nareen and Warriewood.

## Crown Lands Funding

The Department of Primary Industries, Crown Lands Division provided Council with grant funding for Noxious Weeds Bitou Bush, Bone Seed and Asparagus Fern in Ingleside, Bangally Headland, Palm Beach and Mona Vale Dunes.

## Botham Beach McCarrs Creek Restoration Project - Stage 2

A joint venture with Pittwater Environmental Foundation (PEF), 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.

Stage 2 of the work was undertaken in 2011/12 with completion expected in November 2012. Three main access tracks were upgraded with funds from a previous Roads & Maritime grant. These tracks provide access to the new boat storage in the reserve, preserving and limiting erosion of the foreshore. Three boat storage facilities have been installed to minimise impacts to the EEC and protect the foreshore area and were made possible with grant funding from Roads & Maritime. Regeneration of the site after the controlled burn by Fire &

# State Of Pittwater

Rescue NSW have produced positive results aiding the stabilisation of the Spotted Gum Forest to ensure the site remains healthy and resilient.

## **Browns Bay Littoral Rainforest Conservation Project**

The formal component of this project was completed last financial year, however volunteers and contractors carried out a planting of 350 rainforest species to consolidate the regeneration on the southern bank to prevent further erosion and weed incursion. Pittwater Council is partnering with Roads and Maritime Services to collaborate on managing this valuable environmental asset, to ensure remnant vegetation at Browns Bay has a healthy sustainable future.

## **Kywong Reserve Quality Habitats**

This 18 month project was completed in June 2012 with ongoing follow-up support from the Bushcare group to eradicate woody weeds, exotic vines and annuals. Council also arranged for the removal of large Coral trees as part of the grant funding. Secondary works are planned for the 2012/13 financial year to consolidate earlier bush regeneration works completed last year.

## **Plateau Park Duffys Forest Conservation Project**

Work was completed on this project in June 2011, however volunteer groups continue to work at the site to protect the Duffys Forest Ecologically Endangered Community within Plateau Park. Two planting days were held during the 2011/12 financial year supporting the great work done on the conservation project.

## **Plateau Park Duffys Forest Conservation Project**

Whilst the project was completed in June 2011, volunteer groups continue to work at the site to protect the Duffys Forest Ecologically Endangered Community within Plateau Park. Two planting days were held during the 2011/12 financial year supporting the great work done on the conservation project.

## **Nareen Wetland**

Acquatic Weed and general bushland restoration took place at Narreen Wetland with the assistance of \$30k funding from the Sydney Metropolitan Catchment Management Authority.

## **Tree & Vegetation LEP amendment**

Pittwater Local Environmental Plan 1993 was amended to introduce a new clause to strengthen controls concerning the protection of trees and vegetation in Pittwater. The changes will provide greater clarity and certainty to residents and the Council regarding tree and vegetation protection. Existing trees and vegetation in Pittwater are one of the defining features of the area. The changes introduced will ensure the existing trees and vegetation are managed sustainably for current and future generations to enjoy.

## **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).

### **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 is in line with figures reported in 2008/09, resulting in increasing residential densities. The number of general noise complaints, presented in Table 11, were slightly lower than in recent years while the number of barking dog complaints increased by one on last year. Waste figures presented in Table 12 show a decrease in the level of waste per capita going to landfill while there has been a slight increase in the amount of waste recycled per person compared with last year.

# State Of Pittwater

**Table 10: Population**

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Estimated population of LGA - at 30 June 2011 <sup>1</sup>	57,018	58,818	60,000	57,155*	↓
Residential density (persons per hectare) <sup>2</sup>	6.29	6.49	6.62	6.30	↓

1. \*Population figures are based 2011 Census data. Previous years calculations based on Estimated Resident Population (ERP)

<sup>2</sup>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	2008/09	2009/10	2010/11	2011/12	4 Year Trend
General noise complaints received by council	325	235	184	164	↓
Barking dog complaints received by council	221	207	199	200	↑

**Table 12: Waste**

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Total waste to landfill including general cleanup (tonnes)	13,420	13,293	13,901	13,491	↓
Total waste to recycling including paper, co-mingled, metal and green waste (tonnes)	11,636	11,674	11,630	12,015	↑
Total waste to landfill including general cleanup per capita (kg)	223	226	232	225	↓
Total waste to recycling including metal and green waste per capita (kg)	204	199	194	200	↑

Green waste diverted from landfill per capita (kg)	41	45	47	55	↑
General cleanup sent to landfill per capita (kg)	36	29	31	32	↑

## Responding to Human Settlement Issues

### Reduction of Waste to Landfill at Council Facilities

During 2011/12 audits of all sites were conducted to determine whether waste management and recycling strategies were effective. Some minor changes resulted and further audits will be conducted in 2013/14.

### Public Place Recycling Bins

The waste audit process identified unacceptably high contamination rates in the recycling collections from public places. To address the issue waste “limiters” were installed on all public place recycling containers to direct the correct type of waste to each bin and there has been a clear improvement in the outcome. The performance of the service will be monitored and again audited in 2013/14.

### 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.

### Sustainable Purchasing

Pittwater Council’s Procurement Policy was adopted in October of 2011 and supporting guidelines introduced in the same month. The Procurement Policy sought to incorporate and strengthen Council’s position in relation to sustainability by making the consideration of sustainable products and vendors part of its normal business practice.

