



Pittwater Council Annual Report

2012 - 2013

pittwater.nsw.gov.au

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Section 1 - Overview

Introduction

Pittwater's annual report for the 2012-2013 financial year shows that the Council is delivering on the community strategic plan Pittwater 2025 and is in a very sound financial position.

The financial result for the year delivered a balanced budget with an operating surplus of \$2,407,000. .

This year approximately \$13.3 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:

- › A significant water savings initiative with the construction of a multi-sport synthetic playing field at Narrabeen Sports High School.
- › Captured and contained the asbestos sea wall at Currawong and built a new wall in front.
- › Overhead electrical power lines were replaced at Currawong with underground power lines, improving the safety and aesthetics of the area.
- › New lighting was installed to the path way between Avalon Skate Park and North Avalon car park.
- › A new playground a was completed in Warriewood Valley.
- › New upgraded play equipment was installed in Coleena Reserve Elanora Heights, Koala Reserve Hitchcock Park and Coronation Reserve.
- › Dinghy storage at Botham Beach was completed.
- › Watercraft storage at Clareville Beach was completed.
- › All major projects within the Capital Improvement Program were completed with the exception of Palm Beach Wharf which is awaiting further funding and the Church Point Seawall which requires agreement on the preferred option before work can commence.
- › New steps have been provided on the coastal walkway at Bilgola Beach.
- › A link has been created between Warriewood and Ingleside through Ingleside Chase Reserve.

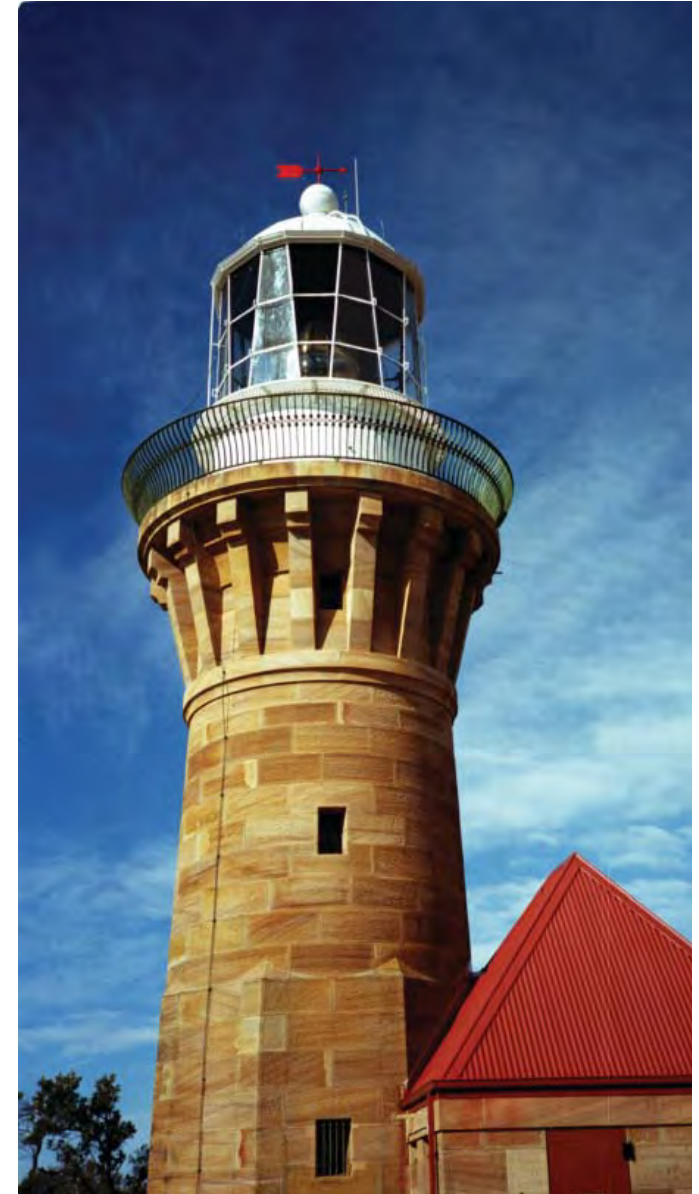
- › 40% of the child proof balustrade in the Warriewood wetlands has been replaced.
- › Amenities were upgraded at Bilgola Beach.
- › Surf club maintenance was carried out at Warriewood Beach and Whale Beach. Repairs were also made to Whale Beach rock pool.
- › Restoration and rehabilitation works were undertaken in 92 natural bushland reserves which included noxious and environmental weed control.

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:

- › The first Pittwater Volunteer Expo in May in conjunction with the Pittwater Food and Wine Fair.
- › In July 2012, Council adopted the 3rd Social Plan for Pittwater - Live. Connect. Participate.
- › Pittwater Council has agreed to be part of the consortium (lead by Health NSW) to establish and deliver a new "headspace" centre for young people across the Northern Beaches.
- › A Community Greenhouse Gas Emissions Reducation Strategy commenced this year with the development of a Project Plan and delivery of several community education and engagement activities around sustainable energy.

Full details of all Pittwater Council's activities during the 2012-2013 financial year can be found in the annual report, along with the audited financial statements and statutory reports required under the Local Government Act.



Overview

Our Strategic Direction

Pittwater's 2025 Strategic Plan

The Strategic Plan articulates the community vision for what Pittwater should be like in 2025 and outlines five interlinked and interdependent key directions which represent the pillars of sustainability. Under the five key directions, there are 12 strategies that have been developed which outline the community's objectives to work towards, community indicators that will measure our progress as well as challenges and opportunities which highlight the context in which we are operating. Further information on Pittwater 2025 can be found at www.pittwater.nsw.gov.au/council/publications.

Pittwater Council's Delivery Program

Pittwater's Delivery Program and Budget flows on from Pittwater 2025 and provides Council with a delivery program to achieve the community vision. The Delivery Program follows the same framework of the Strategic Plan, including 12 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 for 2013/14, 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
- › Traffic & Transport Strategy

Key Direction 2 - Valuing & Caring for Our Natural Environment

- › Beach & Coastal Management Strategy
- › Catchment Management Strategy
- › Flora & Fauna Management Strategy

Key Direction 3 - Enhancing our Working and Learning

- › Community Education & Learning Strategy
- › Economic Development Strategy

Key Direction 4 - Leading an Effective & Collaborative Council

- › Land Use & Development Strategy
- › Town and Village Strategy

Key Direction 5 - Integrating our Built Environment

- › Corporate Management Strategy
- › Disaster, Emergency & Risk Management Strategy



Overview

Our Community

	Resident Population (Estimated)		Sydney Statistical Division
	Number	%	%
POPULATION, EXCLUDING OVERSEAS VISITORS			
Total population	57,154	100.0	100.0
Males	27,911	48.8	49.2
Females	29,243	51.2	50.8
POPULATION CHARACTERISTICS			
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
HOUSEHOLDS & DWELLINGS			
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.

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 Estimated Resident Population of Pittwater Council area in 2012 was 60,974, living in 20,588 households with an average household size of 2.7 people. Since the 2011 Census it is estimated that the population increased by 714. 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.

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	Number	%	%
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Total population	57,154	100.0	100.0
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Overview

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

Age Group	Pittwater %	SHOROC Councils %	Sydney Statistical District %
0 - 4	6.8	7.1	6.8
5 - 11	9.6	9.2	8.7
12 - 17	7.8	7.1	7.4
18 - 24	7.1	12.5	9.6
25 - 34	8.6	23.8	15.4
35 - 49	22.2	23.8	21.9
50 - 59	14.6	12.4	12.2
60 - 69	11.8	9.9	8.9
70 - 84	8.8	8.3	7.1
85 +	2.7	2.6	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 (22.2%) compared with SHOROC (23.8%)
- › The percentage of over 60 year olds within Pittwater (23.3%) is greater than that of SHOROC (20.8%) as well as Sydney (17.8%)

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 for this age group being located outside the Pittwater Local Council area.



Overview

Our Councillors

Pittwater Council is divided into three Wards - Northern, Central and Southern with three Councillors representing each ward. Our Councillors are the voice of the Pittwater Community 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 km². On 2 March 1788 Captain Arthur Phillip, first governor of NSW, explored the southern arm of Broken Bay. He described this waterway as “the finest piece of water I ever saw” and named it ‘Pitt Water’ in honour of William Pitt, The Younger, who was then Prime Minister of England.

How we were formed

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

About Pittwater

Pittwater is 125 km² in size (including the waterway). The landform is unique with a diverse range of terrain, due to its land mass being located entirely on a peninsula. Pittwater comprises nine beaches with seven ocean rockpools, rugged headlands and sandstone sea cliffs, tranquil waterways and native bushland including two National

Parks, with pockets of rainforest. There are also extensive wetlands providing sanctuary to many bird species, and rock platforms providing habitat for a wide range of marine life. Pittwater honours and respects the spirits of the Guringai people and acknowledges their traditional custodianship of the Pittwater area.

Vision

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

2013-2017 Councillors*

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



Bob Grace



Selena Griffith



Alex McTaggart

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



Sue Young



Ian White



Kylie Ferguson

(Warriewood, Ingleside, Elanora Heights, North Narrabeen)



Jacqueline Townsend



Julie Hegarty

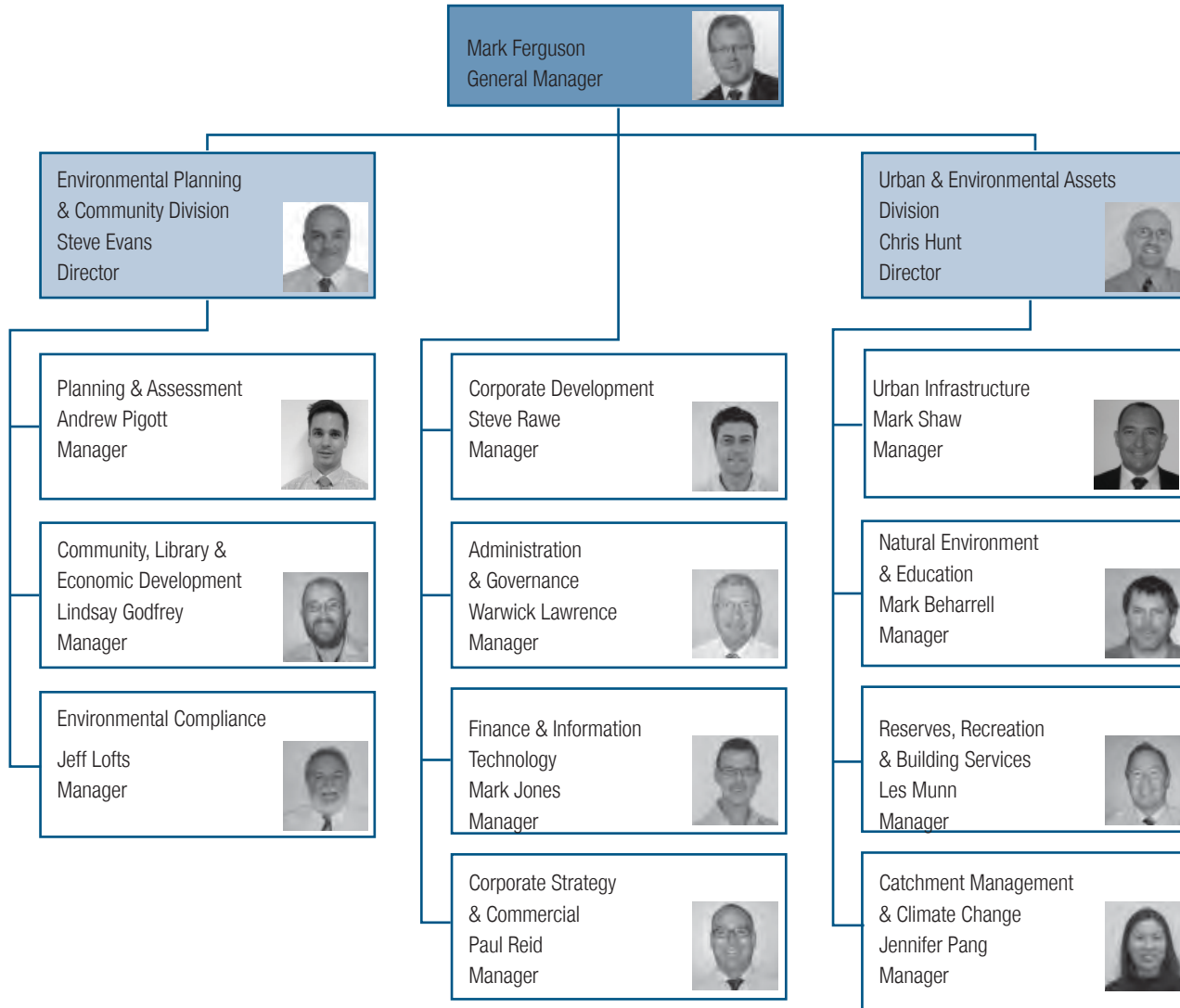


Kay Millar

* Note: the new Council was elected in September 2012

Overview

Our Council



Values

Service

Achieve excellent customer service and strive to exceed

Communication

Communicate openly and clearly; listen to others

Wellbeing

Seek wellbeing in both work and personal lives

Integrity

Act honestly and transparently and maintain confidentiality

Leadership

Learning, coaching, mentoring, everyone as a leader-inspire others

Respect

Respect and value others and work as a team

Where Your Council Dollar Goes Each Year

Supporting & Connecting our Community

32ha playing fields for active **sports** groups • management of storage facilities for dinghies and large boats • accommodation, services & leisure guides for **older people** • processing of 186 applications for filming on public land • processing of applications for reserve, beach and rockpool bookings • **lifesaving** & lifeguard activities • **before and after school and vacation** care for children • information brochures on community facilities, community development opportunities and children's services • management of **community centres** • organisation of citizenship ceremonies • early childhood centres • long day care and occasional care for children • organisation of community service awards • assessment of 33 **heritage** DAs • 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 • **family day care** •

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 210 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 • management of 12 endangered **ecological communities** • fox and rabbit baiting in reserves • management of bushfire and natural hazard risks • management of domestic animals, including 5,522 registered dogs based on a 5 year average from the companion animal register • management and weeding of over 400 hectares of **bushland reserves** • collection of 8,424 tonnes of recyclable material and 11,287 tonnes of **domestic waste** • collection of 956 tonnes of waste from parks & reserves • collection of vegetation • calculation of greenhouse gas emissions and abatement actions • 16 environmental walks/talks

• **annual inspections** of 600 septic tanks & aerated waste water treatment systems • maintenance of gross **pollutant traps** • collection of 2,061 tonnes of general cleanup waste plus 41 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** • 4,163 visits per week to Mona Vale library • council's **website** managed and upgraded • provision of storytime for pre-schoolers each week • 11 author talks per year • 5 movie nights held • 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 284 food retail outlets • management of 75 **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 school holiday programs • **economic development** and planning • management of **coastal environment centre** •

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 67,539 telephone calls • processing of 22,238 registered customer enquiries • **information** stalls at community market days • distribution of 5 **newsletters** to all ratepayers • issuing of new resident letters • distribution of information fact sheets • registering 46,049 documents • processing of 49 formal and 583 informal **GIPA** requests • 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 approximately 23,000 properties • workforce planning, recruitment training, WH&S and industrial services to council, workers compensation and payroll • support to **councillors and mayor** • support to council meetings and committees • regular pittwater advertising in local media • processing of **freedom of information** applications • handling 246 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 54 **carparks** • maintenance of 15 large developed parks • management of 28 public **wharves and jetties** • development and implementation of environmental planning policies • assessment and regulation of 668 **development applications** • maintenance of 59 **playgrounds** • funding for 4,200 **streetlights** • assessment and issuing of 121 building and 2,327 **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 a range of community assets and commercial operations, including Sydney Holiday Park, Currawong, Avalon Golf Course, Narrabeen Driving Range, restaurants (such as Dunews at Governor Phillip Park) and cafes (Flying Fox at Winnererremy, Bumbalino at Bilgola Beach) • investigation and planning for the Ingleside urban land release area • electronic planning and land use information •



Section 2 - Delivery Program Action Updates

Key Direction 1 - Supporting & Connecting Our Community

2012/2013	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	4,379,547	4,479,728
Other Employee Costs	1,256,444	1,337,687
Materials and Contracts	1,788,919	1,677,141
Depreciation	726,266	1,086,443
Interest	4,009	4,560
Other Costs	2,208,148	2,166,128
Total Operating Expenditure	10,363,333	10,751,688
Capital Expenditure		
Capital Asset Acquisitions	280,235	298,663
Capital Works Programs	2,696,746	3,106,035
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	2,976,981	3,404,698
Income (Operating & Capital)		
User Fees	(2,034,711)	(2,011,190)
Fees and Charges	(746,938)	(731,913)
Grant Transfers	(1,053,973)	(1,167,013)
Contributions	(427,614)	(404,376)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(93,379)	(58,640)
Capital Assets Disposals	(9)	0
Total Income (Operating & Capital)	(4,356,625)	(4,373,132)
Transfers from Reserves	(2,588,833)	(4,054,509)
Transfers to Reserves	433,278	415,572
Net Cost (Funded by Rates)	6,828,136	6,144,316

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	90% of available childcare places across all services utilised	✓
Customer satisfaction with childcare centres	85% of customers satisfied or very satisfied with childcare centres	95% 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	89% of customers satisfied or very satisfied with community centres	✓
Maintenance standards for beach reserves	Maintenance standards for beach reserves met 90% of the time	Maintenance standards exceeded at 91%	✓

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Over the past 12 months, staff have worked on a range of initiatives supporting youth events, projects and programs, these include co-coordination of the 10th 24/7 Youth Film Festival with over 40 teams. Delivered 'Food for Thought' Program at two local high schools (a harm minimisation and community awareness program). Sponsored 2 local young people to attend the Youth Action Policy Association conference. Delivered 100 Young Pittwater People (YPP) 2013 Youth Week Event (photo competition). Conducted 2 specific youth consultations for the development of the new Community Strategic Plan. Staff have continued to conduct consultations with Student Representative Councils and strengthened relationships with local high schools. Staff continue to advocate for the needs of young people in Pittwater on a range of interagencies and working parties.
Building Communities	Develop a program of outdoor performances	Facilitate a number of outdoor events e.g.: food and wine festival, market days	100%	7 Palm Beach markets undertaken during 2012-13 with one wash out. Successful Food and Wine Fair held in May 2013, planning commenced for new Mona Vale Market Day in Nov 2013.
Building Communities	Develop a program to increase the level of volunteering, including support, training and integrated information	Develop and maintain an on-line interactive volunteer portal	0%	This action has not progressed due to alternative promotional and support methods being explored and trialled. The first Volunteer Expo was held in May, a successful model for connecting volunteer services with potential volunteers as well as raising the profile of volunteering overall.
Building Communities	Develop a program to increase the level of volunteering, including support, training and integrated information	Hold a volunteer expo	100%	The first Pittwater Volunteer Expo was delivered in May in conjunction with the Pittwater Food and Wine Fair. Over 20 organisations were provided a stall and resources to promote their organisations and volunteering opportunities. This method of connecting community to services was very successful with many of the services signing up new volunteers on the day.
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	100%	A total of 17 events were held this year integrating promotion of Bushcare groups and information about Backyard Bushcare, creation of habitat for local fauna, weeds and weed control. These events included plant giveaway stalls at markets and community planting day venues, Asparagus Fern Out days (AFODs), Food and Wine Fair, National Tree Day, weed information stalls, and promotion of Bushcare at information sessions such as those for Mental Health Week. Nineteen new Bushcare volunteers have been recruited this year Pittwater Bushcare is also working in partnership with Optus RockCorp and held 2 events attracting a total of 230 volunteers removing asparagus fern from Palm Beach dunes. RockCorps events will be held annually during the summer months. The 2012 Hawkesbury Nepean Catchment Management Authority (HNCMA) Environmental Volunteering Survey shows that attendance hours by volunteers at "one-off" events such as Bushcare Big Day Out, AFODs and National Tree Day has doubled since the last survey in 2009.
Building Communities	Develop programs to meet the needs of older residents and carers	Support local Community Transport organisations	100%	Staff have worked with the community and local service providers in monitoring the transport needs of the community.
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	100%	Participation and representation over the past 12 months on community network meetings and forums including Home and Community Care (HACC) subregional forums, community transport, local government aged and disability networks. Staff have ensured appropriate referrals to local service providers when contacted. Wide distribution and promotion of Services, Activities & Housing Directory for Seniors as well as information on local social and recreation options.

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Building Communities	Develop programs to meet the needs of older residents and carers	Contribute to the Northern Beaches Social inclusion working party	100%	Over the past 12 months the contributing organisations of the Northern Beaches Social Inclusion Working Party resolved to draw the working party to a close as aims and objectives had been reached. Social Inclusion will continue to be a priority and will be integrated within other social planning and community development initiatives.
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	100%	Over the past 12 months strong relationships have been maintained with the community sector and support has been provided when required. Staff have identified training and capacity building opportunities for local community groups. Staff continue the ongoing participation on the executive of Peninsula Youth Services as well as participating in other interagency forums.
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	100%	Council support to resident community groups with applications for grant funding was ongoing throughout the year. Activities included a Grant Writing Workshop; development of a Grants & Funding Web Page updated quarterly; one-on-one advice with Bushcare Volunteers by Council's Bushcare Officer and targeted distribution of information regarding funding rounds on specific topics to relevant community groups.
Building Communities	Establish a recognition program for outstanding members of the community	Continue the program to recognise outstanding members of the community	100%	Australia Day award program completed in January 2013. Continuing quarterly program of recognising a community member in local magazine also undertaken.
Building Communities	Facilitate and support local community organisations	Support a range of local community organisations	100%	Strong relationships were maintained with the community sector and support is provided when required.
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Increase mental health awareness	100%	Late 2012 the Federal Government announced a new 'headSpace' centre will be established on the Northern Beaches by the beginning of 2014. Pittwater Council has agreed to part of the consortium (lead by Health NSW) to establish and deliver this integral service for young people across the Northern Beaches.
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Investigate models of support and engagement for parents	100%	Over the past year, Council staff have consulted with 3 of the 4 local High Schools to explore options for parent engagement. Council supported two Mother / Daughter Breakfasts programs (community education) and has supported a number of not for profit organisations to deliver parent education and support programs in Pittwater.
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Work with community transport providers to expand services to meet the needs of the Pittwater community	100%	Council staff have continued to monitor the opportunities to work with local community transport providers to expand their services. Council supported Easy Transport and Community Aid through the recent Volunteer Expo promoting their services and attracting volunteer drivers.
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Work with MW General Practice Division to improve access to GP's and other allied health services	100%	Over the past 12 months Council staff have continued to monitor the trends associated with adequate access to health care services. Council staff have contributed to the consultative process undertaken by the newly established Medicare Local and will continue to work with them to address the community's health and wellbeing priorities.

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Work with regional community service providers to increase outcomes to the Pittwater community	100%	Over the past 12 months opportunities have continuously been monitored to increase access and availability of social support services for the community. Staff advocate and represent the Pittwater community's needs in a number of forums, working parties and interagencies. Staff have also worked with individual providers in developing appropriate strategies for local service delivery.
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Ongoing identification and listing of Aboriginal Heritage Items	100%	Ongoing work supported by Aboriginal Heritage Office.
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Support and encourage a variety of artistic exhibitions within Pittwater	100%	Avalon Recreation Centre, Newport Community Centre, Mona Vale Memorial Hall, Nelson Heather Centre, Ted Blackwood Narrabeen Youth and Community Centre and Elanora Heights Community Centre hosted a range of cultural events throughout the year. There were several theatrical productions held at Elanora Heights Community Centre and Newport Community Centre. Staff worked closely with Pittwater Community Arts, Artists & Craftsmen of Pittwater, Mona Vale Garden Club, Avalon Active Seniors, The Avalon Craft Cottage, Artfest, Artist Trail Exhibition, Wingala Lapidary Club, as well as numerous local artists in Pittwater.
Building Communities	Implement the Social Plan, Northern Sydney Aboriginal Plan (NSASP) and Cultural Plan	Develop and implement actions to respond to the 2012-2016 Social Plan	100%	In July 2012, Council adopted the 3rd Social Plan for Pittwater - Live. Connect. Participate. Actions that have been developed to respond to the priorities identified within the plan include - development of an Arts Paper, the development of a revitalisation program - Enliven Pittwater, youth mental health and wellbeing through the establishment of a Northern Beaches headSpace, Pittwater Volunteer Expo.
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	100%	During the year contributed suggestions for a range of health, allied health and community services infrastructure that could be incorporated into the planning of future health services on the Northern Beaches.
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.	100%	Over the past 12 months Council staff have supported a range of community events and activities; Big Air Skate Comp at Avalon, Childrens ArtFest, PCA in the development of 'Heartsong' Poetry Book, Guringai Festival, the Northside Aboriginal Artist and Craftspersons Exhibition. Council staff also developed and delivered 100 Young Pittwater People (YPP) a Youth Week initiative celebrating young people and their talents within Pittwater. Council staff have developed a revitalisation project 'Enliven Pittwater' to further enhance and bring vibrancy to our town and village centres.
Building Communities	Provide a range of community events that celebrate diversity & where we live	Provide guided tours (walks/ talks) of Pittwater's natural environment	100%	Pittwater Walks & Talks - During 2012/2013 there were 16 walks and talks in the Pittwater area. These were a combination of native wildlife such as birding and spotlighting, indigenous, natural bushland and coast and rock platform walks. All were well attended by members of the local community, adults and children alike
Building Communities	Provide a range of community events that celebrate diversity & where we live	Conduct citizenship ceremonies	100%	Citizenship ceremonies held = 5 Number of people naturalised = 237

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Maintained link to Guringai Festival Committee and local groups to deliver local activities within the festival program. Council staff supported the Northside Aboriginal Artists & Craftspersons Exhibition at Mona Vale Hall.
Building Communities	Provide an events calendar and targeted promotional campaigns to increase participation in community opportunities and events	Maintain the community consultation database	100%	Community consultation database has increased and now has approximately 2600 contacts spread over the seven categories.
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	100%	Events calendar continues to develop and gain popularity. The past 12 months has seen a growth in number of individuals updating the calendar. Calendar use continues to be promoted through social media.
Building Communities	Provide and promote widely accessible information on support services	Provide and promote widely accessible information on support services	100%	Staff have ensured relevant information is available to the community through a range of access points. Distribution of the Services, Activities & Housing Directory for Seniors, local service and recreation information as well as social and cultural activities and events. Note: From Monday 30 September 2013 Family Day Care will no longer be a service provided by Pittwater Council
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	100%	Information was provided to individuals, Early Childhood Health Services and schools on services in the Pittwater area e.g. 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. Note: From Monday 30 September 2013 Family Day Care will no longer be a service provided by Pittwater Council
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.	100%	New Regulations and Quality Standards have been imbedded in the service procedures and guidelines. Staff have undertaken additional training to ensure compliance with the standards. The Vacation Care programs have been well attended by children from a great variety of schools in Pittwater and children and parents have identified a strong satisfaction with the service. Note: From Monday 30 September 2013 Family Day Care will no longer be a service provided by Pittwater Council
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	100%	The new National Regulations and Quality standards are now embedded into the practice of all staff and Family Day Care Educators. The services were independently assessed and achieved a rating of 'Exceeding' the National Quality Standard. Note: From Monday 30 September 2013 Family Day Care will no longer be a service provided by Pittwater Council
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	100%	The new National Regulations and Quality requirements have now been integrated into all aspects of programming and planning. During the year numbers increased to 90 places four days per week. A trial of Before School Care commenced in February this year. Note: From Monday 30 September 2013 Family Day Care will no longer be a service provided by Pittwater Council

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	The Centre maintained near full utilisation throughout most of the year. Staffing has been difficult with replacement for maternity leave required. Significant progress has been undertaken in adapting the program to the new National Regulations and the curriculum document; the Early Years Learning Framework. The staff have enjoyed the learning challenges and have embraced the changes and worked closely to achieve better outcomes for children. Note: From Monday 30 September 2013 Family Day Care will no longer be a service provided by Pittwater Council
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	100%	All childcare services have worked very hard to adapt practices to meet the requirements of the new National Law and Regulations. Out of School Hours services have previously not been included in a Regulatory system so this has required significant changes for this sector. Preschools have not previously worked under a quality assessment system and this has required significant learning. Of concern in the area is the breadth of qualified early childhood staff, in particular qualified Teachers who are now required in most childhood services. The introduction of the 'My Child' website has made it easier for families to locate childcare services with vacancies. Note: From Monday 30 September 2013 Family Day Care will no longer be a service provided by Pittwater Council
Building Communities	Recognise the value of volunteer contribution through community awards and sponsorship	Hold an annual volunteer reception	100%	Successful annual volunteer reception held during December 2012.
Building Communities	Respond to a range of community, cultural and social needs	Develop a Cultural Strategy 2013-2016	100%	Recognising that the arts is intrinsically linked with social and community themes address in Pittwater's Social Plan, a draft 'Arts Paper' has been developed as the first emerging issues paper under the Social Plan. Following an exhibition period, the Arts Paper will be presented to Council for adoption in August 2013.
Building Communities	Respond to a range of community, cultural and social needs	Develop detailed plans for the PCYC	0%	Project no longer progressing as funding was allocated to Warringah Council for a Police-Citizens Youth Club (PCYC) at Dee Why.
Building Communities	Respond to a range of community, cultural and social needs	Respond to a range of community safety issues	100%	Narrabeen Creek pathway lighting upgraded, new lighting was installed to the pathway between Avalon Skate Park and North Avalon carpark.
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	100%	There were four School Holiday Recreation Programs produced this year which were distributed to all Pittwater Schools, community centres, libraries and Avalon & Mona Vale Customer Service. The brochure information was also placed on the Pittwater Council Website.
Building Communities	Respond to a range of community, cultural and social needs	Provide a range of demographic information to the community	100%	Council has continued to provide statistical information and local demographical information via Council's website.

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Staff have continued to monitor local liquor applications and make submissions to the state government when necessary. Staff have worked with the Local Area Command (Police) as well as provided information to local business owners on the liquor licence application process.
Building Communities	Respond to a range of community, cultural and social needs	To respond to a range of community safety issues - including graffiti removal	100%	Council staff have continued to work with the Local Area Command raising awareness of crime prevention and responding to local community safety issues or concerns. Staff have continued to monitor and maintain the CCTV network, and graffiti removal program in commercial centres.
Building Communities	Respond to a range of community, cultural and social needs	To support and resource the Community, Recreation & Economic Development Reference Group	100%	Staff have continued to provide support to the Reference Group over the past twelve months. A number of discussion papers have been prepared and presented including: Arts Paper, Transport Options and Community Safety.
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	100%	Over the past 12 months, staff have worked on a range of initiatives supporting youth events, projects and programs, these include co-ordination of the 10th 24/7 Youth Film Festival with over 40 teams. Delivered 'Food for Thought' Program at two local high schools (a harm minimisation and community awareness program). Sponsored 2 local young people to attend the Youth Action Policy Association conference. Delivered 100 Young Pittwater People (YPP) 2013 Youth Week Event (photo competition). Conducted 2 specific youth consultations for the development of the new Community Strategic Plan. Staff have continued to conduct consultations with Student Representative Councils and strengthened relationships with local high schools. Staff continue to advocate for the needs of young people in Pittwater on a range of interagencies and working parties
Building Communities	Respond to a range of community, cultural and social needs	Coordinate Pittwater Village safety working party	100%	The working party has successfully completed the majority of its tasks and its role will be reviewed within the Enliven Pittwater project.
Building Communities	Respond to a range of community, cultural and social needs	Deliver a program of social and community planning projects and activities	100%	Council has continued to identify strategic partnerships with the community sector to achieve social outcomes within Pittwater. Examples of this over the last 12 months include: Midnight Basketball program, 24/7 Youth Film Fest, Parent forums, arts and cultural projects and the development of Enliven Pittwater.
Building Communities	Update the Local Environment Plan (LEP) to meet a range of community needs	(LEP Project) Include community needs in LEP	75%	LEP Project is 75% complete
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	100%	New Playground completed in Warriewood Valley. New upgraded play equipment installed in Coleena Res. Elanora Hts., Koala Res. Hitchcock Park and Coronation Res.

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Recreational Management	Create vibrant community spaces (Village Park outdoor performance space, Avalon, Newport Community Centre)	Implement public art in significant capital works projects	0%	On hold at the moment as this will be incorporated into the "Enliven Pittwater" program which is about to be launched.
Recreational Management	Develop a comprehensive one-stop booking system for all recreational facilities	Develop a one-stop booking system for all recreational reserves	50%	Ongoing meetings being held and preferences being evaluated.
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	75%	Appropriate zones applied in draft Pittwater LEP 2013.
Recreational Management	Maintain and service recreational facilities	Management, Development and Maintenance of Mona Vale General Cemetery in accordance with the Plan of Management	100%	New memorial walls have been ordered as per plan of management.
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	100%	Work with Shore Regional Organisation of Councils (SHOROC) on regional initiatives continues. Further discussions have taken place regarding regional indicators. Council continues to have input on issues such as health and transport.
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Progressively implement Plan of Management recommendations	100%	Budget expended on the Plan Of Management (POM) actions with a new fence constructed at Narrabeen Res. (Walsh St.) and upgrades to the Parking area adjacent to Jackson's Rd. playing fields.
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Provide planning, design, investigation and management of recreation facilities	100%	Designs completed for required areas on the works program e.g. Avalon Bch.Res.Woorak Res. Coleena Res. Koala Res.
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	75%	Appropriate zones applied in draft Pittwater LEP 2013.

Supporting and Connecting Our Community

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Recreational Management	Maintain and service recreational facilities	Management, Development and Maintenance of Mona Vale General Cemetery in accordance with the Plan of Management	100%	New memorial walls have been ordered as per plan of management.
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	100%	Work with Shore Regional Organisation of Councils (SHOROC) on regional initiatives continues. Further discussions have taken place regarding regional indicators. Council continues to have input on issues such as health and transport.
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Progressively implement Plan of Management recommendations	100%	Budget expended on the Plan Of Management (POM) actions with a new fence constructed at Narrabeen Res. (Walsh St.) and upgrades to the Parking area adjacent to Jackson's Rd. playing fields.
Recreational Management	Provide planning, design, investigation and management of recreation facilities	Provide planning, design, investigation and management of recreation facilities	100%	Designs completed for required areas on the works program e.g. Avalon Bch.Res.Woorak Res. Coleena Res. Koala Res.
Recreational Management	Implement best practice urban practice urban design to improve community safety and access	Review current work practices and procedures for maintenance operations to enhance safety and design.	100%	Work practices are continuously reviewed to ensure a reduction in maintenance without diminishing the intended design aesthetics
Recreational Management	Identify unique heritage sites and their recreational value	Incorporate land into Heritage Strategy	70%	A draft Community Based Heritage Study has been prepared. The next stage in the process is to undertake consultation with affected landowners.

Building Communities Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	2,130	2,127
Other Employee Costs	569	581
Materials and Contracts	251	303
Depreciation	0	1
Interest	1	2
Other Costs	1,033	991
Total Operating Expenditure	3,986	4,005
Capital Expenditure		
Capital Asset Acquisitions	88	0
Capital Works Programs	713	690
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	801	690
Income (Operating & Capital)		
User Fees	(1,065)	(1,092)
Fees and Charges	(55)	(52)
Grant Transfers	(1,135)	(1,217)
Contributions	(60)	(52)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(31)	(6)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(2,347)	(2,418)
Transfers from Reserves	(680)	(573)
Transfers to Reserves	55	0
Net Cost (Funded by Rates)	1,815	1,704

Recreational Management Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	2,148	2,264
Other Employee Costs	622	689
Materials and Contracts	1,634	1,416
Depreciation	623	629
Interest	0	0
Other Costs	846	752
Total Operating Expenditure	5,873	5,750
Capital Expenditure		
Capital Asset Acquisitions	189	231
Capital Works Programs	2,192	2,317
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	2,381	2,549
Income (Operating & Capital)		
User Fees	(1,589)	(1,609)
Fees and Charges	(221)	(222)
Grant Transfers	(149)	(161)
Contributions	(272)	(260)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(41)	(26)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(2,271)	(2,278)
Transfers from Reserves	(2,221)	(2,774)
Transfers to Reserves	360	0
Net Cost (Funded by Rates)	4,121	3,247

Key Direction 2 - Valuing & Caring for Our Natural Environment

2012/2013	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	3,665,121	3,581,691
Other Employee Costs	1,094,286	1,103,941
Materials and Contracts	5,924,336	5,896,135
Depreciation	606,013	1,326,794
Interest	633	720
Other Costs	5,328,190	5,514,464
Total Operating Expenditure	16,618,579	17,423,745
Capital Expenditure		
Capital Asset Acquisitions	148,061	154,674
Capital Works Programs	2,341,864	3,025,486
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	2,489,924	3,180,160
Income (Operating & Capital)		
User Fees	(1,112,737)	(1,046,381)
Fees and Charges	(1,060,111)	(1,020,373)
Grant Transfers	(393,444)	(477,243)
Contributions	(317,031)	(280,295)
Rates Income	0	0
Domestic Waste Charge	(9,172,058)	(9,184,558)
Interest on Investments	0	0
Other Income	(85,645)	(62,771)
Capital Assets Disposals	(2)	0
Total Income (Operating & Capital)	(12,141,028)	(12,071,622)
Transfers from Reserves	(2,135,243)	(4,305,314)
Transfers to Reserves	855,998	713,220
Net Cost (Funded by Rates)	5,688,230	4,940,190

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 94% 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	Bush regeneration undertaken over 150ha in 92 reserves. Hazard Reduction works 66ha in 29 reserves	✓
Noxious weed notices served	160 initial inspections and noxious weed notices served	309 initial inspections and 155 noxious weed notices served	✓
Tonnes of waste to landfill	Total waste tonnage disposed of at landfill held at 2002 (15,221t) level	14,304 tonnes collected in 2012/13, 6% decrease on 2002 figures.	✓
Tonnes of recycling collected	Total tonnage of recyclable product diverted from landfill increased by 5% above 2002 level	11,476 tonnes of recycled material diverted from landfill reflecting a 21% increase from 2002 figures.	✓
Number of food shop inspections	100% of food shops inspected annually	100% (284 premises) of food shops inspected annually	✓
Number of commercial premises audited annually for environmental compliance	30% of all commercial premises audited annually	Only 1 audit completed	✗
Water consumption in Council facilities	1% reduction of potable water consumption in Council facilities	Information not available at time of publication	
Beachwatch & Harbourwatch meeting compliance	Beachwatch & Harbourwatch meeting 80% compliance	Information not available at time of publication	