Council already has in place a schedule in each of its tenders and formal requests for quotations seeking information from suppliers on sustainable aspects of their business, both in its operation and in the products supplied. The schedule is a scored component in tenders and both informs and influences Council’s procurement decisions.

During the course of 2011/2012, Council has carried out the following:

- Ceased the purchase of desktop printers, replacing with fewer and more economical multi function devices
- Selected a carbon neutral locally sourced paper for printing needs
- Increased the level of sustainable general office purchasing to 35% of entire spend in this category (equating to \$35K)

# State Of Pittwater

- Engaged a contract cleaner who primarily used environmentally friendly products and practices in their business
- Engaged a panel of vendors to handle road resurfacing activities using sustainably sourced materials wherever possible
- Council has also purchased additional solar panels reducing our purchasing needs of electricity from the grid. This financial year alone we have installed the following systems; Boondah Depot (10kW), Coastal Environment Centre (extra 3kW – now 5kW system). In addition four solar hot water systems reducing further electricity purchasing have been installed at these buildings; Vuko Place, Nelson Heather Centre, Ted Blackwood & Avalon Recreation Centre.

## Pittwater Local Planning Strategy

The Pittwater Local Planning Strategy was adopted by Council on 15 August 2011. The purpose of this document is to establish an equitable, consistent and transparent policy framework for local level planning that will guide land use planning and decision making well into the future. The 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.

Ongoing monitoring and review by the Aboriginal Heritage Office has resulted in 16 new sites being identified in Pittwater in the past year.

## 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.

**Table 13: Aboriginal Heritage**

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Total number of Aboriginal Heritage Sites	291	291	291	307	↑

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Total number of non-aboriginal heritage items	136	136	136	136	→
Breakdown: number of built items <sup>1</sup>	74*	74*	74*	74*	→
Number of landscape items <sup>1</sup>	28*	28*	28*	28*	→
Number of archaeological items	28	28	28	28	→
Heritage conservation areas	6	6	6	6	→

\*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 year's theme being 'One Voice-Still Talking'. 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 nine 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.

The Northern Sydney Aboriginal Plan (NSASP) has come to the 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 to 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

## Introduction

Each financial year the Council reports on various activities, services and payments according to the annual reporting requirements of the Local Government Act. These are known as the 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 now has an Asset Management team responsible for the Asset Management Planning process at Pittwater Council. This Asset Management team is about to embark on a major review and upgrade of the Asset Management Plans and the Asset Management system that will support this important planning process. Once the Asset Management System and the specific Asset Management Plans are in place, Council will be able to review all its assets and determine how best to renew and maintain these assets over the next 10 years to ensure long term service sustainability. The Asset Management system will be integrated with the Pavement Management system which is in place and provides strong modelling capabilities to decide road renewal program priorities.

### Local Collector and Regional Roads

Pittwater Council manages 244.4 kilometres of local and regional roads. Pittwater area also has 33.4km of state roads for which the NSW state Roads & Maritime Services ('RMS') are responsible. The road network controlled by council is valued at some \$150M. The Council prioritises maintenance work to ensure roads are kept at a condition level that provides appropriate levels of service based on their criticality and importance to the public. A new rolling detailed 4 year Road Pavement Management Plan is being developed as part of the Delivery Program for financial year 2013 with a view to moving all roads to a satisfactory condition as indicated by the community.

### Kerb and Gutter

Council currently has a total of 335 kilometres of kerb & gutter. The majority of the kerb & gutter is less than 50 years old, and overall it has been estimated that the life remaining is 50 years. Our Kerb & Gutter is valued at some \$57M.

### Footpaths

Council currently has an estimated total of 100 kilometres of paths, the vast majority being concrete with the remainder being asphalt. The estimated value of the footpath assets is \$18M. A detailed program will be put in place for footpath upgrades and renewal for the next 4 years. During the year, maintenance expenditure was focused on repairs which were concentrated on elimination of trip risks. Priorities were given to critical locations near commercial centres, schools, retirement villages etc.

### Retaining Walls

Council has approximately 17,600 square metres of retaining walls of various types of construction (stone, boulder, concrete, crib, etc.). The data for retaining walls will be collected and refined (as well as adding condition and remaining life information) over the next year as these important assets are added to the Asset Management system and the appropriate Asset Management Plan.

### Drainage

There are a total of 23 main catchment areas within Pittwater. Drainage has been mapped using the MapInfo mapping system. This information will be transferred to the Asset Management system where the drainage asset register will be set up. Currently Drainage has an inventory of some 9,500 pits and 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 all catchment areas is providing the condition of drainage assets which is being transferred to the Asset Management system (for ready access and evaluation). Maintenance expenditure for the year was undertaken predominantly on a reactive basis as repairs. 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

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 within Pittwater. As a result, Pittwater is home to abundant native flora and fauna, including over 62 threatened species.

An important natural attribute of Pittwater is its bushland reserves. Maintenance and improvement projects continue to be carried out in bushland and wetlands, in particular Bicentennial Coastal Walkway and Warriewood Escarpment areas. 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 a significant number of 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.