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	2012/2013 Action	Action Update	Action Comments
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.	100%	New steps have been provided on the coastal walkway at Bilgola Beach. A link has been created between Warriewood and Ingleside through Ingleside Chase Reserve. 40% of the child proof balustrade in the Warriewood wetlands has been replaced. A further 100m of creekline pathway has been created along Narrabeen Creek.
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Ongoing maintenance and servicing of beach, coastal & estuary facilities	100%	Dune fencing has been carried out at Newport & Avalon Beach. Beaches are mechanically cleaned fortnightly throughout the swimming season and monthly outside the swimming season. Rock pools are cleaned weekly from Sept to April and fortnightly May to August
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Provide effective sand dune management	100%	Dune fencing has been carried out at Avalon & Newport Beach. Also bush regeneration has been carried out at North Palm Beach, Avalon Beach, Newport Beach, Mona Vale Beach, Warriewood Beach & Bungan Beach
Beach & Coastal Management	Maintain and service beach, coastal & estuary facilities	Provide lifeguard services and support for lifesaving activities	100%	Lifeguard services were provided at nine beaches throughout the swimming season
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	100%	Council continues to support Surf Life Saving Clubs (SLSC) in grant applications and major improvement project such as the Avalon Surf Club redevelopment.
Beach & Coastal Management	Provide planning, design, investigation and management of beaches, coastline and estuaries	Ongoing upgrade of beach, coastal and estuary facilities	100%	Amenities were upgraded at Bilgola Beach, Surf Club maintenance at Warriewood Beach & Whale Beach, repairs to Whale Beach rock pool and seawall upgrade at Griffin Reserve Bayview
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	100%	The NSW Government announced its Stage 1 coastal management reforms on 8 September 2012, including the removal of State Government Sea Level Rise Policy Statement and associated SLR planning benchmarks as well as proposed amendments to coastal legislation. Submission provided on the consultation draft of the Code of Practice under the Coastal Protection Act 1979. Submission provided in response to Coastal Expert Panel Stage 2 Coastal Reform workshops in April 2013.
Beach & Coastal Management	Provide planning, design, investigation and management of beaches, coastline and estuaries	Implement outcomes from the audit of people with disabilities at each of the beach reserves	100%	Disability access has been incorporated in the design for Avalon Beach Reserve
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	100%	Work continues on plans of management when required

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Ongoing incorporation of climate change and sea level rise assessments in accordance with Council's adopted position. Advice is being sought from State Government following the removal of State Government sea level rise planning benchmarks.
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	100%	Council staff continue to be involved directly with the Sydney Coastal Councils Group (SCCG) via meetings and joint projects. This year Council was actively involved with the NSW Surf Life Saving Australia (SLSA) through the coastal ambassadors program. Council continues its involvement with the Catchment Management Authority (CMA) although the future of this agency is unknown. Council has also undertaken programs with Dept. of primary Industry staff to monitor eastern pygmy possum; University of technology PhD student looking at wildlife corridors and a master student studying microbats; Office of Environment and Heritage staff looking at Cannes reserve; the Urban Feral Animal Action Group are undertaking a regional rabbit management program with Council involvement; and the Noxious Weed Committee who assist with regional noxious weed management.
Beach & Coastal Management	Develop a Coastal Risk Management Plan that incorporates readiness, response and recovery for coastal and climate change hazards	Develop Coastal Zone Management Plan for Palm beach, Whale Beach and Avalon Beach	0%	Project has been replaced by the grant funded Coastal Zone Management Plan (CZMP) for Pittwater Beaches project and deferred due to the NSW Government announcing its Stage 1 Coastal Management Reforms on 8 September 2012, including the removal of State Government Sea Level Rise Policy Statement and associated sea level rise planning benchmarks. Project extensions of all CZMPs have been provided by the Minister. Technical guidelines upon which this project will depend are yet to be finalised by the state government.
Beach & Coastal Management	Develop a Coastal Risk Management Plan that incorporates readiness, response and recovery for coastal and climate change hazards	Finalise Coastal Zone Management Plans for Mona Vale and Bilgola beaches	0%	Project has been replaced by the grant funded Coastal Zone Management Plan (CZMP) for Pittwater Beaches project and deferred due to the NSW Government announcing its Stage 1 Coastal Management Reforms on 8 September 2012, including the removal of State Government Sea Level Rise Policy Statement and associated sea level rise planning benchmarks. Project extensions of all CZMPs have been provided by the Minister. Technical guidelines upon which this project will depend are yet to be finalised by the state government.
Biodiversity	Continually enforce relevant legislation to reduce the negative impacts on biodiversity	Enforce relevant legislation	100%	All reporting breaches are investigated and appropriate action taken.
Biodiversity	Continually identify, monitor and prosecute all breaches of environmental legislation	Enforce breaches of environmental legislation	100%	Rangers conduct regular patrols to monitor breaches of legislation as well as respond to request from the community. Where a breach is identified enforcement action is taken

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Biodiversity	Create, review and implement Plans of Management Plan for all public lands including aquatic reserves	Implement Management Plans for Native Fauna and Remnant Vegetation	100%	In the past year, Natural Environment & Education (NEE) staff have implemented the following management actions: Bushland preservation and management, including weed control, planting and regeneration of degraded areas. Amended the LEP and DCP to include bushland as well as trees. Updated the Council website to include new information on native animals and plants. Continued effective control methods for feral pest animals such as rabbits and foxes. Conducted a wading bird survey and implemented recommendations such as interpretive signage and dog control. Implemented a nest box survey for Eastern Pygmy Possums in the Ingleside area. Continued relationship with Northern Beaches Roadkill Prevention Committee. Monitored the Flying Fox camp in conjunction with Office of Environment & Heritage at Cannes Reserve and kept residents updated with management solutions. Maintained fauna database for staff, and community fauna sightings.
Biodiversity	Develop a Local Biodiversity Management Plan including impacts of climate change	Maintain bushland reserves and implement programs to rehabilitate and restore native bushland as habitat for threatened fauna and flora	100%	Restoration and rehabilitation works undertaken as part of this strategy in 92 natural bushland reserves. All contracted works scheduled have now been completed for end of financial year. Works undertaken including bush regeneration, weed control and revegetation works with area covering approximately 150.16 Ha.
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Service the Companion Animals Advisory Committee	100%	The companion animals legislation amendments have removed the advisory committee role from animal management.
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Implement a Companion Animal Management Plan	100%	The current plan is implemented by the Education and Enforcement Team and is to be reviewed in 2013/14.
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	100%	Sydney Wildlife and WIRES were advertised throughout the year. Their information was also kept current on the website.
Biodiversity	Develop and implement a Companion Animal Management Plan to maintain native species	Data Entry of Lifetime Registrations and Fee Reconciliation	100%	The Companion Animals Officer completes data entry of Lifetime Registration and Fee Reconciliation on an ongoing basis.
Biodiversity	Develop and implement a rapid assessment method for biodiversity	Develop and implement consistent and meaningful monitoring program for biodiversity	100%	The two fauna monitoring studies (Eastern Pygmy Possum nestbox study and UTS camera monitoring in Ingleside Chase and surrounds) have both been completed and the reports provided to Natural Environment and Education (NEE) staff in June 2013. The findings and recommendations will now be used to strengthen the relevant plans of management and the Wildlife Corridor Strategy. The Biodiversity Incentive Tool (BIT) software has been recently configured by its developer for the Pittwater Local Government Area (LGA) as per our desired specifications. This occurred in June 2013 so is now ready to be trialled in selected reserves as to its suitability, which will now occur in the first half of the next financial year 2013/14.

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	A range of methods have been used to manage feral rabbits in Council reserves. These include: rabbit cage hire program for residents and advice to residents, shooting program in reserves where this is appropriate, release of the calcei virus in several locations, and an active baiting program. Council also convened a meeting of relevant agencies to look at the sale of pet rabbits and cross boundary management issues. Additionally Council has also joined the Urban Feral Animal Action Group which and has signed up to the regional Rabbit Control Management Plan
Biodiversity	Develop planning controls to ensure biodiversity principles are integrated into and applied to development and land use	Review & develop natural resource management controls for integration into Council's DCP & LEP	100%	The Draft LEP has been on public exhibition since March 2013 and Natural Environment & Education (NEE) staff were required to address submissions from the public related to biodiversity during this period. The layers for the Biodiversity Protection Map were also further developed and refined.
Biodiversity	Develop planning controls to ensure biodiversity principles are integrated into and applied to development and land use	Assess development applications against controls relating to the natural environment in the DCP	100%	All DAs, Section 96 modifications and Section 82A reconsiderations received within the year were assessed by Natural Environment & Education (NEE) staff against relevant DCP controls and referral comments provided to planners within appropriate timeframes
Biodiversity	Finalise and implement the Pittwater Estuary Plan and the Careel Bay Master Plan	Prepare investigation into adaptive responses of Pittwater estuarine shores to sea level rise.	100%	Further consideration of sea level rise impacts of the Pittwater Foreshore following the release of CSIRO/Sydney Coastal Councils Group (SCCG) mapping sets. Advice is also being sought from State Government following the removal of State Government sea level rise planning benchmarks.
Biodiversity	Finalise and implement the Pittwater Estuary Plan and the Careel Bay Master Plan	(LEP Project) Incorporate controls from Pittwater Estuary Plan into LEP	100%	Cannot be introduced into Pittwater LEP due to State Government template, however a DCP control has been created.
Biodiversity	Implement the Biodiversity initiatives from Catchment Management Plans in Water Management Strategy	In liaison with CMA incorporate Pittwater specific initiatives into Regional Catchment Action Plans	100%	Pittwater occurs across two catchment management areas; the Sydney Metropolitan Catchment Management Authority (SMCMA) and Hawkesbury Nepean Catchment Management Authority (HNCMA). In 2012 the SMCMA was merged with the HNCMA. From January 2014, the Catchment Management Authorities (CMA) will be abolished and replaced by Local Land Services. Pittwater's Vegetation Management Plan and associated mapping was adopted in December 2012. The vegetation community profiles and mapping was prepared following the format of the 2009 Draft SMCMA Native Vegetation of Sydney Mapping. This mapping only included the lower third of Pittwater so specific effort was made to ensure Council's mapping would complement that already prepared but for the entire local government area (LGA). Council's mapping was provided to SMCMA for inclusion in the final SMCMA Mapping. This detailed mapping allows specific Catchment Action Plan (CAP) actions to be applied across the Pittwater LGA. Actions relevant to Pittwater have been identified in the 2012 Pittwater Vegetation Management Plan

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Council responds to all reporting incidents affecting the intertidal areas.
Biodiversity	Partner with Rural Fire Service regarding biodiversity conservation	Ongoing partnership with the Rural Fire Service	100%	Council has a significant partnership with the NSW Rural Fire Service (RFS). This is both in resourcing and the RFS and undertaking hazard reduction. Council undertakes all the environmental assessment for hazard reduction of public lands and completes all the reporting. The RFS provide the manpower to undertake broad area burning and provides additional funding to Council for manual fuel removal. Council has provided a toilet for Mackerel Beach, installed community fire units across the western foreshore and Scotaland Island and maintained all the fire sheds. The RFS provided funding to Council to allow Council to repair a significant area of damaged fire trail at Elvina Bay. The RFS provide all advice to Council on complaints about bushfire hazards on Council lands and undertake inspections on private property
Biodiversity	Review and update the Wildlife Corridor Plan to improve connectivity and regenerate strategic corridors including road reserves	(LEP Project) Incorporate controls from Wildlife Corridor Plan into LEP	100%	Biodiversity clause introduced into draft Pittwater LEP 2013.
Biodiversity	Review and update the Wildlife Corridor Plan to improve connectivity and regenerate strategic corridors including road reserves	Finalise strategy and develop a community awareness program for wildlife corridors	100%	The nestbox monitoring program for Eastern Pygmy Possums (EPP) has now been completed and the consultant's report submitted in June 2013. This has provided valuable information which will assist with prioritising wildlife corridors in the Ingleside area. The EPP nestbox program will be expanded to other areas of the LGA in 2013/14. Also recently provided to Natural Environment & Education (NEE) staff was the completed Masters thesis from a University of Technology, Sydney (UTS) student on fauna movement between Ku-Ring-Gai National Park and Ingleside Chase Reserve, which was a joint initiative between Council and UTS. This was received by Council in June 2013. The results from both studies will be peer reviewed and then actions and recommendations will be incorporated into the Wildlife Corridor Strategy which will be finalised and adopted in late 2013.
Biodiversity	Update and implement the Threatened Species Management Plan	(LEP Project) Incorporate Threatened Species Management Plan controls into LEP	100%	Biodiversity control introduced into draft Pittwater LEP 2013.

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Biodiversity	Update and implement the Threatened Species Management Plan	Cooperate with the National Parks and Wildlife Service in the preparation of recovery plans and priority action statements for threatened fauna and flora.	100%	Natural Environment & Education (NEE) manages a threatened species database/mapping which is updated as new sightings occur. This data is regularly submitted to Office of Environment & Heritage (OEH) for inclusion in the Wildlife Atlas. This database/mapping ensures priority action statement actions are incorporated into Council plans including the Pittwater Vegetation Management Plan. Council has funded several University of NSW student projects. Studies have identified a number of species listed as vulnerable under the Threatened Species Conversation Act including two microbat species. Although there were few records of Eastern Pygmy Possums in Pittwater, a nest box survey of the Eastern Pygmy Possum in health vegetation at Ingleside has detected occurrences at four of five survey sites. Mullet Creek Pittwater Environmental Foundation Grant fauna monitoring has identified the vulnerable Giant Burrowing Frog. Known Powerful Owl habitat in Pittwater has been monitored as part of the 2012 Powerful Owl Project. Council is continuing to investigate appropriate management of the Grey Headed Flying Fox colony at Cannes Reserve.
Biodiversity	Update, review and implement the biodiversity education program	Implement program where Council staff are aware of their legislative responsibilities for environmental management	100%	Supervisor of outdoor staff are be trained in the principles of sustainability. The course and format have been developed this year for implementation next year. The part five assessment template has been amended to better reflect the statutory needs of the assessment process. The sign-off panel has also been amended
Sustainability & Climate Change Coordination	Audit the objectives and KPIs of all strategies to assess that they achieve sustainability outcomes and address the impact of climate change including sea level rise	Audit the objectives and KPIs of all strategies to assess that they achieve sustainability outcomes and address the impact of climate change including sea level rise	100%	Completed as part of the Pittwater 2020 Community Strategic Plan review
Sustainability & Climate Change Coordination	Conduct a regular audit of strategic goals and targets to ensure they align with federal, state and regional organisations	Conduct a regular audit of strategic goals and targets to ensure they align with federal, state and regional organisations	100%	Analysis of all strategic goals and targets was undertaken during the process of reviewing our community strategic plan.

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Sustainability & Climate Change Coordination	Develop and implement a Climate Change Plan of Action	Develop and implement a staged Climate Change Plan of Action	100%	Progressing with investigations under the coastline hazards and flooding strategy.
Sustainability & Climate Change Coordination	Develop and maintain a Strategic Plan that incorporates sustainability and triple bottom line principles	Review Strategic Plan, including community engagement	100%	At its meeting on Monday 24th June 2013, Council adopted Pittwater 2025 – Our Community Strategic Plan
Sustainability & Climate Change Coordination	Develop regional plans and partnerships to address Climate Change	Meet commitment requirements for regional plans and partnerships	100%	Continued participation on Catchment Management Authorities (CMA), Sydney Coastal Councils Group (SCCG), and Shore Regional Organisation of Councils (SHOROC) matters including SHOROC groundwater investigation project. Contributions to regional submissions including the SCCG feedback to the NSW White Paper.
Sustainability & Climate Change Coordination	Develop regional plans and partnerships to address Climate Change	Strengthen partnerships for sustainability with other SHOROC Councils	100%	Ongoing planning has been undertaken with Shore Regional Organisation of Councils (SHOROC) Council's regarding the Regional Waste Facility to be established at Kimbriki. Pittwater has continued to participate with other SHOROC Council's on the Climate Change Working Group. Council has contributed to the Regional Sustainability Strategy especially around energy and green house gas emissions.
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	100%	Integrated energy reduction strategies were incorporated into buildings by the following means; - 29.3kW Solar PV system installed at Mona Vale Library to reduce Councils electricity requirements from the grid.- Underfloor insulation at the Coastal Environment Centre to reduce gas heating- Installation of rainwater re-use system at Boondah Depot to water neighbouring sport fields- Installation of spring loaded button showers at beaches to prevent water wastage- E-waste recycling program offered free to residents at Kimbriki Resource & Recovery Centre- Consulting the public on waste changes to introduce an organics waste collection system for food waste and vegetation which will reduce landfill and improve resource recovery
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	50%	Department of Planning & Infrastructure (DPI) have advised we are unable to introduce a clause into our LEP to this effect. A policy will be introduced into P21 DCP instead
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	100%	Energy saving initiatives and water saving projects have been carried out throughout Council buildings

Valuing & Caring for our Natural Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Process Improvement reviews have been completed as part of Internal audit during the period
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	100%	Businesss Units continue to collaborate to implement Sustainability initiatives across Council.
Vegetation	Audit tree replacement through Tree Preservation Orders and Development Assessments	Implement the Pittwater Tree Preservation and Management Order	100%	In managing the Pittwater Tree Preservation & Management Order ,Council has assessed 925 applications
Vegetation	Continue and increase targeted noxious weed removal	Environmental and noxious weed management on public land	75%	Noxious and environmental weed control was undertaken on over 92 public busland reserves. Further noxious weed control was undertaken on public land adjoining bushland areas on road reserve. Of the areas contracted to undertake works, 75% of the weed species control. This is an ongoing strategy with continuous management of weeds species. Noxious weed notifications were also sent to adjoining private properties in the vicinity of weed control on public bushland areas
Vegetation	Continue and increase targeted noxious weed removal	Conduct private property inspectorial under the noxious weed program	100%	During the period April - June 2013 80 new noxious weed inspections were undertaken. 90 reinspections were subsequently carried out within this timeframe giving a total of 170 inspections to ensure compliance.
Vegetation	Determine criteria for appropriate landscape	Incorporate landscape criteria into LEP	75%	Criteria have been included into LEP review. Review of native species for DA requirements is under final review and will be placed onto the web July 2013.
Vegetation	Develop a demonstration eco-garden	Promote the eco-garden at the Kimbriki Environmental Enterprise Facility	100%	The eco garden is also promoted through the Environmental Compliance schools waste minimisation program as a learning resource.
Vegetation	Develop an education, awareness and information program for the community to recognise the value of vegetation and appropriate plants	Promote the community stewardship and activities for natural vegetation and fauna management on private property for example conservation agreements, plant giveaways, targeted environmental program	100%	11 Native Plant Giveaways for residents have been held in locations around Pittwater such as the Food and Wine Fair. A new Native Plants for your Garden set of booklets has been produced based on the Native Vegetation Management Plan. This will assist private property owners in selecting appropriate plants for their landscaping. Regular articles regarding native wildlife in backyards have been produced in the monthly environment newsletter, Cooeel!. Number of plants given away approx 7,000 at events, another 4,000 approx given to residents and Backyard Bushcare participants throughout the year. Number of Backyard Bushcarers in operation is 22

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Vegetation	Develop an education, awareness and information program for the community to recognise the value of vegetation and appropriate plants	Implement a Tree Planting and Retention Plan including an education component	100%	Bushcare held eleven Planting Days in 2012/13 attended by approximately 340 volunteers. Other programs include "Canopy Enrichment" and provision of free native plants for residents. Approximately 7,000 native tubestock and planting guide leaflets have been provided to residents through Native Plant Giveaway stalls at local markets and field day events. Approximately 4,000 native tubestock have been provided to residents and participants in the Backyard Bushcare program. Bushcare Officer and Bushland Management Officers provide advice to residents regarding native vegetation on private property
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	100%	There are currently 36 Bushcare groups with 4 or more members. 36 groups meet on a monthly basis. 10 groups are either temporarily inactive or meet bi-monthly or spontaneously (e.g. no regular monthly commitment) Three new groups have been formed this year (Minkara, Irrawong and Warriewood Brook) Nineteen new Bushcare volunteers have been recruited this year. Bushcare also supports a program for Department of Corrective Services which provides up to 12 volunteers weekly at specific sites. There are currently 210 Bushcare volunteers actively engaged in protecting and restoring 42 Pittwater reserves.
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	100%	Program implemented and initial planting within budget limitations 120 trees planted in various location on road reserves
Vegetation	Review, update and implement development controls and conditions regarding landscape vegetation and bushland management	Enforce development controls and conditions for landscape and vegetation	100%	Development sites are inspected where Council is the principal certifying authority and requirements are enforced. Complaints are investigated, Notice/Orders and infringement notices issued where necessary. Note that Rangers visit all development sites at notice of commencement to advise of site management requirements.
Vegetation	Review Council's Heritage List regarding natural and cultural items	Carry out heritage review	70%	The draft Community Based Heritage Study has been completed. The next step in the process is to consult with affected landowners.
Waste	Annual audit to establish the effectiveness of Council's internal waste management processes	Ongoing monitoring of Council's internal waste management processes	100%	Completed as required.
Waste	Annual audit to establish the effectiveness of Council's internal waste management processes	Audit the effectiveness of Council's internal waste management processes	100%	Completed
Waste	Build waste reduction initiatives into Council's Waste Reduction & Procurement Policy and processes	Implement a program to minimise construction material going to land-fill	100%	Construction materials recycled at all opportunities.
Waste	Effective management of waste services contract	Effective management of waste services contract	100%	Council's waste service contract manager takes action with the contractor, United Resource Management (URM), to achieve the requirements of the waste service contract.