# 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 an on going policy of retaining canopy trees on public land. Pittwater is renowned for 60 hectares of beautiful coastline and extensive beach reserves. Council maintains its beaches and foreshores to ensure satisfaction for the community and visitors. This work involves cleaning of beaches, toilets, showers and rock pools, grass mowing and pool and carpark maintenance as well as landscape improvements at various locations.

Council has created regional parks within Pittwater including Winnereremy Bay Reserve, Bilarong Reserve and Governor Phillip Park. Ongoing development and improvements at these reserves has created hugely popular community destinations for both local residents and visitors. This has resulted in an increased maintenance commitment to these areas. Pittwater Council maintains approximately 30 hectares of sportsgrounds. Turf maintenance, line marking and the seasonal preparation of playing fields for different sporting codes are some of the activities undertaken.

Pittwater Council maintains and renews a significant portfolio of infrastructure assets, where the following highlights the key areas:

## Buildings and Building Services

Council currently manages more than 30 community and council facilities. These are valued at some \$50M and deliver important services to the community. These buildings require ongoing maintenance and renewal.

## Surf Clubs

Council currently manages and maintains seven surf clubs. Maintenance work was specifically carried out at North Palm Beach and Newport Surf Clubs this year.

## Amenities and Playgrounds

Council currently has a total of 46 amenities and 58 individual playgrounds valued at over \$11M. These assets consume significant expenditure annually for ongoing cleaning and maintenance and renewal as required.

## Wharves

Council currently has a total of 28 wharves valued at over \$10M which are part of council's maintenance and renewal program annually.

## Sporting Buildings & Infrastructure

Council currently has over 19 major sporting buildings and a significant number of sporting assets including netball courts, tennis courts and lighting, irrigation and drainage at most of our playing fields.

## Foreshores Assets

Council currently maintains a number of foreshore assets including boat ramps, dinghy storage and car parks for public asset to beaches and water ways.

## Condition of Public Works assets

Schedule 7 within the General Purpose & Special Purpose Financial Report for year ending 30 June 2012 is a report on the condition of the public works assets broken down by asset class (including road reserve assets of roads, footpaths and kerb & gutter, drainage, buildings, sporting and recreational assets) under the control of council over the previous 12 month period. The figures provide an estimate of the future commitments required to achieve asset management sustainability.

## Community Grants/ Mayoral Donations 2011/12 – Local Govt (General)

### Regulation 2005 Clause 217 (a5)

Mayoral Donations	
Animal Welfare League	\$250
Southern Cross Wildlife Care	\$100
Zonta Club of the Northern Beaches	\$250
W.I.R.E.S	\$100
Pittwater Natural Heritage	\$200
Probus Club of Pittwater	\$500
Aboriginal Support Group -M.W.Pittwater	\$500
Pittwater Community Arts	\$500
Koori Kids	\$450
Calabria Club	\$500
Pittwater Natural Heritage Assoc.	\$200
Sissy Katz - Grandparent Initiative	\$100
Avalon RSL Sub-Branch	\$100
Sydney Wildlife Rescue	\$ 50
Mona Vale Public School (approved 30/6/12)	\$500
<b>Sub - Total</b>	<b>\$ 4,300</b>

# Statutory Statements

Surf Clubs	
Warriewood Beach Surf Life Saving Club	\$ 7,303
Mona Vale Surf Life Saving Club	\$ 7,303
Bungan Beach Surf Life Saving Club	\$ 7,303
Newport Surf Life Saving Club	\$ 7,303
Bilgola Surf Life Saving Club	\$ 7,303
Avalon Surf Life Saving Club	\$ 7,303
Whale Beach Surf Life Saving Club	\$ 7,303
Palm Beach Surf Life Saving Club	\$ 7,303
North Palm Beach Surf Life Saving Club	\$ 7,303
Surf Life Saving Sydney Northern Beaches Inc	\$ 6,084
Warringah Surf Rescue	\$ 6,084
Sub - Total	\$ 77,895
Total Community Grants 2011/12	\$ 82,195

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

Pittwater Council has a 34.45% interest in Kimbriki Environmental Enterprises (KEE) which has a long term lease at the Kimbriki Waste facility.

Kimbriki Environmental Enterprises provides Resource Recovery, education and landfill services within the waste management industry.

## 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 108 companion animals were seized by Council staff, of which 36 were returned directly to their owner and 72 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 89 reported dog attacks on people and animals between 1 July 2011 and 30 June 2012. 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 action up to and including 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 2011/12 was \$270,316.

### Companion animal community education programs:

The following education programs were carried out:

- "Dog Day by the Bay" is an annual community education event.
- Companion Animal Education night.
- Regular advertising campaigns in local newspapers and education awareness at Council events.
- 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 supports 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 six unleashed dog exercise areas, one of which have water access and one off leash training area.

# Statutory Statements

## 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	(\$19,360)
Disbursements	
Dog Day by the Bay (public education day)	\$32,000
Education – public advertisements in news print	\$12,500
Printing of brochures	\$5,000
Enforcement by Rangers	\$160,000
Provision of pound facility	\$42,856
<b>Total net expenditure after income from registrations</b>	<b>\$232,996</b>

## 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)
National Australia Bank	Banking & Collection services	\$122,184
Hill Rogers Spencer Steer	Provision of Audit Services	\$329,889
Coular Mate Pty Ltd	Provision of Painting Works - Panel	\$205,000
Micks Painting Pty Ltd	Provision of Painting Works – Panel	
Workzone Pty Ltd	Provision of Painting Works – Panel	
OSSA Services Pty Ltd	Provision of Painting Works - Panel	
Pro-Asset Painting Maintenance Pty Ltd	Provision of Painting Works - Panel	

## Contracts Engagements Greater than \$150,000

A&L Pipe Eye T/A All About Pipes	Supply of Services CCTV (condition assessment) and Stormwater Maintenance	\$270,000	
Aqua Assets Pty Ltd	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
Barry Bros Specialised Services Pty Ltd	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
CMS Surveys Pty Ltd	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
Envirocivil NSW Pty Ltd	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
ITS Trenchless Pty Ltd	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
John Tomson Contracting Pty Ltd t/A Pipe Solutions	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
RA Bell & Company Pty Ltd T/A Bell Environment	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
Total Drain Cleaning Services Pty Ltd	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
Vekta Pty Ltd	Supply of Services CCTV (condition assessment) and Stormwater Maintenance		
Veolia Water Network Services Pty Ltd	Supply of Services CCTV (condition assessment) and Stormwater Maintenance	\$250,000	
Kelbon Project Services Pty. Ltd.	Minor Capital Works		
Northern Fencing Specialists Pty Ltd	Minor Capital Works		
Northshore Paving Pty. Ltd.	Minor Capital Works		
OZPAVE (Australia) Pty. Ltd.	Minor Capital Works		
Pavelink Pty Ltd	Minor Capital Works		
Roadwork Solutions Pty Ltd	Minor Capital Works		
Stateline Asphalt Pty Ltd	Minor Capital Works		
Sydney Marina Contracting Pty Ltd	Design and construction of Commuter Wharf at Church Point		\$507,353
Guardian Property Services Pty Ltd	Provision of Cleaning Services for council offices and buildings		\$247,839

# Statutory Statements

## Contracts Engagements Greater than \$150,000

Grace Records Management (Australia) Pty Ltd	Provision of Records Management Services	\$117,000
Wendgold Pty Ltd	Construction of cabins at Sydney Lakeside Holiday Park	\$1,043,550
AGL Sales Pty Limited	Provision of Electricity to large sites and street lighting	\$4,300,000

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

The total payments made during 2011/2012 was \$271,245

### Mayoral & Councillors Fees - 2011/12

Mayor	\$35,559
Councillors	\$146,579
Sub-total	\$182,138

### Provision of facilities and payment of Councillors expenses - 2011/12

Membership Fees - Local Government Association	\$33,144
Attendance of councillors at conferences and seminars	\$13,593
Council / Committee sustenance	\$12,356
Travel expenses	\$6,595
Provision of dedicated office equipment / support to councillors	\$5,579
Subscriptions / Contributions / Donations	\$4,150
Telephone calls made by councillors	\$3,425
Training of councillors and provision of skill development	\$3,400
Advertising	\$2,011
Interstate visits by councillors, including transport, accommodation and other out of pocket expenses	\$1,906
Stationery and printing	\$1,496
Miscellaneous expenditure	\$1,452
Overseas visits by councillors, including transport, accommodation and other out of pocket expenses	\$ Nil
Expenses of any spouse, partner or other person who accompanied a councillor	\$ Nil

### Provision of facilities and payment of Councillors expenses - 2011/12

Provision of care for a child or an immediate family member of a councillor	\$ Nil
Sub-total	\$89,107

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

### Clause 217 (a9)

EEO Plan was met via the following actions in 2011/12:

#### EEP Plan

- Plan reviewed and updated

#### Staff Development

- Ongoing Anti-Discrimination and Harassment prevention training/awareness sessions for supervisors and staff
- Training opportunities accessible to all staff via intranet and supervisors
- Core values reviewed by cross section of staff and new values to be launched in late 2012. Behaviours are measured as key part of performance review process
- Educational Assistance Guidelines revised
- EEO Guidelines outlined to new staff at induction
- Mentoring training for numerous female staff
- Pittwater Women's Network remains strong with a high attendance at a number of forums/meetings
- Online exit interview process implemented
- Results of Staff Survey conducted in 2011 evaluated and Organisation Development Program completed
- Parental Leave guidelines updated
- Nominated female staff attend regular Senior Management Team meetings
- Career Development Program continuing, providing tailored career development opportunities.

# Statutory Statements

## Website

- Improvements to Pittwater Council's website continues
- 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
- WHS documents reviewed and reorganised on the intranet.

## Traineeships

- 1 Ranger completed Certificate IV
- 4 Customer Service staff completed traineeships in Certificate IV Business Administration
- 1 Corporate Development staff member completed Cert IV Business Administration
- 3 Records staff members completed TAFE qualification in Records
- 1 Children's Services staff member completed TAFE qualification
- 1 Customer Service staff member completed Front Line Management qualifications.

## Training

- 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 2011/12 Performance Appraisal
- Career Development Program continued
- Managing People Program successfully implemented.

## Leadership Training

- Senior Cultural Development Program continued with a focus on values and achievement focused culture

- Management Challenge promoted across the organisation with increased interest and Pittwater entering their own team
- Coaching provided to selected members of the management team.