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Waste	Ensure that appropriate development controls and conditions are in place	(LEP Project) Incorporate biodiversity principle controls into LEP	75%	biodiversity clause introduced into draft Pittwater LEP 2013
Waste	Implement Council's Waste Minimisation Plan and education program	Develop, implement & review waste education programs and materials	100%	Continuing resident education is occurring via media and follow up by Council's waste contractor.
Waste	Implement Council's Waste Minimisation Plan and education program	Reduce the volume of putrescible material going to landfill by promoting composting, worm farming etc.	100%	Composting and worm farming is promoted with the use of education material and workshops to schools and the broader community. The education team have also rolled out the Compost Revolution Program, where customers can go online and undertake a tutorial and at completion receive a subsidised compost bin or worm farm
Waste	Implement Council's Waste Minimisation Plan and education program	Council's waste service contractor to continue to implement the resident education programs contained in the waste service contract	100%	Education programs form part of the waste contract and these are continuing to occur including contractor implementation of the resident "misuse" education material and procedures.
Waste	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.	100%	Record of all on-site sewage management systems is maintained in conjunction with the annual SepticSafe Inspection program.
Waste	Minimise the discharge of pollution and effluent to any receiving waters	Manage the operation of the pump-out facility for boats at Careel Bay wharf	100%	The sewage pumpout facility at Careel Bay Wharf is fully operational
Waste	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	100%	Catchment days have been held at Careel Creek and Warriewood Wetlands. The school holiday program "Kids on the Coast" has incorporated themes of clean water. A trial has been conducted on the use of kerb markers with the message "the drain is just for rain".
Waste	Undertake rolling program of audits of industrial and commercial areas regarding pollution	Undertake ongoing industrial and commercial areas audit	100%	Rolling program of audits conducted

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Waste	Work with businesses to increase commercial waste recycling	Implement the plan to work with businesses to increase commercial waste recycling	100%	Ongoing program, officers conduct routine inspections and encourage shops to undertake recycling.
Waste	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	100%	Council officers are continuing to participate in the review of the proposed common collection system which includes alternate waste technology processes. This is an ongoing program which will align with the Kimbriki Environmental Enterprises Business Plan proposals.
Water	Audit water management initiatives to align with regional, state and federal initiatives and requirements	Update Integrated Urban Water Management framework as required to align with agency requirements	100%	Consideration of Office of Water's new rules for riparian corridors in the context of current planning framework, and attendance at workshop.
Water	Develop and implement an Integrated Water Cycle Management Plan, Water Catchment Plan and Creekline Management Plans, Water Savings Action Plan	Creek system definition of priority Pittwater estuary catchments	100%	Report and Geographic Information System (GIS) database on "Defining the Creek Systems of the Pittwater Estuary Catchment (Stage 1)" completed using CatchmentSIM/desktop and field mapping. Data collection included photographic logging, water quality information and riparian/stream habitat information.
Water	Develop and implement an Integrated Water Cycle Management Plan, Water Catchment Plan and Creekline Management Plans, Water Savings Action Plan	Implement Water Efficiency Plan	100%	Ongoing water monitoring in progress at various locations.
Water	Develop and implement an Integrated Water Cycle Management Plan, Water Catchment Plan and Creekline Management Plans, Water Savings Action Plan	Groundwater investigation with SHOROC	100%	Regional Groundwater Resource Investigations - Manly, Warringah and Pittwater Local Government Areas report completed.
Water	Establish management practices and planning controls to protect ground water systems and environmental flows	Develop, review and implement water management policy	100%	The overland flow development control and associated controls were reviewed. New controls were proposed and placed on statutory exhibition for public comment.
Water	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	50%	Controls cannot be included in Standard Instrument LEP but have been included into Pittwater 21 DCP.

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Water	Partner with Sydney Water with their Water Saving initiatives and in the upgrade of their Water Supply & Sewerage network, including Every Drop Counts, Sewerfix and Strategic Alliances	Partner with Sydney Water with their Water Saving initiatives and in the upgrade of their Water Supply & Sewerage network	100%	Sydney Water's Council Partnership Program is underway to reduce water usage in small to medium businesses. Promotional brochure distributed to 50 businesses. Audits commenced at some sites.
Water	Promote connection of all premises to a reticulated sewerage system and seek to have system availability extended	Lobby for the connection of all premises to a reticulated sewerage system	100%	Action to require all new development sites to have sewer connection provided in subdivision stage.
Water	Provide planning, design, investigation and management of water management facilities	Provide planning, investigation design and Management of Stormwater Drainage Infrastructure	100%	All capital improvement program projects designed and completed.
Water	Provide planning, design, investigation and management of water management facilities	Provide Planning, Investigation Design and Management of Flood Mitigation infrastructure	100%	Planning as per Urban Infrastructure responsibilities undertaken as an ongoing project
Water	Provide planning, design, investigation and management of water management facilities	Implement an Interim Stormwater Management Plan for a 10 year program for all catchments (Water quality and quantity)	100%	Completed 100%
Water	Provide planning, design, investigation and management of water management facilities	Maintain and service Stormwater Management Infrastructure	100%	Completed 100%
Water	Provide planning, design, investigation and management of water management facilities	Provide planning, design, investigation for further water efficiency at council sites	100%	Priority site for water conservation at Boondah depot identified and project commenced in 2013.
Water	Provide planning, design, investigation and management of water management facilities	Prioritise drainage and irrigation requirements on sports grounds	100%	Priority list for drainage of sportsfields has been completed. Subsoil drainage was installed at Hitchcock Park Avalon

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Water	Support the Action Plans of the Catchment Management Authorities and State Plan	Consistent approach across Council to support the Catchment Action plan of the Catchment Management Authorities and State Plan	100%	Ongoing consideration of catchment action plan priorities, noting recent announcements of the merging of Catchment Management Authorities, and the intended formation of Local Land Services.
Water	Support the Action Plans of the Catchment Management Authorities and State Plan	Continued liaison with OEH Harbour Watch/Beachwatch	100%	Coordinated response to the Office of Environment & Heritage for Beachwatch/Harbourwatch annual report and sanitation inspections.
Water	Undertake an integrated and effective regular education, monitoring and response program to indicate water quality and assess creek health, through programs such as Stream Watch	Target stormwater education within communities, schools and businesses surrounding creeks	100%	Trailed stickers for stormwater drains through the Avalon Catchment. Approximately 200 installed. Held two field days at Careel Creek and Warriewood Wetlands.
Water	Upgrade water management facilities	Implement Capital Improvement Delivery Program for Stormwater and Flood Mitigation Infrastructure	100%	Capital Improvement Program stormwater improvement works complete for the financial year.

Beach & Coastal Management Strategy

Biodiversity Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	641	576
Other Employee Costs	187	172
Materials and Contracts	1,218	1,206
Depreciation	1,079	1,036
Interest	0	0
Other Costs	300	227
Total Operating Expenditure	3,425	3,217
Capital Expenditure		
Capital Asset Acquisitions	243	262
Capital Works Programs	948	1,536
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	1,191	1,797
Income (Operating & Capital)		
User Fees	(1,670)	(1,534)
Fees and Charges	0	0
Grant Transfers	(13)	(50)
Contributions	(64)	(75)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(3)	(1)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(1,750)	(1,661)
Transfers from Reserves	(999)	(2,726)
Transfers to Reserves	250	0
Net Cost (Funded by Rates)	2,117	628

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	233	219
Other Employee Costs	69	67
Materials and Contracts	244	231
Depreciation	0	0
Interest	0	0
Other Costs	47	71
Total Operating Expenditure	593	587
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	292	360
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	292	360
Income (Operating & Capital)		
User Fees	(1)	0
Fees and Charges	(14)	(7)
Grant Transfers	(60)	(68)
Contributions	(3)	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(4)	(3)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(82)	(77)
Transfers from Reserves	(276)	(363)
Transfers to Reserves	0	0
Net Cost (Funded by Rates)	525	506

Sustainability & Climate Change Strategy

Vegetation Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	156	173
Other Employee Costs	44	50
Materials and Contracts	4	28
Depreciation	0	0
Interest	0	0
Other Costs	23	21
Total Operating Expenditure	228	272
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	10	7
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	10	7
Income (Operating & Capital)		
User Fees	(0)	0
Fees and Charges	(3)	0
Grant Transfers	(7)	(8)
Contributions	(2)	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	0	0
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(12)	(8)
Transfers from Reserves	(0)	(0)
Transfers to Reserves	0	0
Net Cost (Funded by Rates)	226	271

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	310	278
Other Employee Costs	90	88
Materials and Contracts	365	378
Depreciation	0	0
Interest	0	0
Other Costs	28	51
Total Operating Expenditure	793	794
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	389	395
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	389	395
Income (Operating & Capital)		
User Fees	(0)	0
Fees and Charges	(11)	(7)
Grant Transfers	(104)	(116)
Contributions	(0)	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(5)	(3)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(121)	(125)
Transfers from Reserves	(409)	(424)
Transfers to Reserves	0	0
Net Cost (Funded by Rates)	652	639

Waste Management & Pollution Control Strategy

Water Management Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	558	565
Other Employee Costs	165	167
Materials and Contracts	5,238	5,300
Depreciation	0	3
Interest	0	0
Other Costs	4,713	4,786
Total Operating Expenditure	10,673	10,822
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	0	0
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	0	0
Income (Operating & Capital)		
User Fees	(0)	(0)
Fees and Charges	(177)	(170)
Grant Transfers	0	0
Contributions	(3)	0
Rates Income	0	0
Domestic Waste Charge	(11,465)	(11,481)
Interest on Investments	0	0
Other Income	(4)	0
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(11,649)	(11,651)
Transfers from Reserves	0	0
Transfers to Reserves	712	0
Net Cost (Funded by Rates)	(263)	(830)

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	658	418
Other Employee Costs	218	131
Materials and Contracts	162	156
Depreciation	0	5
Interest	0	0
Other Costs	355	448
Total Operating Expenditure	1,392	1,158
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	492	552
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	492	552
Income (Operating & Capital)		
User Fees	(41)	(35)
Fees and Charges	(240)	(236)
Grant Transfers	(71)	(123)
Contributions	(27)	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(2)	(1)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(381)	(395)
Transfers from Reserves	(449)	(520)
Transfers to Reserves	1	0
Net Cost (Funded by Rates)	1,055	795

Key Direction 3 - Enhancing Our Working & Learning

2012/2013	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	2,032,469	2,076,133
Other Employee Costs	603,513	647,800
Materials and Contracts	688,237	664,467
Depreciation	490,948	671,986
Interest	34,987	34,935
Other Costs	1,186,278	1,171,944
Total Operating Expenditure	5,036,432	5,267,265
Capital Expenditure		
Capital Asset Acquisitions	348,575	399,775
Capital Works Programs	926,232	1,034,791
Capital Material Public Benefits	0	0
Loan Repayments	49,273	49,286
Total Capital Expenditure	1,324,080	1,483,853
Income (Operating & Capital)		
User Fees	(972,037)	(969,223)
Fees and Charges	(245,135)	(239,275)
Grant Transfers	(589,246)	(583,069)
Contributions	(560,292)	(547,385)
Rates Income	(1,761,054)	(1,763,445)
Domestic Waste Charge	0	0
Interest on Investments	(93,355)	(89,300)
Other Income	(63,492)	(49,392)
Capital Assets Disposals	(89,076)	(83,840)
Total Income (Operating & Capital)	(4,373,687)	(4,324,928)
Transfers from Reserves	(1,461,287)	(1,889,494)
Transfers to Reserves	819,779	702,497
Net Cost (Funded by Rates)	1,345,318	1,239,192

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	216,500 visits to Mona Vale Library	✓
Customer satisfaction with Mona Vale Library	85% of users satisfied or very satisfied with Mona Vale Library	94% 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	A reduction in overall CEC visitor numbers and same amount of programs undertaken	✓

Enhancing Our Working & Learning

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Economic Development	Coordinate employment opportunities within the region	Investigate opportunities to increase the range of Business mentoring Programs	100%	NSW Trade & Investment has ceased any funding to support business mentoring programs. The Small Biz Connect program is a new initiative through the Small Business Commissioner's Office and includes some support for Business Mentoring Programs. Small Biz Connect is a program that will be delivered through the Business Enterprise Centre (BEC) Chatswood. It accelerates small businesses to economic sustainability, delivering growth and employment for NSW. It is a practical, government-funded program that links experienced business advisors with small business operators who want a personalised focus, local know-how and mentoring support.
Economic Development	Coordinate employment opportunities within the region	Contribute to the development of a regional Tourism Strategy	100%	Shore Regional Organisation of Councils (SHOROC) Working Group representing the four Councils met in December 2012 with the agreement to proceed with a Regional Tourism Strategy. Also seeking greater involvement, support and collaboration in Councils' Seminar Series.
Economic Development	Coordinate employment opportunities within the region	Develop a Business Online portal	50%	Initial planning for a new online business interface has been completed and a new Business Portal will be finalised in conjunction with an overall review of Council's website in 2013/2014.
Economic Development	Coordinate employment opportunities within the region	(LEP Project) Incorporate the recommendations from the SHOROC regional directions program	100%	Working towards achieving our target of 6,000 new jobs by 2031
Economic Development	Develop an Economic Development Plan that nurtures key employment clusters	Develop and implement actions from the 2012-2016 Economic Development Plan	100%	A range of actions responding to the key themes identified in the Economic Development Plan have been included in the 2012-2106 Delivery Plan. Attended and delivered conference paper at the July 2012 Economic Development Australia Conference – Kiama profiling the Plan and key employment clusters, characteristics and Economic Development Plan – related initiatives such as the Seminar Series, fostering partnerships with local Chambers, Pittwater Business Ltd, all levels of government and private business to support jobs growth and related economic development opportunities.
Economic Development	Develop an Economic Development Plan that nurtures key employment clusters	Provide updated economic data to local businesses and the wider community	100%	Latest Census / economic data information is available online and is also contained in the Pittwater Economic Development Plan 2012-2016, also online. Updated Residential Role and Function now available and Economy Role and Function to be completed end August. The Economy Role and Function updates with latest 2011 information available will be added to update the Pittwater Economic Development Plan 2012 - 2016.
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	100%	Regular contact has been maintained with relevant NSW and Federal Governments, business related agencies, NSW Small Business Commissioner's office to seek funding opportunities for Small and Medium Enterprises (SME).

Enhancing Our Working & Learning

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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.	100%	Ongoing contact and relationship building with Chambers of Commerce and other key private sector stakeholders including Pittwater Business Ltd, Beaches Connect.
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	100%	Ongoing contact and relationship building with Chambers of Commerce and other key private sector stakeholders including Pittwater Business Ltd, Beaches Connect. Growing partnership with Sydney Business in initiatives such as JOB Shed and future involvement in Council's seminar series.
Economic Development	Facilitate networks with educational institutions, relevant agencies and businesses to promote additional opportunities for traineeships and apprenticeships	Develop a plan to provide additional opportunities for traineeships and apprenticeships throughout Pittwater	100%	A collaborative initiative branded JOB Shed, between Pittwater / Warringah Councils, local businesses, targeted business industry associations and government has been arranged to showcase career, training and real job opportunities for 17 – 30 year olds. A Council Working Group delivered the JOB Shed event in July 2013, at Mona Vale. More than 20 exhibitors were onsite to speak with job seekers about the next moves they could make to progress their career or business. Attendees met with representatives from local business, NSW TAFE, Defence, the marine industry, the retail industry, the Business Enterprise Centre etc. to discuss local career options, interview techniques or explore the processes required to set up a business. JOBShed also offered two Q&A panel sessions and three interactive workshops with a collection of industry leaders
Economic Development	Improve online Council services for all business related information and approval processes	Implement and maintain the e-business information plan	25%	A preliminary review of Council's software systems has been undertaken to assess for efficiency in communication with customers and effectiveness in delivering services.
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.	100%	Completed electronic housing code project.
Economic Development	Improve online Council services for all business related information and approval processes	Implement the commercial delivery of complying and development certificates	100%	Electronic Housing Code project has been completed.
Economic Development	Investigate potential for the development of a regional sustainable technology/business incubator	Investigate and lobby as appropriate the potential development of one or more of the following; business incubator, business accelerator and or business enterprise centre	100%	Hot desk / shared space arrangement between Sydney Business and Warringah Chamber going well to service northern beaches businesses with NSW State mentoring programs. Council request for NSW Small Business Commissioner's Office - Small Biz Bus resulted in three visits – Mona Vale, Dee Why, Forestville to date. Contact with Sutherland business accelerator maintained.