## Work experience

Pittwater Council provided three secondary students and one tertiary student 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 2012

Workforce Age	Number of Full Time employees		Number of part time employees	
	Male	Female	Male	Female
15 – 19	1	2	0	0
20 – 29	8	23	1	1
30 – 39	31	27	0	11
40 – 49	43	10	3	27
50 – 59	44	19	0	21
60+	30	10	1	8
<b>Total Headcount</b>	<b>157</b>	<b>91</b>	<b>5</b>	<b>68</b>
<b>Full Time Equivalent (35hr/week)</b>	<b>157</b>	<b>91</b>	<b>3.17</b>	<b>41.38</b>

Gender	Male	Female	Total
Executive level	3	0	3
Manager	10	1	11
Other staff	149	158	307
<b>Headcount Total</b>	<b>162</b>	<b>159</b>	<b>321</b>
<b>Full Time Equivalent (35hr/week)</b>	<b>160.17</b>	<b>132.38</b>	<b>292.55</b>

## 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 2012.

# Statutory Statements

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

Expenditure on Legal Proceedings for the twelve months to 30 June 2012 amounted to \$1,379,707.

Description	Amount (\$)	Result
14 - 18 Boondah Road Warriewood	\$243,579	L
6 Polo Avenue Mona Vale	\$216,424	C
21 Bungan Street Mona Vale	\$143,575	W
38-40 St Andrews Gate Elanora Heights	\$127,276	L
76 Wallumatta Road Newport	\$127,085	C
1A Currawong Beach Currawong Beach	\$102,353	D
48 Old Barrenjoey Road Avalon	\$57,312	W
223 Plateau Road Bilgola Plateau	\$50,377	O
325 Barrenjoey Road & 3 Seaview Avenue Newport	\$42,180	D
359 - 365 Barrenjoey Road Newport	\$27,323	N
35 / 37 Seaview Avenue Newport	\$25,271	N
10 Bynya Road Palm Beach	\$20,208	N
20 Chiltern Road Ingleside	\$20,083	N
12 Northview Road Palm Beach	\$19,182	D
84 Nareen Parade North Narrabeen	\$17,158	W
1030 Barrenjoey Road Palm Beach	\$12,354	N
3 Beaconsfield Street Newport	\$11,998	C
278 Whale Beach Road Whale Beach	\$11,740	N
2 Valley View Circuit Warriewood	\$10,768	N
979 Barrenjoey Road Palm Beach	\$10,660	W
47 Vineyard Street Mona Vale	\$10,042	C
64 Avalon Parade Avalon	\$9,529	D
2 Bilgola Terrace Bilgola Beach	\$9,358	C
30 Rednal Street Mona Vale	\$7,859	N
13 Ruskin Rowe Avalon	\$7,717	C
13A & 15 Maralinga Avenue Elanora Heights	\$7,427	N
Description	Amount (\$)	Result
254 Powderworks Road Ingleside	\$5,485	N
18 Ross Smith Parade Great Mackerel Beach	\$4,247	C
143 Garden Street North Narrabeen	\$2,718	C
19 Sunnyridge Place Bayview	\$2,607	D

45 McCarrs Creek Road Church Point	\$2,590	C
88 Binburra Road Avalon	\$2,572	C
10 Terama Street Bilgola Plateau	\$2,009	C
8 Oceania Crescent Newport	\$1,890	N
95 Hudson Parade Clareville	\$1,577	N
32 Grandview Drive Newport	\$1,304	N
161 McCarrs Creek Road Church Point	\$1,293	C
40 Nullaburra Road Newport	\$1,036	N
5 - 7 Careel Head Road Avalon	\$400	N
19 Ross Smith Parade Great Mackerel Beach	\$380	N
2 Lido Avenue North Narrabeen	\$371	N
122 & 122A Crescent Road Newport	\$240	W
52 Annam Road Bayview	\$150	N
<b>TOTAL</b>	<b>\$1,379,707</b>	

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	5
Negotiated	18
Loss	2
Continuing	12
Upheld Consent Orders	1
Upheld with Amended Plans	0
Discontinued	5
<b>Total</b>	<b>43</b>

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

There were two overseas visits undertaken by Councillors, Council staff or other persons representing the Council for the year ending 30 June 2012.

In February 2012 the General Manager received a funded trip as President of the NSW Local Government

# Statutory Statements

Managers Association to attend the three day event: 2011 League of California Cities, City Managers Department meeting in Indian Wells, California.

In June 2012 Council made a \$750 contribution to Tamara Harding-Sloper for the purpose of representing Council in furthering the Soibada – Pittwater friendship agreement.

In July 2012 the Social, Community & Economic Development Co-ordinator attended the Senior Executives in Local and State Government Program at Harvard University, USA. The study program was fully funded (from the 2011/12 budget period) by Council as part of its Career Development Program for staff.

## 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:

- Transport, in particular lobbying for network improvements including public transport and park and ride facilities
- Regional procurement, in particular tender for purchase of bulk materials and services
- 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.

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 management (Pittwater and Warringah Councils)
- Hawkesbury Nepean Catchment Management Authority and 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 2011/12	
Pensioners under Section 575 LGA (1993)	\$694,488
Pensioners under Section 582 LGA (1993)	\$ 33,397
Other Abandonments	\$ 30,604
Sub total	\$758,489
Extra Charges	\$ 21,493
<b>TOTAL</b>	<b>\$779,982</b>

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

Council has three senior staff as defined by the Local Government Act (General Manager, Director-Urban and Environmental Assets and Director-Environmental Planning and Community). 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 2012 were as follows:



# Statutory Statements

## Senior Staff payments

General Manager	
Salary	\$312,559
Superannuation	\$ 8,130
Fringe Benefits Tax	\$ 9,729
<b>TOTAL</b>	<b>\$350,418</b>
Senior staff	
Salary	\$399,664
Superannuation	\$ 65,909
Fringe Benefits Tax	\$ 1,9120
<b>TOTAL</b>	<b>\$484,694</b>

## 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 2011/2012
Actual Income Received	\$ 554,297
Actual Interest	\$ 10,367
Total Income 2011/2012	\$ 564,664
Balance in Reserve to be brought forward	\$ 45,273

# Statutory Statements

Expenditure		
Description of Stormwater Works under the Stormwater Management Services Charge (SMSC) Levy	Expenditure from the SMSC Levy	Status (% Complete)
<b>Stormwater Capital Works and Infrastructure Improvements – Minor Catchments</b>		
Plateau Road, Bilgola Plateau	\$23,249	100%
Pipeline Adjustments	\$45,056	100%
Grandview Parade, Newport	\$24,160	100%
Crescent Road Newport	\$17,056	100%
De Lauret Avenue, Newport Stormwater Rehab	\$11,360	100%
<b>Stormwater Asset Management - CCTV Condition Assessment</b>		
Mona Vale Golf Course Catchment	\$42,014	100%
Narrabeen Creek Catchment	\$47,319	100%
Careel Creek Catchment	\$10,772	100%
Stormwater Quality Device Improvements and Cleanout	\$ 174,806	100%
Stormwater Harvesting and Re-use	\$ 40,000	100%
<b>Stormwater Capital Works/Emergency Works</b>		
Woorarra Avenue, Elanora Heights	\$55,581	100%
The Knoll, Avalon	\$20,558	100%
Park Street, Mona Vale Road Drainage Stage 2	\$47,249	100%
Community and Industry - Stormwater Pollution Education	\$5,453	100%
Stormwater Planning/Mapping	\$ 9,141	100%
Total Expenditure 2011/2012	\$ 573,774	100%

In accordance with the requirements of the Local Government Amendment (Stormwater) Act 2005 Act, Council has the option to raise additional revenue through the SMSC provided Council maintains the expenditure (through general fund income) in providing an equivalent level of service before the implementation of the SMSC. This expenditure basis is \$655,883 per annum, based upon the 5 years (2002 to 2007) prior to the implementation of the SMSC. Council's expenditure in 2011/2012 on stormwater management through Council's general funds was \$908,646. As at 30 June 2012, the average general fund expenditure since the implementation of the SMSC levy was \$688,361. This represents \$32,478 over the required long term expenditure average.

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

Resolutions made during the year ended 30 June 2012 under s67(2)(b) ("Private Works") – Nil



## Section 5 - Financial Information

This section outlines the Councils audited financial statements for the year ended 30 June 2012

# Financial Information

## Statement of Financial Performance

Income Statement			
Original Budget 2012 \$'000	For the year ended 30 June 2012	Actual 2012 \$'000	Actual 2011 \$'000
	Revenue		
43,855	Rates & Annual Charges	43,568	41,399
12,238	User Charges & Fees	13,813	12,860
1,355	Interest & Investment Revenue	1,911	1,683
2,828	Other Revenues	3,354	3,534
3,818	Grants & Contributions provided for Operating purposes	5,134	4,095
3,534	Grants & Contributions provided for Capital purposes	9,439	5,497
	Other Income		
160	Net gains from the disposal of assets	90	304
290	Net share of interests in Joint Ventures & Associated Entities using the equity method	1,274	608
	<b>Total Income from Continuing Operations</b>	<b>78,583</b>	<b>69,980</b>
	Expenses from Continuing Operations		
26,397	Employee Benefits & On-Costs	26,171	24,879
618	Borrowing Costs	487	544
13,811	Materials & Contracts	16,501	15,331
8,101	Depreciation & Amorisation	8,025	8,098
	Impairment	-	-
15,575	Other Expenses	16,854	14,962
64,502	<b>Total Expenses from Continuing Operations</b>	<b>68,038</b>	<b>63,814</b>
3,576	Operating Result from Continuing Operations	10,545	6,166
3,576	Net Operating Result for the Year	10,545	6,166
3,576	Net Operating Result attributable to Council	10,545	6,166
-	Net Operating Result attributable to Minority Interests	-	-
42	Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,106	669