Enhancing Our Working & Learning

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Economic Development	Provide WIFI hotspots in Avalon and Mona Vale village centres	Monitor national broadband initiatives and capacity available within Pittwater	100%	NBN letters to lobby Federal Government and local members agreed with Shore Regional Organisation of Councils (SHOROC). Rollout date for northern beaches and construction commence in three years for majority of Pittwater.
Economic Development	Provide WIFI hotspots in Avalon and Mona Vale village centres	Provide WIFI hotspots in Avalon, Newport and Mona Vale village centres.	100%	Completed. All WIFI Hotspots up and running since February 2012.
Economic Development	Streamline and simplify development approval processes to encourage business development and employment opportunities	Ongoing review council's planning process to improve service	100%	Ongoing program to review and manage Council's planning processes to provide a high quality service to all customers.
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.	100%	Council's Environmental newsletter Cooee was produced monthly throughout 2012/13 which included articles about Pittwater's natural environment, community events and other relevant information
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	100%	The primary school program has been reviewed and amended to bring it into line with the new NSW Curriculum. The high school program continues to focus on specific aspects of the curriculum focus on the Northern Beaches location and staff attendee relevant peer group meeting to discuss the program with teachers.
Community Learning	Continue to support the Sustainable Schools Program	Develop events and projects to assist the Sustainable Schools Program	100%	Council continued to support Sustainable Schools across the Northern Beaches region through coordination of Sustainable Schools Network meetings, once per term. The four Network meetings in 2012-13 were hosted by Bilgola Plateau Public School; Pittwater Council at the Coastal Environment Centre; Warringah Council at Long Reef Fishcare Room and by the Barrenjoey Montessori School at Avalon. Coordination of Sustainable Schools Network meetings will be shared as a regional sustainability education project by Mosman, Manly, Warringah and Pittwater Councils in future years.
Community Learning	Develop and enhance quality library services and events	Provide quality library services and events	100%	11 Author talks; events to celebrate History Week, Heritage Festival, Library & Information Week, Law Week, Drug Action Week; 5 movie nights held; regular reading groups, pre-school storytelling, Baby Bounce, & school holiday activities.
Community Learning	Develop and implement an "Education for Sustainability" program	Evaluate the "Education for Sustainability" program	100%	In 2008, Council developed an Education for Sustainability (EfS) Action Plan 2009-2013 aligned with the NSW Environmental Education Plan and with actions delivered through Pittwater 2020 - Our Community Strategic Plan. Throughout the life of the EfS Plan, a wide range of initiatives were implemented. The EfS Plan successfully positioned and integrated 'Learning for Sustainability' as an underpinning principle and ongoing strategy to achieve progress on the aim of reducing our ecological footprint, both as a Council and as a community. Learning for sustainability is now fully integrated within Pittwater 2025 - Our Community Strategic Plan and will be delivered through the annual rolling Delivery Program and Budget.

Enhancing Our Working & Learning

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Community Learning	Develop and implement an "Education for Sustainability" program	Regularly produce a bi-monthly Sustainability E-bulletin to inform the community of ways they can participate in sustainability actions	100%	Coosee! Environmental newsletter was produced monthly throughout 2012/13 which included articles about Pittwater's natural environment, community events and other relevant information.
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	100%	Research databases & online encyclopedias provided as well as print & AV formats; online reference enquiry system (Refracker); Local Studies Unit supports school assignments on local area; visits to schools to promote resources. HSC lock-ins held for extra study time. Staff training provided in Legal Studies & Drug & information Collections. Free wi-fi supports online study in the library.
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	100%	Coastal Environment Centre research library collection has been consolidated and is now searchable across the internet, through Pittwater Library Service catalogue.
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	100%	3 pre-school story times per week in term time; Bookbabes program continuing to encourage early learning.
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	100%	TAFE provided Technology morning tea and Buying & Selling Online courses for local women
Community Learning	Provide a community environmental learning centre	Provide a centre for use by the community based on a cost recovery basis	100%	The centre has been open throughout the year. Improvements include: new decking and verandah made from recycled plastic; increased number of solar panels; increased size of the water tank; improvements to the garden beds; creation of a new outdoor space for childrens education; and new efficient air conditioning. Programs have run as usual included walks and talks; school programs; community workshops; lectures and venue hire. This has all been achieved under budget for the year through cost recovery.
Community Learning	Provide a community environmental learning centre	Support for CEC volunteer program	100%	There are currently volunteers who work in the library and other areas around the CEC such as the vegetable garden. As applications are received for volunteer work they are assessed and responded to with currently available work or held until a position becomes available.
Community Learning	Provide a public and community library service for Pittwater	Preserve and provide access to Pittwater's historical resources	100%	Image Library implemented and maintained to provide electronic access to historical photos.

Enhancing Our Working & Learning

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Community Learning	Provide a public and community library service for Pittwater	Provide a public library service at Mona Vale	100%	179445 visits to Mona Vale Library; 289180 loans; 8700 new items added to collection; digital audiobook & magazines provided for loan.
Community Learning	Provide a public and community library service for Pittwater	Support Avalon Community Library Association to provide a community library service at Avalon	100%	77500 loans at Avalon Library in 2012-2013.
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	100%	There were approximately 15,000 bookings for the community centre network this financial year. Avalon Recreation Centre Annex (formally Scout Hall) continues to be highly successful. It is hired each week to community playgroups, martial Art groups, fitness programs, Flamenco Dance, Zumba, Rhythm Factory preschool dance, prenatal Yoga, children's birthday parties, conferences, film nights, cooking classes, functions, etc. Staff gave ongoing support to all hirers and implemented the risk management framework. 99.5% bookings are now carried out online.
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Review the Library Strategic Plan	100%	Completion of strategic plan delayed owing to absence of 2 senior staff on maternity leave and implementation of Radio Frequency Identification project. Deferred to 2013-14.
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.	100%	This is done monthly and all information stored in ECM.
Community Learning	Review and implement the Strategic Plans of the Coastal Environment Centre & Library	Implement residential programs run from the CEC that provide occupancy to Sydney Lakeside in low season.	100%	Changes in management of Sydney Lakeside and loss of staff at the CEC have reduced the opportunities for collaboration. However, a summer program was run by the CEC for the park and attendees at Council's coastal Ambassador's program were lodged at Sydney Lakeside.

Community Learning Strategy

Economic Development Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	783	788
Other Employee Costs	212	219
Materials and Contracts	154	143
Depreciation	120	124
Interest	1	1
Other Costs	200	174
Total Operating Expenditure	1,470	1,449
Capital Expenditure		
Capital Asset Acquisitions	184	263
Capital Works Programs	11	8
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	194	271
Income (Operating & Capital)		
User Fees	(185)	(185)
Fees and Charges	(19)	(20)
Grant Transfers	(101)	(102)
Contributions	(99)	(99)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(0)	(0)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(404)	(406)
Transfers from Reserves	(190)	(422)
Transfers to Reserves	97	0
Net Cost (Funded by Rates)	1,167	891

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	105	117
Other Employee Costs	30	34
Materials and Contracts	1	18
Depreciation	0	0
Interest	0	0
Other Costs	111	121
Total Operating Expenditure	247	290
Capital Expenditure		
Capital Asset Acquisitions	6	0
Capital Works Programs	0	0
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	6	0
Income (Operating & Capital)		
User Fees	(0)	0
Fees and Charges	(6)	0
Grant Transfers	(7)	0
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
Total Income (Operating & Capital)	(14)	0
Transfers from Reserves	0	0
Transfers to Reserves	0	0
Net Cost (Funded by Rates)	240	290

Key Direction 4 - Leading an Effective & Collaborative Council

2012/2013	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	5,982,998	6,059,640
Other Employee Costs	2,183,724	2,433,564
Materials and Contracts	3,137,369	3,260,206
Depreciation	5,663,225	2,660,289
Interest	610,451	606,877
Other Costs	7,303,364	7,271,660
Total Operating Expenditure	24,881,130	22,292,235
Capital Expenditure		
Capital Asset Acquisitions	2,853,065	3,191,755
Capital Works Programs	3,632,026	4,122,831
Capital Material Public Benefits	0	0
Loan Repayments	886,917	887,152
Total Capital Expenditure	7,372,008	8,201,737
Income (Operating & Capital)		
User Fees	(6,506,423)	(6,462,895)
Fees and Charges	(674,781)	(673,533)
Grant Transfers	(2,284,761)	(1,608,304)
Contributions	(6,169,640)	(6,140,566)
Rates Income	(31,698,965)	(31,742,011)
Domestic Waste Charge	(1,146,507)	(1,148,070)
Interest on Investments	(1,680,381)	(1,607,400)
Other Income	(718,071)	(627,808)
Capital Assets Disposals	(1,603,357)	(1,509,123)
Total Income (Operating & Capital)	(52,482,886)	(51,519,709)
Transfers from Reserves	(12,439,133)	(7,205,856)
Transfers to Reserves	11,946,071	9,807,252
Net Cost (Funded by Rates)	(20,722,810)	(18,424,341)

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	1.46% 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 Lodged second in NSW with the Department of Local Government.	✓
Time taken to respond to written correspondence	90% responded to within 15 working days	Sample review indicated that 94% responded to within 15 days	✓
Staff turn-over rate (voluntary)	Staff turn over rate between 9-11%	Staff turnover rate of 12% for the 12/13 period.	✘
Arrears for rate payments per year	5% arrears for rate payment per year	5.26% 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	Satisfaction survey put on hold pending review of customer service software which will record and report on customer service requests and service complaints	n/a
Number of Management Plan actions completed	95% of all Delivery Plan actions completed	86% of Delivery Plan actions completed and an additional 11% were progressing as planned	✘
Satisfaction with education programs and events	85% of program and event attendees satisfied	92% by survey	✓
Response to media enquiries	85% of media enquiries responded to within 24 hours	95% of media enquiries responded to within 24 hours - 5% have extended deadlines	✓
Community usage of website	5% increase in number of hits from unique visitors per annum	8.9% 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	94% of a sample of people attending civic events are satisfied.	✓
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 exceeded with 100% of GIPA formal requests responded to within 30 days	✓
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 99.55%	✓
Number of claims associated with risk management e.g. WHS incidents, workers compensation claims	5% reduction in the number of claims	12% reduction in number of 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	92 reported dog attacks and all were investigated and received initial response within 5 working days	✓



Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Business Management	Effectively manage Council's financial services	Provide Management Accounting services	100%	All Management Accounting service and reporting have been facilitated efficiently and on time.
Business Management	Effectively manage Council's financial services	Provide effective investment of Council's funds	100%	Investments have been managed as per required legislation and Council Policies. March Budget Review Target for Investment Income exceeded.
Business Management	Effectively manage Council's financial services	Provide effective management of Council's insurance	100%	Council's existing insurance is being effectively managed with potential to reduce cover and costs in property insurance area where risks are low for certain items. In addition Public Liability claims history has improved significantly with further improvement expected over time following implementation and embedding of enterprise risk management across Council divisions
Business Management	Effectively manage Council's financial services	Provide Financial Accounting Services	100%	All financial service have been managed effectively and on time including, maintenance of Council's Loan Register, audit planning, updating of Council's asset register, ledger maintenance and all monthly closure and reporting of accounts payable and receivable ledgers and bank reconciliations.
Business Management	Effectively manage Council's financial services	Effectively manage Council's financial services	100%	All of Council's financial services have been effectively managed throughout 2012-13.
Business Management	Effectively manage Council's financial services	Manage Council's long term financial strategy	75%	Council Long Term Financial Plan is in the process of being finalised. A new Model has been purchased and updated. The final analysis and document is currently being finalised.
Business Management	Effectively manage Council's financial services	Facilitate Council's rating structure	100%	Council's rating facilities have been managed efficiently including supplementary notice production, levying and mailing of installments and rate recovery.
Business Management	Complete business plans/evaluation for each of Council's functions	Develop business unit operational plans	100%	Business unit operational plans completed in Q4 as part of the Delivery Program & Budget
Business Management	Complete business plans/evaluation for each of Council's functions	Implement & review CEC Business & Strategic Plan, including evaluation mechanism	100%	Staff change has lead to a change in the programs run at the CEC with a focus on reviewing all the programs. To date the primary school program has been reviewed and brought into line with the curriculum.
Business Management	Effectively manage Council's lease agreements	Review and manage Council's Lease portfolio	100%	All lease information has been captured and is correct and up to date. All reminder letters for Certificates of Currency, Annual Reports and Rent Increases have been sent out.
Business Management	Effectively manage Council's lease agreements	Manage the general operations of Sydney Lakeside Tourist Park	100%	Completed

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Business Management	Achieve the customer service charter guidelines	Provide an effective customer service	100%	Total Merit Reports logged: 13,875, Front counter enquiries- Avalon: 6,069, Front counter enquiries- Mona Vale: 16,169 (Av + MV = 22,238), Call Centre: Total answered calls: 67,539 Abandoned calls: 3,044 (4.3%) (Service level target is 5% max) Calls Answered in less than 20 seconds: 83.83% (Service level target is 80% min) Average talk time per call - 1:39min
Business Management	Achieve the customer service charter guidelines	Monitor compliance with the customer Service Charter guidelines	100%	A review of Council's record keeping and customer Service systems commenced during the year with a view to selecting better systems to ensure that Council can better monitor and report on CS outcomes. Upgrades to both Customer Service Centres enhanced customer facilities and provided better and safer workplace for staff.
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Seek ongoing sponsorship for CEC	100%	No sponsorship has been received by the CEC.
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	100%	This action is ongoing. On a continuous basis additional income, management of current funds and discussions on service levels are occurring to maximise the utilisation of Council's funds and thus service delivery.
Business Management	Coordinate funding opportunities to assist in the delivery of all strategies	Coordinate grant opportunities across council	100%	Coordinated grant opportunities across council.
Business Management	Effective management of Council's IT network and infrastructure	Manage Council's IT network and infrastructure	100%	Council's IT network is maintained highly efficiently with an weighted average uptime of approximately 99%
Business Management	Effectively manage and maximise returns from commercial enterprise	Effectively manage all operations associated with Currawong State Park.	100%	Streamlined the management of Currawong by tendering a 4 year contract to provide an all-inclusive management service to include management, caretaking and cleaning. Captured and contained the asbestos sea wall and built a new wall in front using treated Australian hardwood piles and log rails. This significantly reduced risk of dry and broken asbestos on the beachfront and improved the structure of the sea wall. The heritage value of the asbestos sea wall was preserved as it was captured and contained. Replaced overhead electrical power lines that came down in a storm with underground power lines, improving the safety and aesthetics of the area. Replaced 4 rotting decks on cabins with new decks, in keeping with the heritage requirements of the site. Constant liaison with onsite managers to ensure effective operations at Currawong
Business Management	Effectively manage and maximise returns from commercial enterprise	Effectively manage Council's Construction Plant and Fleet Vehicle Workshop	100%	Ongoing project undertaken throughout the year.
Business Management	Effectively manage and maximise returns from commercial enterprise	Implement Procurement Guidelines & Procedures	100%	Guidelines, procedures, tender/EOI quote templates and other forms and correspondence are now all in place and available on the intranet. Finance 1 procurement module training has also been completed across council.
Business Management	Effectively manage and maximise returns from commercial enterprise	Implement the Plan of Management of Sydney Lakeside Holiday Park	100%	Tender for new cabins called in July and cabins will be in place for operation pre-Christmas. Designs being prepared for new childrens' playground. Subsequent to the recently revised Narrabeen Lagoon Flood Study, preparation of an emergency evacuation plan is proceeding