## Statement of Financial Position

Balance Sheet	Actual 2012 \$'000	Actual 2011 \$'000
<b>CURRENT ASSETS</b>		
Cash & Cash Equivalents	11,692	1,994
Investments	22,530	22,267
Receivables	4,122	4,546
Inventories	56	57
Other	335	300
Non Current Assets held for sale	-	4,625
<b>TOTAL CURRENT ASSETS</b>	<b>38,735</b>	<b>33,789</b>
<b>NON-CURRENT ASSETS</b>		
Receivables	883	870
Infrastructure Property, Plant and Equipment	1,017,013	1,002,601
Investments Accounted for using the Equity Method	6,467	5,494
Investment Property	1,750	1,750
Intangible Assets	3,093	3,234
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,029,206</b>	<b>1,013,949</b>
<b>TOTAL ASSETS</b>	<b>1,067,941</b>	<b>1,047,738</b>
<b>CURRENT LIABILITIES</b>		
Payables	6,581	3,791
Borrowings	955	881
Provisions	7,189	6,191
<b>TOTAL CURRENT LIABILITIES</b>	<b>14,725</b>	<b>10,863</b>
<b>NON-CURRENT LIABILITIES</b>		
Payables	-	-
Borrowings	7,160	5,715
Provisions	155	155
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>7,315</b>	<b>5,870</b>
<b>TOTAL LIABILITIES</b>	<b>22,040</b>	<b>16,733</b>
<b>NET ASSETS</b>	<b>1,045,901</b>	<b>1,031,005</b>
<b>EQUITY</b>		
Retained Earnings	995,419	984,874
Revaluation Reserves	50,482	46,131
Council Equity Interest	1,045,901	1,031,005
Minority Equity Interest	-	-
<b>TOTAL EQUITY</b>	<b>1,045,901</b>	<b>1,031,005</b>

# Financial Information

## Statement of Changes in Equity

For the year ended 30 June 2012	Retained Earnings		Reserves		Council Equity Interest		Total Equity	
	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000
Opening Balance (as per last years audited accounts)	1,952,721	1,263,297	46,131	46,131	1,998,852	1,309,428	1,998,852	1,309,428
a. Correction of prior period errors	-	-	-	-	-	-	-	-
b. Changes in accounting Policies (prior year effects)	(695,590)	(278,423)	-	-	(695,590)	(278,423)	(695,590)	(278,423)
Revised opening balance (as at 1/7/10)	1,257,131	984,874	46,131	46,131	1,303,262	1,031,005	1,303,262	1,031,005
c. Net Operating Result for the year	6166	10,545	-	-	6166	10,545	6166	10,545
d. Other comprehensive Income	-	-	-	4,351	-	4,351	-	4,351
Total Comprehensive Income (c+d)	6,166	10,545	-	4,351	6,166	14,896	6166	14,896
Equity - Balance at end of the reporting period	1,263,297	995,419	46,131	4,351	1,309,428	1,045,901	1,309,428	1,045,901

## Statement of Cash Flows

Original Budget 2012 \$'000	For the year ended 30 June 2011	Actual 2012 \$'000	Actual 2011 \$'000
	<b>Cash Flows from Operating Activities</b>		
	<i>Receipts:</i>		
43,746	Rates & Annual Charges	43,387	41,083
12,238	User Charges & Fees	14,996	13,684
1,355	Investment & Interest Revenue Received	1,939	1,673
7,352	Grants & Contributions	15,447	9,414
	Bonds, Deposits & retention amounts received	499	664
2,828	Other	6,312	5,727
	<i>Payments:</i>		
(26,769)	Employee Benefits & On-Costs	(25,127)	(24,795)
(13,946)	Materials & Contracts	(15,982)	(17,090)
(618)	Borrowing Costs	(487)	(544)
-	Bonds & Deposits Refunded	(590)	(730)
(16,253)	Other	(19,078)	(15,874)
9,933	Net Cash provided (or used in) Operating Activities	21,316	13,211
	<b>Cash Flows from Investing Activities</b>		
	<i>Receipts:</i>		
-	Sale of Investment Securities	21,575	14,947
1,355	Sale of Infrastructure, Property, Plant & Equipment	1,190	1,094
290	Distributions Received from Joint Ventures & Associates	302	287
	<i>Payments:</i>		
-	Purchase of Investment Securities	(21,762)	(20,750)
(12,420)	Purchase of Infrastructure, Property, Plant & Equipment	(14,441)	(9,230)
(10,775)	Net Cash Provided (or used in) Investing Activities	(13,137)	(13,652)
	<b>Cash Flows from Financing Activities</b>		
	<i>Receipts:</i>		
2,400	Proceeds from Borrowing Advances	2,400	-
	<i>Payments:</i>		
(949)	Repayment of Borrowings & Advances	(855)	(800)
-	Repayment of Finance Lease Liabilities	(26)	(25)
1,451	Net Cash Flow provided (used in) Financing Activities	1,519	(825)
<b>609</b>	<b>Net Increase/Decrease in Cash &amp; Cash Equivalents</b>	<b>9,698</b>	<b>(1,266)</b>
5,123	plus: Cash & Cash equivalents - beginning of the reporting period	1,994	3,260
<b>5,732</b>	<b>Cash &amp; Cash Equivalents - end of the reporting period</b>	<b>11,692</b>	<b>1,994</b>
15,506	plus: Investments on hand - end of year	22,530	22,267
<b>21,238</b>	<b>Total Cash, Cash Equivalents &amp; Investments</b>	<b>34,222</b>	<b>24,261</b>

# Financial Information

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

	Actual 2012		Actual 2011	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
<b>Cash &amp; Cash Equivalents (Note 6a)</b>				
Cash on hand and at bank	6,992	-	194	-
Cash-Equivalent Assets - Short Term Deposits	4,700	-	1,800	-
<b>Total Cash &amp; Cash Equivalents</b>	<b>11,692</b>	<b>-</b>	<b>1,994</b>	<b>-</b>
<b>Note 6 (b-i) Reconciliation of Investments classified as "At Fair Value through the Profit &amp; Loss"</b>				
Balance at the Beginning of the Year	1,017	-	2,279	-
Revaluations (through the income statement)	76	-	185	-
Disposals (sales & redemptions/maturities)	(825)	-	(1,447)	-
<b>Balance at End of Year</b>	<b>268</b>	<b>-</b>	<b>1,017</b>	<b>-</b>
Comprising:				
- CDO's	268	-	517	-
- Other Long Term Financial Assets	-	-	500	-
<b>Total</b>	<b>268</b>	<b>-</b>	<b>1,017</b>	<b>-</b>
<b>Note 6 (b-ii) Reconciliation of Investments classified as "Held to Maturity"</b>				
Balance at the Beginning of the Year	21,250	-	14,232	-
Additions	21,762	-	20,750	-
Impairment (loss)/prior loss reversal (via P&L)	-	-	(232)	-
Disposals (sales & redemptions)	(20,750)	-	(13,500)	-
<b>Balance at the End of Year</b>	<b>22,262</b>	<b>-</b>	<b>21,250</b>	<b>-</b>
Comprising:				
- Long Term Deposits	21,762	-	20,750	-
- CDO's & Structured Notes	500	-	500	-
<b>Total</b>	<b>22,262</b>	<b>-</b>	<b>21,250</b>	<b>-</b>
<b>Total Cash, Cash Equivalents &amp; Investment Securities</b>	<b>34,222</b>	<b>-</b>	<b>24,261</b>	<b>-</b>
attributable to:				
External restrictions	14,918	-	9,684	-
Internal Restrictions	12,742	-	12,426	-
Unrestricted	6,562	-	2,151	-
<b>Total</b>	<b>34,222</b>	<b>-</b>	<b>24,261</b>	<b>-</b>

## Note 13 - Statement of Performance Measurement

### a) Unrestricted Current Ratio

		Indicator 2012	2011	2010
Current Assets less all External Restrictions	23,492			
Current liabilities less Specific Purpose Liabilities	9,206	2.55	3.47	3.81

### b) Debt Service Ratio

		Indicator 2012	2011	2010
Debt Service Cost	1,368			
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/contributions	66,486	2.06%	2.20%	2.7%

### c) Rate & Annual Charges Coverage Ratio

		Indicator 2012	2011	2010
Rates & Annual Charges	43,568			
Revenue from Continuing Operations	78,583	55.44%	59.16%	63.01%

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

		Indicator 2012	2011	2010
Rates, Annual & Extra Charges Outstanding	2,529			
Rates, Annual & Extra Charges Collectible	46,039	5.49%	5.23%	4.95%

### e) Building and Infrastructure Renewals Ratio

		Indicator 2012	2011	2010
Asset Renewals	3,414			
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	4,743	71.98%	74.85%	64.35%

# Appendices & Links

## Appendices

### General Purpose & Special Purpose Financial Reports (Year Ended 30 June 2012)

#### 2008-2012 End of Term Report

## Links

### Pittwater Council [www.pittwater.nsw.gov.au](http://www.pittwater.nsw.gov.au)

- Audited Financial Reports: [http://www.pittwater.nsw.gov.au/council/publications/financial\\_reports](http://www.pittwater.nsw.gov.au/council/publications/financial_reports)
- Annual Reports: [www.pittwater.nsw.gov.au/council/publications/annual\\_report](http://www.pittwater.nsw.gov.au/council/publications/annual_report)
- Community Profile: [www.pittwater.nsw.gov.au/community/community\\_profile](http://www.pittwater.nsw.gov.au/community/community_profile)
- Council Information: [www.pittwater.nsw.gov.au/council/council\\_information](http://www.pittwater.nsw.gov.au/council/council_information)
- Delivery Plan: [www.pittwater.nsw.gov.au/council/publications/delivery\\_plan](http://www.pittwater.nsw.gov.au/council/publications/delivery_plan)
- State of the Environment: [www.pittwater.nsw.gov.au/environment/soe](http://www.pittwater.nsw.gov.au/environment/soe)
- Community Strategic Plan: [http://www.pittwater.nsw.gov.au/council/publications/Pittwaters\\_Strategic\\_Framework](http://www.pittwater.nsw.gov.au/council/publications/Pittwaters_Strategic_Framework)
- Narrabeen Lagoon Watch website: [http://mhl.nsw.gov.au/www/lw\\_start.html](http://mhl.nsw.gov.au/www/lw_start.html)

### Department of Local Government: [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)

### Department of Planning & Infrastructure: [www.planning.nsw.gov.au](http://www.planning.nsw.gov.au)

**Contact Details:**

w: [www.pittwater.nsw.gov.au](http://www.pittwater.nsw.gov.au)

e: [pittwater\\_council@pittwater.nsw.gov.au](mailto:pittwater_council@pittwater.nsw.gov.au)

t: 02 9970 1111 (24 hours)

f: 02 9970 71200

**Customer Service Centres:**

1 Park Street, Mona Vale or;

59a Old Barrenjoey Road, Avalon

PO Box 882, NSW1660



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aboutPittwater



PITTWATER COUNCIL