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Business Management	Effectively manage Council's corporate governance responsibilities	Maintain Council's corporate registers e.g. Policy, Pecuniary Interests & Delegations Register	100%	All pecuniary interest and delegations registers updated and available for public viewing
Business Management	Effectively manage Council's corporate governance responsibilities	Maintain an effective record management system	100%	Audit of Business Rules completed and amended, ECM Survey questionnaire distributed, statistics analysed, action program developed and is still current. Business Case for MS Outlook to be implemented replacing Lotus Notes to cancel ECM integration bugs. Training schedule developed for Refresh ,Specific and Advanced Scanning backlogs identified in other business units and assistance provided to scan and register into ECM Historical Microfiche Digitisation project completed. Destruction of Day Boxes procedure written and day boxes recalled from off-site and destroyed. Private Certifier Occupation Certificate, Construction Certificate project to identify records no longer required began in December and is ongoing. Operational strategic plan (Records & ECM) developed for 2013. New Records Intranet site developed for staff and operational in Jan 2013. 46,049 documents were registered by records into ECM for the year
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	100%	Organisation Wide Risk Review still work in progress. Audit Plan has been updated regularly to reflect identification of new risks
Business Management	Effectively manage Council's corporate governance responsibilities	Manage the Audit and Risk Committee	100%	Effectively coordinated and managed the audit and risk committee throughout the period
Business Management	Effectively manage Council's corporate governance responsibilities	Provide accurate and timely meeting, agendas and minutes	100%	All agendas and minutes for Council and Committee meetings, including reference group meetings were produced within time frames and published to the web
Business Management	Effectively manage Council's corporate governance responsibilities	Chair Development Unit, PAMP, JRPP Panel Review Unit meetings	100%	All meetings chaired for period with additional meetings scheduled when required
Business Management	Effectively manage Council's corporate governance responsibilities	Undertake the role of Public Officer	100%	The role of Public Officer was undertaken on limited occasions through out the year. The main use of the delegation was for signing of legal documents such as 88b Instruments and other land related legal documents
Business Management	Effectively manage Council's corporate governance responsibilities	Provide effective access to Council information by developing, maintaining and enhancing electronic and written communication	100%	Websites continually reviewed and amended to provide up to date and relevant information. Additional websites developed including Currawong, Avalon Golf Course, Mona Vale Cemetery and Pittwater 2025 websites.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Business Management	Effectively manage Council's corporate governance responsibilities	Conduct ongoing Councillor induction/training programs	100%	Councillors undertook structured training and attended on a weekly basis Councillor briefings throughout the year. Several Councillors have indicated their desire to undertake the Company Directors course through the Australian Institute of Company Directors in the next financial year.
Business Management	Effectively manage Council's corporate governance responsibilities	Produce Council's quarterly reports, annual report and delivery program and budget and operational plans	100%	Council's quarterly reports, annual report and delivery program and budget and operational plans completed
Business Management	Effectively manage Council's corporate governance responsibilities	Provision of administrative support to elected Councillors	100%	Ongoing, training and briefings done as required and or planned
Business Management	Effectively manage Council's corporate governance responsibilities	Implement Internal Audit Plan	100%	Internal Audit plan implemented for the period.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Develop and implement employee engagement surveys	100%	"On Board" and "Stay" surveys now issued to new recruits and responses analysed for further appropriate action as required.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's workers compensation and return to work function	100%	Workers compensation and return to work function effectively managed throughout the year with projected premium expected to be further reduced for 2012/2013 due to sound rehabilitation and management processes.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Progressively implement measure to reduce the environmental impact of stormwater run-off onto beaches	100%	Beach cleansing has been completed as required
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's Payroll and leave administration function	100%	Payroll completed for all staff within designated timeframe for every week of 2012/2013. All staff leave balances managed throughout the year. Payroll processes reviewed by Internal Auditor and reported to Audit and Risk Committee throughout 2012/2013.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Develop and implement an annual Employee Wellness Program	100%	Employee Wellness Program (Pumped at Pittwater) developed and implemented in 2012/2013.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Provide strategic and operational advice and support to management	100%	Strategic and operational Human Resource and Industrial Relations advice provided to managers, directors and General Manager throughout the year as required.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Conduct investigations into formal staff grievances and take appropriate action	100%	Investigations into formal staff grievances carried out by Corporate Development Unit staff as required and appropriate action taken.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage, promote awareness and effective use of the Employee Assistance Program	100%	Council's Employee Assistance Program was widely used by staff throughout the year and promoted to all staff on noticeboards and by electronic means. Individual referrals undertaken as circumstances required.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Provide support and assistance to staff as required	100%	Personal and organisational support and assistance was provided to staff by Corporate Development Officers throughout the year in a wide variety of matters.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Manage Council's industrial relations and associated risk management	100%	Regular meetings of the Joint Consultative Committee were held throughout the year involving union representatives, management and staff representatives to discuss employment related matters. No matters proceeded to formal hearing at the Industrial Relations Commission throughout the year in keeping with positive industrial environment at Council.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Develop, implement & review Council's HR Guidelines	100%	The following Human Resource/staff guidelines were either reviewed and updated or were under review at the end of 2012/2013: Performance Appraisal Guideline, Higher Duties Guideline, Redundancy & Redeployment Guideline, Alcohol & Other Drugs Guideline and Asbestos Management Guideline
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Review and implement Council's EEO Plan and manage associated risk	100%	Council's EEO Plan reviewed and updated as at 30 June 2013. EEO principles embedded into Council's HR processes as required.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Review and implement Council's OH&S Plan & systems	100%	Council's annual WHS Plan considered by and endorsed by the Work Health & Safety Committee. Regular updates provided to the Committee on progress with implementation of the Plan.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Ensure that Council's Values are incorporated into HR initiatives and activities	100%	Council's new 6 Core Values widely distributed and promoted and incorporated into HR initiatives and relevant documentation as required.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Oversee the Council's Performance Management System	100%	New online, integrated performance management system developed for implementation in July 2013. Performance Appraisal Guidelines reviewed, updated and endorsed by senior management team in 2012.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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.	100%	This is an ongoing practice. Opportunities to provide flexible working hours and flexible arrangements are considered and approved as operational requirements permit.
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).	100%	Numerous HR services and processes have now been developed for online application including: new online training platform, new online performance management and appraisal system, new online induction system partly developed and online employee engagement surveys now implemented.
Business Management	Effectively manage Council's Human Resource and Industrial Relations service	Conduct staff Induction and Familiarisation programs	100%	Staff inductions held for all new staff upon commencement at Pittwater. Staff Familiarisation Program held on quarterly basis. New online induction program/process partly developed for implementation in 2013/2014.
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	100%	All formal requests of quotation and tender for such products include as a practice and form for assessing the environmental credentials of products and suppliers. Each submission is weighted appropriate to the purchase and scored accordingly.
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	100%	16 tenders, 16 Requests for quote and 2 expressions of interest completed over the financial year. 6 additional tenders/EOIs that have not previously been undertaken for various products and services are now being undertaken.
Business Management	Establish baseline data and develop relevant targets for all strategies	Report on and review KPI targets	100%	Completed as part of the Pittwater 2020 review
Business Management	Explore viable commercial and non-commercial income producing opportunities	Review 'Pay and Display' parking rates and locations on a regular basis	100%	Completed and implemented for the July financial year commencement.
Business Management	Explore viable commercial and non-commercial income producing opportunities	Continue to identify and evaluate potential business opportunities	100%	Tenders called for management of Currawong, Avalon Golf Course & Narrabeen Driving Range and restaurant at Avalon Beach SLSC. Marketing initiatives undertaken to improve turnover at Currawong and Avalon Golf Course.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Business Management	Explore viable commercial and non-commercial income producing opportunities	Develop a commercial project that will provide financial return at Newport	50%	Progressed, waiting on developers to activate
Business Management	Improve capability of staff through career planning, training and recruitment	Manage Educational Assistance program	100%	Educational Assistance was provided to numerous staff throughout the year relating to relevant TAFE and university studies being undertaken by staff.
Business Management	Improve capability of staff through career planning, training and recruitment	Develop and implement annual corporate training plans	100%	Corporate Training Plan for 2012/2013 endorsed by senior management team and implemented throughout the year.
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.	100%	Pittwater Women's Network was supported and met regularly throughout the year. Nominated female staff selected to attend and participate in senior management meetings throughout the year. Female staff member selected to attend Harvard Business School for short term training as part of a career development opportunity.
Business Management	Improve capability of staff through career planning, training and recruitment	Manage recruitment process and procedures	100%	Thirty two (32) permanent employees were recruited into Pittwater Council's employment during 2012/2013. Staff turnover was 12%. Internal Auditor reviewed Council's recruitment processes during 2013 for report to Audit and Risk Committee.
Business Management	Improve capability of staff through career planning, training and recruitment	Implement the Excellence at Work and Service Recognition Staff Programs.	100%	Excellence at Work awards / staff presentations occurred every 2 months. New staff service recognition program to commence from July 2013.
Business Management	Improve capability of staff through career planning, training and recruitment	Develop and implement leadership and cultural development programs for Council staff.	100%	Pittwater Leadership Framework implementation is ongoing, including role modelling of core values by senior staff, 360 degree feedback - diagnostic tool for senior officers, executive coaching, targeted skills based workshops for senior managers reinforcing an affiliative and achievement culture and "Managing People" program for senior and mid level supervisors.
Business Management	Improve capability of staff through career planning, training and recruitment	Coordinate the Career Development Program.	100%	Career Development Program (CDP) implemented for nominated high potential and key staff for 2012. Next CDP for 2013/2014 currently in progress.
Business Management	Improve Council meetings through a review of the format, location and information provided	Review format, location and information provided at Council Meetings	100%	Acoustic designs have been received for the Mona Vale Hall with a view to improving the acoustics and to allow an upgrade of the sound system during 2013/14. Seating arrangements were altered for Council meetings so that members of the public could better identify their representatives.
Business Management	Increase councils positive visibility and branding	Continued implementation of Pittwater's branding into all council activities	100%	Further updating of Council's branding on signs and on Council documents occurred throughout the year. The Mona Vale town centre signage around the Customer Service Centre was updated with new branding.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Business Management	Make all relevant council processes and decisions available online	Continue to provide information to the public by proactive release in accordance with the requirements of Government Information Public Access (GIPA) legislation.	100%	49 formal and 583 informal GIPA applications processed and completed within required statutory timeframes. Open access documents continually updated on website and made available in required timeframes.
Business Management	Make all relevant council processes and decisions available online	Proactively release appropriate Council information e.g. Council & Committee meeting agendas and minutes	100%	Open access documents released as required within agreed timeframes. Proactive release of appropriate documents undertaken and made available on Council's website
Business Management	Respond to Council's Strategic Plan with an integrated corporate planning approach	Develop integration program for all Council plans	100%	Completed as part of the Pittwater 2020 review
Business Management	Review and implement workforce planning strategy	Participate in Career Fairs in local area	100%	Council will be participating in the Career and Training Expo (Job Shed) at Mona Vale in July 2013 to facilitate networks with relevant private and public sector agencies to promote opportunities for jobs, traineeships and apprenticeships in the region.
Business Management	Review and implement workforce planning strategy	Investigate opportunities for increasing the number of Apprenticeships and Traineeships across the organisation.	100%	A number of trainees and university interns were placed into various business units of Council throughout the year.
Business Management	Review and implement workforce planning strategy	Implement workforce planning strategy	100%	Workforce planning strategy progressively implemented throughout 2012/2013 and actions taken reported to Council on 1 July 2013. Updated 4 year Workforce Plan 2013-2017 developed and endorsed by senior management team in February 2013 and presented to Council on 1 July 2013.
Business Management	Review Council's committee structure and governance protocols to maintain transparency and accountability	Conduct a review of Council's committee structure and governance protocols	100%	Council's committee structure reviewed following the local government election in September 2012. Governance protocols reviewed if and when required
Business Management	Undertake a coordinated lobby program to lobby for identified Strategic Plan outcomes	Undertake lobbying as appropriate	100%	Council has continued to lobby state and federal agencies regarding issues facing Pittwater. These include issues such as planning and the environment. Council also has worked closely with Shore Regional Organisation of Councils (SHOROC) to lobby state and federal government regarding regional issues such as health and infrastructure.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Evaluation of appropriate civic events continues to be a priority for the events team. Evaluation of Australia Day event indicated that participants were either very satisfied or satisfied with the event.
Community Engagement, Education & Awareness	Develop and implement an effective feedback process	Ongoing review and management of Council's reference groups	100%	Council's four reference groups continue to meet on a quarterly basis. An Expression of Interest Process was undertaken in March 2013 to appoint members to the reference groups for the next two years. Minutes from reference group meetings are referred to Council for their consideration.
Community Engagement, Education & Awareness	Develop and implement an effective feedback process	Implement mechanisms to enhance feedback to the community on larger community projects	100%	Council continues to refine the Current Consultation Project page on Council's website which informs the community about key stages in the community engagement process for all large community projects where consultation is required.
Community Engagement, Education & Awareness	Conduct a comprehensive biennial community survey which gathers all necessary data	Develop, undertake and report on the community survey.	100%	A community survey was undertaken in June 2012 and with analysis and a final report completed in August 2012. Key data collected at this time primarily measured targets identified in the community strategic plan (CSP) and verification that the community was supportive of the vision and priorities identified within each of the five key directions of the CSP. Results were also used to report on CSP progress for the End Of Term Report.
Community Engagement, Education & Awareness	Co-ordinate Civic Events	Facilitate coordination of Civic Events	100%	Events Australia Day (approx 8,000 visitors) Citizenship ceremonies = 5 Number of people naturalised = 237 Other events included Food and Wine Fair, Wheels at Winn Bay, Re-naming of Trish Giles Reserve, Volunteers Civic Reception, Launch of synthetic field at North Narrabeen School, Dog Day by the Bay
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	100%	In 2012-13, Sustainable Living events and programs included workshops on a range of topics, green film screenings, a mini sustainability exhibition, a youth leadership congress and Sustainability Lane as part of the annual Food & Wine Fair.
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)	100%	The Education Team has an ongoing program of community education including companion animal education evenings & events, dog training, microchipping and registration advisory campaign, composting workshops and various road safety information sessions.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Community Engagement, Education & Awareness	Develop and implement an effective media management Plan	Provide an effective media relations service	100%	Media relations team continue to provide an effective interface between Council and the media. Number of press releases issued = 208 Number of media enquiries = 246 No of unique web visitors = 247,735 (up 8.9%) No of I love Pittwater Facebook posts = 411 No of Twitter followers - 2707, number of tweets 2076 Publications 12 editions of the Pittwater Report Online e-newsletter 5 editions of the Pittwater Report residents newsletter mailed to ratepayers.
Community Engagement, Education & Awareness	Hold a community forum every four years as part of the Strategic Plan review	Hold a community forum	100%	Council undertook a comprehensive community engagement process over a period of 9 months to gather input from the community concerning the community strategic plan. This included over 700 interactions with the community via telephone survey, a series of community workshops, an online workshops, workshops with young people and comments via community strategic plan web pages.
Community Engagement, Education & Awareness	Implement and effectively resource Council's Community Engagement Policy	Undertake community engagement regarding major Council plans and projects	100%	Community engagement has been undertaken for major projects including Warriewood Valley Strategic Review, the Local Environmental Plan, Overland Flow Study, Careel Creek Flood Study, Avalon Beach Plan of Management, Open Space and Recreation Management Plan, Community Strategic Plan and Delivery Program and Budget 2013-2017.
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	100%	Visited Barrenjoey High School to demonstrate library website & online databases. Visits to library by Loquat Valley & Mona Vale Primary classes.
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	100%	Partnered key organisations to provide 65 educational programs within the community centre network. 45 public meetings were held in community centres.
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	80%	A grant was received from the NSW Environmental Trust, there is a commitment to provide a number of workshops in regional NSW through the attendees. However, the ability for attendees to undertake these events has been limited, with several regions outstanding. This is out of Council's control and is currently being addressed by Council staff.
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	100%	The primary school program has been reviewed and amended to bring it into line with the new NSW Curriculum. The high school program continues to focus on specific aspects of the curriculum focus on the Northern Beaches location and staff attend relevant peer group meetings to discuss the program with teachers. 34 community events were held during the year across field of sustainability, natural science, aboriginal heritage, surf safety, fauna and flora, weed management etc.
Disaster & Emergency	Conduct an annual review to coordinate links to agency websites	Conduct an annual review to coordinate links to agency websites	100%	Completed 100%

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	The Northern Beaches flood and coastal hazards community education strategy, developed jointly with the SES, Warringah and Manly Councils was reported to council.
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	100%	The Northern Beaches flood and coastal hazards community education strategy, developed jointly with the SES, Warringah and Manly Councils was reported to council. Pittwater Community FloodSafe guide was prepared and is now in distribution.
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	100%	Ongoing
Disaster & Emergency	Develop and implement a staff emergency management and response training program	Implement staff training program in accordance with Disaster & Emergency Management Strategy	100%	Induction training for all new staff carried out .
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.	100%	Ongoing
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	100%	Completed 100%
Disaster & Emergency	Conduct an annual review of Disaster and Emergency Management Plans	Annual review of Disaster Emergency Management Strategy	100%	Completed 100%
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	50%	Initial review of Council systems has been undertaken to achieve an integration of data collected across all information management systems. An information management strategy will be completed by the end of 2013.

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	This action will be ongoing. Surveys have been conducted and ongoing training is being provided on an adhoc basis to those who require additional training. Most recently Council upgraded its Microsoft Operating Platform of which IT conducted Council wide training.
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	100%	New residents kits sent out on a weekly basis to new property owners. Information for the community is available at the Customer Centres and is provided by Customer Service team.
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	100%	Website being updated on a regular basis to ensure information is accurate. Signage installed providing information about sustainability initiatives within Council buildings. Signage update underway for bushland reserves. New Native Plants for you Garden booklet to become available on the website and plant giveaway events.
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	100%	Signage has been installed in a number of reserves advising the most obvious risks
Information Management	Ongoing development, implementation and integration of councils systems	Continue to integrate information systems	100%	Integration of Council's IT systems is undertaken on an ongoing basis where possible.
Information Management	Ongoing development, implementation and integration of councils systems	Implement the plan to integrate operational information management systems across council	50%	Preliminary work has been undertaken to develop an information management strategy. Further work will be undertaken to determine resources required to achieve an integrated information management system.
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	100%	IT procedures and systems are constantly reviewed including a recent audit by Council's Internal Auditor of Council's IT function. Emergency Procedures are currently being quality checked.
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	100%	ISO 31000 is relevant standard and replaces AS/NZS 4360. The newer standard is reflected in both the existing and draft Enterprise Risk Management Plan and auditing of plan will be undertaken in partnership with the Internal auditor and Audit and Risk Committee.

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	All APZ and hazard mitigation measures outlined in the Warringah Pittwater BFRMP for 2012-13 were undertaken to the requirements. Mitigation works were undertaken in 29 reserves covering an area of 66.26 Ha. Rural Fire Service will be conducting inspection of all areas in August 2013. Areas where all APZ and HR contract works undertaken were mapped and reports sent to RFS as required. Continue monitoring of APZ will be required in future linked to specific requirements for 2013-14 under the Warringah Pittwater BFRMP.
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	100%	Note new standard referred to above- ISO 31000. This has been complied with in existing Risk Management (RM) Plan and for new Enterprise RM Plan.
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	100%	Scheduled annual food shop inspections have been completed. Note that this is a continuing program and is a statutory obligation.
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	100%	Commencement inspection and discussion completed for all development sites. Complaints are investigated and where necessary Notice/Orders and PINs issued. Customers are advised of action taken, either by phone or letter. Several matters are subject of legal action and solicitors have been briefed.
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	100%	Enforcement officers undertake regular patrols of Councils reserves and beaches to ensure regulatory compliance and to address requests from the community.
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	100%	Subject to division resourcing and ongoing review of work processes and Risk Management regimes across Council's divisions satisfactory compliance is being achieved. This should continue to improve with implementation of Council's new Enterprise Risk Management (ERM) Plan.
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 KPIs where appropriate	100%	Completed 100%

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Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Liability audit discontinued by Council's insurer and replaced with 6 annual Risk Management Action Plans. These are reviewed by the insurer's regional risk representative annually.
Risk Management	Develop a Master Risk Register including acceptable risk levels, weightings and priorities	Annually update Master Risk Register	100%	Master Risk register updated and reviewed quarterly via Report to Audit & Risk Committee. Review by Council at presentation to Councillors in March 2013.
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	100%	The Draft Narrabeen Lagoon Flood Study was prepared and reported to Warringah & Pittwater Councils in June 2013 for public exhibition. The Draft Careel Creek Flood Study was placed on public exhibition in May 2013 with a series of public information sessions. Public feedback is currently being collated. The draft Overland Flow Mapping and Flood Study was placed on public exhibition in November 2012. Community consultation is continuing with additional site investigations and meetings of the newly formed Pittwater Overland Flow Risk Community Working Group.
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	100%	The Fire Wise program provides advice to residents on how to reduce the threat of bush fire as well as raise awareness in the community. The program includes; preparing your property for a bush fire, what to do when a fire is approaching and how to assist firefighters to protect your property. This year the Rural Fire Service completed 8 Fire Wise programs in Pittwater.
Risk Management	Develop and implement a program to undertake natural hazard risk management studies in accordance with Risk Management Guideline	Develop Community Emergency Flood Response Plans in partnership with SES	100%	Meeting held with SES and schools in North Narrabeen to commence development of an emergency flood response plan. The grant funded Northern Beaches Flood Warning & Information Network project (a 5 year project) delivered a series of new or upgraded water level and rainfall gauges across the region and the development of a public webpage designed to provide the community with real time information.
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	100%	The 2012/13 Annual Hazard Reduction Program for Pittwater was developed in accordance with the Warringah Pittwater Bush Fire Risk Management Plan (BFRMP). Natural Environment and Education (NEE) maintain a Hazard Reduction Checklist for planned burning/manual hazard reduction (HR) works. The Checklist and Rural Fire Service (RFS) Bushfire Risk Information Management System (BRIMS) were regularly updated to report on progress of works. Manual HR works, including preparation for pile/area burns was conducted in 48 sites across Pittwater. Environmental Assessments were prepared for planned HR works for each site. Due to inappropriate weather conditions only one area burn was completed in Ingleside Chase Reserve. It is anticipated remaining burns be completed in 2013/14 Pittwater Council's revised Bush Fire Prone Land Map was certified by the NSW RFS Commissioner on 18 June 2013. 5923 properties are now mapped as Bush Fire Prone (1122 newly added, 426 previously mapped removed). Planning for Bushfire Protection guidelines apply to DAs for land identified on this map in accordance with the BFRMP
Risk Management	Develop, implement and periodically test Council's Business Continuity Plan	Implement and periodically test Council's Business Continuity Plan	100%	Council's existing Business Continuity Plan has been reviewed and requires updating given personnel changes, Business Managers are progressing this and will be assisted by new Risk Management Coordinator when hired over short term. Testing of Plan will occur in due course.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Risk Management	Develop, implement and periodically test Council's Business Continuity Plan	Fully implemented IT business continuity/disaster recovery infrastructure	90%	Council has full IT disaster recovery systems in place that are updated constantly as technology changes. Such systems were reviewed as part of the IT internal audit review. In addition testing is currently being undertaken as per Council written procedures to ensure all methodologies are correct and will ensure continuity of IT operations.
Risk Management	Develop, implement and regularly review a guiding document for risk management	Provide effective management of Council's Enterprise Wide Risk Management Plan	100%	New Enterprise Risk Management (ERM) Plan in draft and to be implemented further once new risk management Coordinator is hired. Some delay in hiring process which will be completed over short term. Implementation and embedding of new ERM Plan has commenced through practical adoption in certain areas with 3-5 year timetable for full embedding across divisions.
Risk Management	Develop, implement and regularly review a guiding document for risk management	Finalise and implement Risk Management Guideline	100%	New draft Enterprise Risk Management Plan is to be reviewed, customised and approved pending new hire to implement process. Implementation will be an ongoing process throughout the life of the plan
Risk Management	Develop, implement and regularly review a guiding document for risk management	Develop, review and implement flood risk management policy	100%	An initial draft interim policy was prepared for managing flood emergency response planning of development. Specific investigations were undertaken in relation to the flood risk of development at North Narrabeen.
Risk Management	Develop, implement and regularly review a guiding document for risk management	Develop, review and implement coastal risk management policy	100%	Ongoing application of coastal risk controls and advice provided to development proponents on coastal issues.
Risk Management	Develop, implement and regularly review a guiding document for risk management	Identify, assess and prioritise strategic risks	100%	Existing Risk Management Plan reviewed and implemented new draft Enterprise Risk Management Plan will be implemented in accordance with approved timetable
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	100%	Ongoing application of policy and procedures. Continued internal discussions on draft memorandum of understanding for lagoon entrance management.
Risk Management	Facilitate training and education awareness programs regarding risk management	Facilitate training and education awareness programs regarding risk management	100%	New online generic Risk Management induction course approved and being implemented by Corporate Development. Training on new Enterprise Risk Management (ERM) Plan will commence with implementation of that Plan.
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	100%	Ongoing consideration of climate change and sea level rise and its application to coastal and flood risk areas, with particular consideration of State Government policy changes. Independent advice from Sydney Coastal Councils Group (SCCG) and Statewide Mutual received and is being considered.

Leading an Effective & Collaborative Council

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Continuous improvement is being made to the standard suite of DA conditions in consultation with relevant Business Units.
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.	75%	Relevant clauses have been included into draft Pittwater LEP 2013.

Community Engagement, Education & Awareness Strategy

Business Management Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	533	638
Other Employee Costs	153	179
Materials and Contracts	158	218
Depreciation	0	0
Interest	12	14
Other Costs	722	664
Total Operating Expenditure	1,578	1,713
Capital Expenditure		
Capital Asset Acquisitions	54	41
Capital Works Programs	689	710
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	744	750
Income (Operating & Capital)		
User Fees	(314)	(312)
Fees and Charges	(27)	(26)
Grant Transfers	(69)	(128)
Contributions	(54)	(45)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(9)	(2)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(472)	(513)
Transfers from Reserves	(882)	(897)
Transfers to Reserves	45	0
Net Cost (Funded by Rates)	1,013	1,053

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	4,573	4,540
Other Employee Costs	1,813	2,039
Materials and Contracts	1,949	2,139
Depreciation	5,770	2,035
Interest	669	664
Other Costs	6,158	6,161
Total Operating Expenditure	20,932	17,579
Capital Expenditure		
Capital Asset Acquisitions	2,993	3,254
Capital Works Programs	2,601	3,000
Capital Material Public Benefits	0	0
Loan Repayments	985	986
Total Capital Expenditure	6,580	7,240
Income (Operating & Capital)		
User Fees	(6,599)	(6,557)
Fees and Charges	(306)	(308)
Grant Transfers	(2,183)	(1,350)
Contributions	(6,599)	(6,591)
Rates Income	(35,221)	(35,269)
Domestic Waste Charge	0	0
Interest on Investments	(1,867)	(1,786)
Other Income	(750)	(661)
Capital Assets Disposals	(1,781)	(1,677)
Total Income (Operating & Capital)	(55,307)	(54,199)
Transfers from Reserves	(12,324)	(5,276)
Transfers to Reserves	13,037	0
Net Cost (Funded by Rates)	(27,081)	(34,656)

Disaster & Emergency Management Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	64	44
Other Employee Costs	16	14
Materials and Contracts	1	1
Depreciation	0	0
Interest	0	0
Other Costs	82	92
Total Operating Expenditure	163	151
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	0	0
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	0	0
Income (Operating & Capital)		
User Fees	(0)	0
Fees and Charges	0	0
Grant Transfers	(1)	0
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
Total Income (Operating & Capital)	(3)	0
Transfers from Reserves	0	0
Transfers to Reserves	0	0
Net Cost (Funded by Rates)	160	151

Information Management Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	662	681
Other Employee Costs	189	195
Materials and Contracts	240	215
Depreciation	489	475
Interest	0	0
Other Costs	208	152
Total Operating Expenditure	1,787	1,718
Capital Expenditure		
Capital Asset Acquisitions	132	303
Capital Works Programs	0	0
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	132	303
Income (Operating & Capital)		
User Fees	(10)	(10)
Fees and Charges	(1)	(1)
Grant Transfers	(1)	0
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(1)	(5)
Capital Assets Disposals	(0)	0
Total Income (Operating & Capital)	(13)	(16)
Transfers from Reserves	(97)	(760)
Transfers to Reserves	0	0
Net Cost (Funded by Rates)	1,809	1,245

Risk Management Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	1,962	2,121
Other Employee Costs	607	699
Materials and Contracts	1,602	1,315
Depreciation	214	250
Interest	0	0
Other Costs	1,856	2,056
Total Operating Expenditure	6,241	6,441
Capital Expenditure		
Capital Asset Acquisitions	7	2
Capital Works Programs	1,721	1,948
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	1,728	1,949
Income (Operating & Capital)		
User Fees	(365)	(361)
Fees and Charges	(1,518)	(1,515)
Grant Transfers	(498)	(585)
Contributions	(540)	(509)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(146)	(130)
Capital Assets Disposals	(0)	0
Total Income (Operating & Capital)	(3,068)	(3,100)
Transfers from Reserves	(1,376)	(1,595)
Transfers to Reserves	320	0
Net Cost (Funded by Rates)	3,845	3,695



Key Direction 5 - Integrating Our Built Environment

2012/2013	Budget	Actual
Operating Expenditure	\$	\$
Salaries and Wages	4,564,399	4,778,370
Other Employee Costs	1,414,240	1,577,274
Materials and Contracts	2,911,245	2,666,655
Depreciation	915,537	2,549,100
Interest	33,474	33,215
Other Costs	3,087,319	3,176,123
Total Operating Expenditure	12,926,215	14,780,738
Capital Expenditure		
Capital Asset Acquisitions	290,601	309,696
Capital Works Programs	3,719,901	4,483,324
Capital Material Public Benefits	0	0
Loan Repayments	49,273	49,286
Total Capital Expenditure	4,059,775	4,842,306
Income (Operating & Capital)		
User Fees	(1,697,495)	(1,640,437)
Fees and Charges	(1,375,249)	(1,344,579)
Grant Transfers	(753,971)	(794,937)
Contributions	(1,104,559)	(1,062,395)
Rates Income	(1,761,054)	(1,763,445)
Domestic Waste Charge	(1,146,507)	(1,148,070)
Interest on Investments	(93,355)	(89,300)
Other Income	(172,672)	(139,575)
Capital Assets Disposals	(89,082)	(83,840)
Total Income (Operating & Capital)	(8,193,943)	(8,066,579)
Transfers from Reserves	(3,623,171)	(6,682,341)
Transfers to Reserves	1,308,319	1,171,683
Net Cost (Funded by Rates)	6,477,195	6,045,807

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	0.59% reduction of energy consumption in Council facilities	✗
Number of planning certificates issued	98% of planning certificates issued within 1 day	99% of planning certificates issued within 1 day	✓
Number of planning certificates issued over the internet	50% of planning certificates issued over the internet	67% 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	100% of construction certificates, where all required information is provided, issued within 10 working days	✓
Achieve median processing time for DAs	Achieve median processing time of 40 days	Median processing time of 49 working days	✗
Achieve median processing time for building certificates	Achieve median processing time of 14 days	Median processing time of 15 days	✗
Condition of footpaths	90% of footpaths with trip condition E (>30mm) are rectified	Achieved	✓
Condition of roads	90% of roads in town and villages to have Pavement Condition Index greater than 5 out of 10	Achieved	✓
Green star rating of fleet	60% of vehicles to have a green star rating of 4 or above	61% of vehicles to have a green star rating of 4 or above	✓
Fuel Consumption of Council's vehicles	5% reduction in fuel consumption (litres per 100km)	2% reduction in fuel consumption (litres per 100km)	✗

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Ongoing review and update of the property register.
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)	100%	Ongoing project with assets replaced as appropriate.
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	100%	Ongoing project of asset control.
Asset Management Coordination	Develop and implement an integrated asset management system	Collect data in accordance with an approved priority program	100%	Collection of data progressing
Asset Management Coordination	Develop and implement an integrated asset management system	Continue to develop and integrate a asset management system	100%	Conquest Asset Management System has been installed and now has all major assets loaded. The system will continue to be enhanced over the next 2-3 years
Asset Management Coordination	Develop and implement an integrated asset management system	Continued implementation of the recommendations of the Pittwater Asset Management Strategy Stage three	100%	A new Pittwater Asset Management Strategy has been developed and presented to Senior Management Team. This replaces the earlier version developed by Morrison Low in 2011, as the majority of key recommended tasks in the Asset Management Improvement Section have now been completed.

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Asset Management Coordination	Develop and implement an integrated asset management system	Continued development of Total Asset Management Plans for all asset classes based on current data and initial technical level of service. Management Plan to include asset specific improvement plans	100%	Asset management progressing as per plan. Most critical assets now incorporated.
Asset Management Coordination	Develop and implement an integrated asset management system	Implement an Asset Management software system for all asset classes	90%	All major asset classes are now in the Conquest Asset Management System. There are still a few critical assets where data is to be collected and input to the system across Urban Infrastructure and Reserves, Recreation and Building Services.
Asset Management Coordination	Develop, resource and implement a sustainable Strategic Asset Management Plan	Integrate Asset Management into Council's Strategic framework	100%	Significant work has been undertaken to complete Council's Asset Management System for all asset classes. Condition assessments assist in determining project priorities and financial resources required. Reporting between the Asset Management Plan and long term financial planning has been critical to determining Delivery Program and Budget priorities.
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	100%	Council has developed a Major Projects page on the website to provide up to date information about key infrastructure projects.
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	100%	Water harvesting from the roof of Boondah Operation Centre has been installed to irrigate the adjacent sportsfield
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	100%	Continuing program updated annually.
Land Use & Development	Achieve an acceptable outcome for Careel Bay marina sites	Achieve an acceptable outcome for Currawong & Careel Bay marina sites	100%	Completed 100%

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Land Use & Development	Complete Local Strategy and standard LEP template process and review DCP to align with best practice sustainability principles	Site specific draft LEPs to deal with classification and reclassification will be prepared as required	100%	LEPs have been assessed as required.
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	75%	Pittwater LEP 2013 has been exhibited and is scheduled to be reported to Council in August 2013.
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	100%	Relevant controls into DCP.
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	100%	DCP red tape review has been completed. Pittwater LEP 2013 being progressed.
Land Use & Development	Develop and implement Developer Contribution Schemes/ Agreements to support land use and development	Implement Developer Contribution Plan	100%	Existing Warriewood Valley Developer Contribution Plan reviewed and new Plan is being developed based upon outcomes on density from the Warriewood Valley Strategic Review which was adopted by Council in June 2013. Other Developer Contribution Plans have been reviewed and will be updated in due course.
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	100%	Completed 100%
Land Use & Development	Investigate affordable housing initiatives and progress accessory dwellings	Review Local Affordable Housing Choice Strategy in response to changes to the SEPP (Affordable Rental Housing)	0%	No action has been taken to date. Awaiting State Government to progress with Affordable Housing taskforce and engagement with Local Government.
Land Use & Development	Maintain efficient planning and development processes, such as e-planning initiatives	(LEP Info) Maintain planning compliance and environmental 'e' planning systems	100%	Ongoing program to maintain and update 'e' planning systems. Work has commenced to upgrade Masterplan and Assessor.
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	100%	Made comprehensive submission on White Paper. Made comprehensive submission on Metro Plan

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Ongoing overview and management of all legal matters with a view to ensuring the best outcomes for Council and the community.
Land Use & Development	Progress investigation into potential Ingleside land release with all stakeholders	(Land Release) Review position and respond to State Government Infrastructure & Planning Committee on sustainable land-use in Ingleside	100%	Ongoing work with Department of Planning & Infrastructure as part of Precinct Planning Process for Ingleside, including sustainability initiatives.
Land Use & Development	Progress Warriewood Valley Land Release in accordance with pre-planned holistic objectives	Complete Warriewood Valley Strategic Review	100%	The Warriewood Valley Strategic Review was adopted by Council in June 2013.
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	100%	New Large Playground and community facility constructed in Callistemon Way Warriewood Valley.
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	100%	Ongoing coordination of Warriewood Valley Land Release.
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	100%	Ongoing delivery program. Boondah road currently under construction.
Land Use & Development	Provide an effective building and planning certification process	(DA Admin) Issue planning & building certificates, including effective customer service	100%	Completed 100%
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	100%	385 Development Applications determined

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Land Use & Development	Provide an effective development assessment and determination process	Ongoing review and updating of 'e' planning system	100%	Work to update Council's 'e' planning systems is underway and expected to be introduced in last quarter 2014.
Land Use & Development	Provide an effective development assessment and determination process	Respond effectively to rezoning applications	100%	Completed 100%
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	100%	Five staff are accredited certifiers under the Building Professional Board scheme with ongoing professional development Certification services are provided to the community, which are competitive with the private sector. Complaints concerning privately certified development are investigated and Notice/Orders and PINs are issued where necessary.
Land Use & Development	Provide legal defense of Council's development application decisions & legal document processing	(DA Admin) Provide quality evidence and accurate document management	100%	Ongoing review and management of legal matters to ensure a high quality defence of Council's decisions is always provided.
Land Use & Development	Review heritage matters including natural environment issues	(LEP Project) Incorporate heritage controls into LEP	75%	The draft Pittwater LEP 2013 has been exhibited.
Land Use & Development	Review heritage matters including natural environment issues	Continue to support Aboriginal Heritage Office.	100%	Ongoing support provided.
Land Use & Development	Review heritage matters including natural environment issues	(DCP Project) Incorporate heritage controls into DCP	100%	Completed 100%
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	75%	Relevant clause included in draft Pittwater LEP 2013.
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	100%	Completed 100%
Town & Village	Upgrade of Town and Village facilities	Implement town and village Capital Improvement Program	100%	Council requested a redesign and further meetings with the Chamber of Commerce for the Elanora Commercial Centre. Main issues revolved around parking. Redesign has been completed and meetings held with interested parties. Final design awaiting to be approved before construction can commence.
Town & Village	Upgrade of Town and Village facilities	Implement town and village Capital Improvement Program	100%	Completed 100%

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Completed 100%
Town & Village	Develop a program to build pride in community assets that assists Council in maintenance as well as deterring graffiti and vandalism	Implement Public Art Strategies for each town, village and neighbourhood shopping centre within Pittwater	70%	Public art strategies for commercial centres being incorporated into Enliven Pittwater program. "Imag ne" sculpture currently being displayed at Mona Vale
Town & Village	Develop and implement masterplans and supplementary public domain style guides	Progress North Narrabeen Masterplan (dependent on establishment of flood levels)	0%	Nth Narrabeen masterplanning on hold at this stage.
Town & Village	Develop and implement masterplans and supplementary public domain style guides	Impelement Elanora Heights Masterplan and Public Domain Style Guide	100%	Elanora Heights Masterplan adopted.
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	100%	Council has continued to maintain and manage Council's CCTV system and provide information to the Police when required.
Town & Village	Maintain and service town and village facilities	Ongoing maintenance and servicing of town & village facilities	100%	Program for the year completed with all centres being cleared of litter on a daily basis , gardens tended to on a fortnightly cycle , graffiti removed on a fortnightly cycle and vandalism attended to immediately.
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	100%	All designs are completed. A request for tenders have been advertised via Tenderlink. Pre tender meeting held. Tenders close on 13 August 2013 at 2pm.
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	100%	Ongoing as Master plans are developed
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	100%	Planning initiatives completed. Bungan Lane Car Park being constructed.

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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	100%	Completed 100%
Town & Village	Provide planning, design, investigation and management of town and villages	Provide planning, design, investigation and management of town and villages for public infrastructure works	100%	Ongoing each year
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	75%	NSW Department of Planning and Infrastructure have advised we are unable to introduce a clause into our LEP to this effect. A policy will be introduced into P21 DCP instead
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	100%	Ongoing lobbying including discussions at quarterly meetings with NSW Department of Planning and Infrastructure staff to go beyond BASIX.
Energy	Engage and educate the community, Council staff and businesses in sustainable energy use	Develop and implement a community based strategy on greenhouse gas emissions, sustainable energy useage targetting the community in general	15%	Development of a Community Greenhouse Gas Emissions Reduction Strategy commenced in 2012-13 with development of a Project Plan and delivery of several community education and engagement activities around sustainable energy. These included a 'Going Solar 'Workshop, a 'Sustainable Building Workshop' and dissemination of information through Council's website and newsletters. Development of the Community Green House Gases (GHG) Strategy will be completed in 2013-14 as part of a broader action to 'Develop and implement a community based program encouraging sustainable behaviour'
Energy	Implement and review Council's Plans relating to energy	Implement Council's Energy Saving Action Plan	50%	WASIP 2012/2013 program delayed by State Government to be completed by June 2014
Energy	Implement and review Council's Plans relating to energy	Implement Council's Greenhouse Gas Reduction Strategy	100%	Implementation of Council's Green House Gases (GHG) reduction strategy for Council Operations was ongoing throughout the year. A baseline GHG emissions inventory 2008-09 has been established; updated KPIs and targets were set and endorsed including 1% year-on-year GHG emissions reduction and target of 20% renewable energy by 2025; extensive solar hot water systems installed at Lakeside Holiday Park to replace gas; over 30 kW of new solar plant power generation capacity installed during 20012-13, including large system at Mona Vale Library & Administration building.
Energy	Implement and review Council's Plans relating to energy	Provide access to residents of State and Federal incentives and programs to reduce energy consumption and greenhouse gases	100%	Information advising residents of programs and rebates available from State and Federal agencies to assist energy and greenhouse gas emissions was provided throughout the year via a range of communications channels. These included development of a specific rebates webpage; email advice to registered community groups quarterly; and distribution of a flyer "Rebates and Assistance for Sustainable Living" to 23,000 households with the rates notice in April 2013.

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
Energy	Introduce initiatives to decrease fuel consumption of Council fleet	Implement fuel reduction and emissions program	75%	Additional minor tools and 3 light vehicles have been added to the fleet this year causing an increase in fuel usage and emissions.
Energy	Investigate incentives for energy efficiency, i.e. low interest loans	Manage sinking fund to finance ongoing greenhouse reduction measures	100%	Council's revolving energy fund is in use allowing for energy saving initiatives to be funded.
Energy	Investigate initiatives to reduce public domain lighting energy consumption	Install and promote energy efficient public lighting at high profile locations in Pittwater	100%	Install new LED lighting to the path way from Avalon Skate Park to North Avalon Carpark
Energy	Investigate initiatives to reduce public domain lighting energy consumption	Investigate the feasibility of LED street lighting	100%	Completed 100%
Energy	Investigate initiatives to reduce public domain lighting energy consumption	Continue to lobby the state government to reduce public domain and street lighting energy consumption	100%	Completed 100%
Energy	Investigate the potential for bio-sequestration through urban vegetation and carbon-offset schemes	Monitor and apply development controls relevant to tree planting and landscaping	100%	Development sites are inspected where Council is Principal Certifying Authority (PCA) and requirements are enforced. Complaints are investigated and Notice/Orders issued where necessary.
Energy	Review development controls and land use criteria to maximise energy savings	(LEP Project) Incorporate energy controls into LEP to maximise energy savings	50%	NSW Department of Planning and Infrastructure have advised we are unable to introduce a clause into our LEP to this effect. A policy will be introduced into P21 DCP instead.
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	100%	Ongoing each year
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	100%	Ongoing each year
Transport & Traffic	Develop an education program to promote opportunities and advantages of reduced private motor vehicle usage	Implement education program to promote opportunities and advantages of reduced private motor vehicle usage	100%	The Road Safety Officer has developed a Transport Access Guide that promotes reduced motor vehicle usage by leaving the car at home and using public transport, walking and cycling. Additionally various cycle programs have been run to promote reduced private vehicle usage including summer cycling by the lake, Seniors week cycle workshop, bike week cycle training

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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.	100%	Improvement works undertaken at Jacksons Rd Playing fields and at NSHS Playing fields. Plans completed for improvement works at Kitchener Park Playing Fields (Beeby Park)
Transport & Traffic	Develop and implement a Car Parking Provision Plan for Pittwater	Update car parking mapping for Pittwater (Stage 2)	100%	Completed 100%
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	100%	Completed 100%
Transport & Traffic	Develop and implement a sustainable Local Transport and Access Action Plan	Investigation into Bus Stop Access within Pittwater Transport and Action Plan (Stage 2)	100%	Program to upgrade bus stops included in Council footpath strategy
Transport & Traffic	Develop and implement an education plan to reduce traffic speed	Implement the Education Plan to reduce traffic speed	100%	The Slow Down Pittwater Campaign focused on two local roads to raise awareness of speeding and ask motorists to slow down on local roads.
Transport & Traffic	Develop and implement an education plan to reduce traffic speed	Ongoing monitoring of the Australian Road Rules and educate public regarding rules	100%	The Slow Down Pittwater program has been conducted on two local roads to raise awareness and remind motorists to slow down on local streets. The driver safety program is continuing and includes further speed reduction initiatives.
Transport & Traffic	Develop and implement the Traffic Network Plan for intersection improvements and pedestrian facilities	Development of Pittwater Roads & Traffic Master Plan (Stage 2)	100%	footpath strategy adopted
Transport & Traffic	Examine the impacts of a possible expansion of transport linkages and interchange nodes, e.g. Central Coast to Palm Beach	Investigate the feasibility and expansion of transport linkages and interchange nodes across Pittwater	100%	Lobbying Roads and Maritime Services to create bus interchange on Barrenjoey Rd at Mona Vale
Transport & Traffic	Initiate an effective car parking enforcement program utilising technology	Ongoing enforcement program to achieve effective car parking utilising technology.	100%	The car parking enforcement program achieves the targets set and utilises the available technology for electronic infringement issue.
Transport & Traffic	Investigate mini bus system to service villages	Investigate options for a localised late night shuttle bus services.	100%	Research project completed including a number of options for future consideration subject to funding and appropriate partners being identified to trial a future late night service.

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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.	100%	The Road Safety Officer provides ongoing support to the Liquor Accord, through attendance at meetings and by providing education campaigns to the community which include the drink drive campaigns "are you over it?" and "Plan B". Late Night Transport guides have also been developed and distributed through local licensed venues.
Transport & Traffic	Maintain and service traffic & transport facilities	Maintain and service Traffic and Transport Infrastructure	100%	Maintenance of traffic infrastructure continuing.
Transport & Traffic	Maintain and service traffic & transport facilities	Provide management of works by property owners and developers in the public road reserves	100%	Completed 100%
Transport & Traffic	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	100%	The development of a transport strategy is not being actively pursued by the Shore Regional Organisation of Councils (SHOROC) and this action will be removed from the delivery plan.
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.	100%	The late night transport guide has been developed and rolled out to local licensed venues and Council Customer Service Centres.
Transport & Traffic	Participate in the SHOROC (Shore Region of Councils) Transport Strategy	Participate in SHOROC Transport Working Group	100%	Attend meetings and provide input as required
Transport & Traffic	Provide planning, design, investigation and management of traffic & transport facilities	Provide planning, design, investigation and management of Traffic & Transport Infrastructure	100%	Ongoing each year
Transport & Traffic	Review and implement the Road Safety Plan including road safety education programs	Implement Council Fleet Road Safety Policy.	100%	Continue to work with the road safety officer, work health & safety coordinator and Human Resources on fleet driver training initiatives
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.	100%	The road safety officer has developed brochures specific to each school and works with schools to address road safety concerns. Councils enforcement team have an ongoing enforcement and education program to increase compliance at schools.

Integrating Our Built Environment

Strategy	Strategic Initiative	2012/2013 Action	Action Update	Action Comments
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.	100%	Completed
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Annual Review of Walks & Rides Masterplan	100%	Stage 1 footpath works schedule reviewed and draft stage 2 programme prepared .
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.	100%	Cyclist and drivers awareness of each other and the importance of obeying the road rules has been increased through the bike week education and the distribution of education materials
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Investigate opportunities to implement cycleways into open space and bushland	50%	Ongoing liaison with Urban Infrastructure and also with community groups as part of the development of detailed maps. Most walks have been identified and mapped and right of ways that could be opened up to provide additional access identified.
Transport & Traffic	Review and implement the Walks and Rides Masterplan (including cycleway provision)	Continue implementation of pedestrian access improvements including boardwalks and tracks through bushland areas	100%	Further upgrade have been carried out to the Bicentennial Coastal Walkway at north Bilgola Beach
Transport & Traffic	Upgrade of traffic & transport facilities	Implement Capital Improvement Delivery Program for Traffic and Transport Infrastructure	100%	Completed 100%
Transport & Traffic	Upgrade of traffic & transport facilities	Ongoing program of works to improve Pedestrian Mobility and access in commercial precincts and bus stops	100%	Continuing ongoing program of works.

Asset Management Strategy

Energy Efficiency Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
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
Total Operating Expenditure	276	258
Capital Expenditure		
Capital Asset Acquisitions	80	0
Capital Works Programs	207	250
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	288	250
Income (Operating & Capital)		
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
Total Income (Operating & Capital)	(198)	(98)
Transfers from Reserves	(80)	(9)
Transfers to Reserves	0	42
Net Cost (Funded by Rates)	286	443

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
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
Total Operating Expenditure	762	731
Capital Expenditure		
Capital Asset Acquisitions	80	0
Capital Works Programs	92	97
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	173	97
Income (Operating & Capital)		
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
Total Income (Operating & Capital)	(28)	(68)
Transfers from Reserves	(306)	(207)
Transfers to Reserves	25	67
Net Cost (Funded by Rates)	625	620

Land Use & Development Strategy

Town & Village Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	2,698	2,788
Other Employee Costs	741	795
Materials and Contracts	107	170
Depreciation	0	7
Interest	0	0
Other Costs	1,201	1,397
Total Operating Expenditure	4,746	5,157
Capital Expenditure		
Capital Asset Acquisitions	23	0
Capital Works Programs	110	712
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	134	712
Income (Operating & Capital)		
User Fees	(172)	(155)
Fees and Charges	(1,285)	(1,233)
Grant Transfers	(75)	(70)
Contributions	(13)	0
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(94)	(72)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(1,638)	(1,530)
Transfers from Reserves	(55)	(666)
Transfers to Reserves	1	0
Net Cost (Funded by Rates)	3,188	3,673

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	761	805
Other Employee Costs	244	278
Materials and Contracts	178	162
Depreciation	0	0
Interest	0	0
Other Costs	221	196
Total Operating Expenditure	1,404	1,441
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	827	865
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	827	865
Income (Operating & Capital)		
User Fees	(193)	(164)
Fees and Charges	(24)	(21)
Grant Transfers	(142)	(162)
Contributions	(182)	(190)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(9)	(3)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(549)	(540)
Transfers from Reserves	(669)	(633)
Transfers to Reserves	277	0
Net Cost (Funded by Rates)	1,290	1,133

Transport & Traffic Strategy

2012/2013	Actual	Budget
Operating Expenditure	\$000's	\$000's
Salaries and Wages	1,184	1,372
Other Employee Costs	422	537
Materials and Contracts	837	667
Depreciation	0	3,621
Interest	0	0
Other Costs	673	648
Total Operating Expenditure	3,115	6,845
Capital Expenditure		
Capital Asset Acquisitions	1	0
Capital Works Programs	2,136	2,472
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Expenditure	2,137	2,472
Income (Operating & Capital)		
User Fees	(95)	(96)
Fees and Charges	(192)	(192)
Grant Transfers	(437)	(467)
Contributions	(595)	(540)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(8)	(3)
Capital Assets Disposals	0	0
Total Income (Operating & Capital)	(1,327)	(1,298)
Transfers from Reserves	(1,578)	(6,394)
Transfers to Reserves	101	0
Net Cost (Funded by Rates)	2,449	1,625





Section 3 - State of Pittwater Environment Report

State of Pittwater Environment

What is the State of Pittwater Environment 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. Urbansation 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
- › land 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 last year has seen an increase in the number of development applications received however, the total number of applications remains well below historical highs. This increase reflects a strengthening of the wider economy and subsequent flow on impacts on building and development. Assessing the suitability and capability of land for future development, such as was done through the Warriewood Valley Strategic Review and as is planned as part of the Ingleside Precinct Planning Process, is vital to mitigate impacts on the environment while balancing the need for housing a growing population.

Table 1: Development Applications

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Total number of development applications received	733	600	423	644	↓
Total number of development applications determined	689	665	404	668	↓



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Table 2: Land Clearing & Vegetation

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Total trees approved for removal on private land	258	272	266	284	↑
Total number of native plants distributed (including grasses, shrubs and trees) to volunteers, contractors and residents	11,009	500 ¹	30,000 ²	30,000 ²	↑

1. Reduction in the number of native plants distributed in 2010/11 reflects the budget position for this program.
 2. Large increase in new plants reflected by projects : Narrabeen Creek Corridor, Avalon Golf Course weed eradication and replant, Upper Mullet Creek Catchment Biodiversity Restoration Project, Council plant giveaways and contractor activity.

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 Warriewood Valley Strategic Review identified and assessed the potential for any intensification of development beyond that currently proposed for the Valley. The draft Strategic Review Report was publicly exhibited between March and May 2012 and received a large number of submissions. A report on the outcomes of the strategic review was presented to Council in June 2013 where the Council resolved to adopt the recommendations of the Warriewood Valley Strategic Review Report. In accordance with the recommendations of the Strategic Review Report, 3 Planning Proposals have been prepared to commence the process to consider the rezoning of the relevant land.

Ingleside Precinct Planning Process

In February 2013 the Council resolved to commence a precinct planning process with the Department of Planning & Infrastructure and Urban Growth NSW for the Ingleside Land Release Area. Precinct planning is a well-established model associated with investigating development feasibility in potential land release areas and includes integrating infrastructure planning and delivery, inputs from state agencies, the community landowners and other stakeholders. Since the resolution of Council, work has commenced on this process with the first round of landowner meetings due to commence in August 2013.

Standard Instrument Local Environmental Plan

In accordance with requirements from the Department of Planning & Infrastructure, Pittwater Council is required to prepare a new Local Environmental Plan (LEP) in accordance with the Standard Instrument. Council staff have prepared a draft document with associated mapping. This was reported to Council in November 2012 where the Council subsequently resolved to forward the draft (LEP) to the Department of Planning & Infrastructure to seek authorisation to formally exhibit the draft LEP. This was forthcoming and the draft Pittwater LEP 2013 was exhibited from March – May 2013. All submissions received were reviewed and amendments were made to the draft LEP where appropriate. The revised draft Pittwater LEP was reported back to Council in August 2013 and subsequently forwarded to the Department of Planning & Infrastructure who will review the document prior to a 2nd exhibition proposed later in 2013.

Coastal Hazards Planning

Planning for existing and future coastal hazards included submissions to state government's Coastal Expert Panel and Coastal Reform agenda, and supporting the Sydney Coastal Councils Group with a Pittwater case study for the Assessment and Decision Framework for Seawall Structures.

The Pittwater Beaches Hazard Identification and Sea Level Rise Vulnerability Study was also drafted using Council's adopted sea level rise planning benchmarks and planning horizons. Council awaits the release of a state government guide on coastal erosion hazard mapping before the draft study can be updated and then placed on public exhibition.

Floodplain Management

Council progressed with updating its floodplain knowledge and drafted the Careel Creek (Avalon) Flood Study update, and the Narrabeen Lagoon Flood Study (jointly with Warringah Council). Significantly, the LGA was newly mapped for overland flow impacts and Council embarked on extensive community consultation to raise awareness of this often overlooked source of flooding. The consultation involved one-on-one meeting sessions, telephone interviews, site visits and the establishment of a Community Working Group. Warringah and Pittwater Council continued to work in partnership to update the Narrabeen Lagoon Flood Study with the consultant BMT WBM. 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. The project has been undertaken over five project stages. These stages include community consultation and data review, hydrological modelling, hydraulic modelling and climate change assessment. The draft Flood Study was placed on public exhibition in June 2013.

Council engaged the consultant WMAwater to prepare the Careel Creek Catchment Flood Study. The Study updates the 1999 Careel Creek Drainage Catchment Flood Study, which is now more than 10 years old. The updated flood study looks at current catchment conditions, the potential impacts of climate change, overland

State of Pittwater Environment

flow paths and utilises the most up-to-date topographical data and floodplain modelling techniques. The draft Flood Study was placed on public exhibition in May 2013.

Building Flood and Storm Resilience

Building community awareness and resilience towards flood and storm risks has been a central focus, with Pittwater Council initiating and overseeing a five year project (in partnership with Warringah and Manly Councils and guidance from state agencies) to develop a flood warning and information network across the Northern Beaches. The Northern Beaches Flood Warning & Information Network project expands 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 is being made publicly available through a specific webpage that will provide rainfall data every two minutes and lagoon water levels every 15 minutes. About 70% of the rainfall, water level and flow gauges have now been installed or upgraded and a public webpage designed with real time information uploads. The data is also being supplied to Bureau of Meteorology to support their Severe Weather and Flash Flood warnings.

An education initiative between State Emergency Service, Pittwater Council, and other northern beaches councils produced the Northern Beaches Flood and Coastal Storm Education Strategy. The Strategy aims at increasing community awareness and response, and has since produced Pittwater's Community FloodSafe guide.

Volunteer Bushcare Groups

There are currently 210 bushcare volunteers actively engaged in protecting and restoring 42 Pittwater reserves. Three new groups at Minkara, Irrawon and Warriewood Brook were formed this year and 19 new bush care volunteers were recruited this year.



Atmosphere

Good air quality is a prerequisite for human health. Pollutants emitted into the atmosphere can affect the global environment, for example by depleting the ozone layer. They also degrade regional and local air quality, detract from amenity and affect public health. The main sources of air pollutants are motor vehicles, industry and domestic activities. Smoke from bushfires also causes considerable air pollution at times.

Pressures on our Atmosphere

Key pressures include:

- › Motor vehicle emissions
- › Solid -fuel heaters and wood fires in winters
- › Bushfires and hazard reduction burns in summer
- › Use of herbicides, pesticides, spray paints and other chemicals
- › Greenhouse gas emissions from burning fossil fuels for energy and transportation

Condition of our Atmosphere

Air quality in Pittwater is generally good, although polluted air from western Sydney may drain down the Hawkesbury River valley overnight and cross Pittwater peninsula on its way out to sea. Air quality can vary considerably, depending on factors such as such as ocean breezes, windy days and bushfires. In Pittwater, atmospheric condition is measured by the number of air quality complaints responded to by Council and the EPA.

Human activity, including the burning fossil fuels and land clearing has increased the concentration of greenhouse gases (carbon dioxide, methane and nitrous oxide) in our atmosphere, which is thought to be driving changes to the global climate system. Pre-industrial levels of carbon dioxide in the atmosphere were 280 ppm (parts per million). In May 2013, the concentration of carbon dioxide in the atmosphere passed 400 ppm, and continues to rise. Council has prioritized action on climate change and has an active program that aims to reduce greenhouse gas emissions from its operations.

In terms of emissions from Council fleet vehicles, an improved measuring method has revealed an increase in emissions. Council continues to review its vehicle and plant selections to assist with the maintenance of air quality and limiting of emissions and can report that Council has increased the number of 4.5 star Green Vehicle Guide rated vehicles significantly and has begun acquisition of its first 5 star rated vehicles.

State of Pittwater Environment

Table 3: Air Quality

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Air pollution complaints received by council	71	99	62	81	↑

Table 4: Greenhouse Gas Emissions

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Number of registered vehicles in LGA ¹	48,247	49,060	50,198	50,699	↑
Number of Council fleet vehicles ²	154	156	159	175	↑
Green house gas emissions from council fleet vehicles (tonnes CO ₂ e) ⁷	981.7	1005.7	981.9	1013.8	↑
Electricity use – council operations (megawatt hours) ^{3 & 4}	2,044.4	2,059.5	2,046.3	1973.2	↓
GHG emissions from council electricity use (tonnes CO ₂ e) ^{5 & 6}	1,655.1	1,812.4	1800.8	1716.7	↑

1. Figures provided by NSW RTA for year ending 31 March 2013.
2. Includes passenger fleet, light commercial, heavy truck and plant vehicles.
3. Electricity consumption data (Council operations) reported in 2011/12 was interim and based on estimates. Final electricity consumption data for date range 2009/10 – 2011/12 is presented in the table above to enable accurate representation of 4 year trend. Data for 2012/13 is provisional
4. Electricity consumption data relates to fossil fuel derived electricity purchased from the national grid (scope 2 emissions), and does not include electricity generated directly by clean energy technologies installed in some Council facilities, which in 2011/12 was generating almost 3% of Council's electricity needs.
5. Increase in GHG emissions in 2010-2011 is explained by a Council decision to cease purchase of GreenPower as a carbon offset from 1 July 2010, and to re-allocate the funds to install solar panels instead. The 3 year trend from 2010/11 is reducing
6. GHG emissions from Council electricity use data has been re-calculated from annual final electricity data and includes subtraction of GreenPower in 2009/10. Additional corrections include use of correct emissions factor for purchased electricity from the grid.
7. Data on GHG emissions from fleet was underestimated in previous years, due to use of incomplete emissions factor in calculation. Correct calculation has been applied to historical fuel consumption data from 2009/10 to enable accurate representation of 4 year trend.

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 NSW Council areas participating in the Fridge Buy Back Program. Under the program, older inefficient fridges and freezers are collected and taken out of circulation, properly de-gassed and the metals are recycled. During 2012/13, a total of 184 fridges were surrendered by Pittwater residents, taking the total to 1289 since the program began in 2006. To date, Pittwater residents have saved an estimated \$386,700 on power bills and 10,566 tonnes of greenhouse gases avoided.

Greenhouse Gas Emissions Reduction Strategy for Council Operations

Council has developed an updated Greenhouse Gas Emissions Reduction Strategy, replacing the earlier 2004 version. The focus is on reducing GHG emissions within Councils internal operations, and leading the community sector towards emissions abatement by example. A short term, organisation wide target of 1% reduction year-on-year was endorsed by Council with a longer term target of 15% reduction on 2008/09 (baseline) level by 2025. Three priority areas for action have been identified:

- › quantifying GHG emissions from Council operations;
- › reducing GHG discharges to the atmosphere and
- › leading and driving innovation and change.

Solar Powering Mona Vale Library

Pittwater Council is committed to leading the community by example on environmental sustainability and so in May 2013, the Council increased the size of the solar PV system at Mona Vale Library from 2kW to 29.325 kW's. The engineer designed system will use all of the renewable energy generated onsite and save Council from purchasing 42,844 kWh of electricity a year.

Solar Power initiatives

A solar PV system not only saves electricity, but also reduces Council's dependency on fossil fuel energy sources, thereby avoiding greenhouse gas emissions. Council now has 7 separate systems installed totaling 69 KWs. The annual solar generation of these systems is 100,809 kilowatt hours, which is approximately 5% of the electricity needs of Council, while greenhouse gas emissions abated total 89 tonnes of CO₂ equivalent annually. The below list shows the location and size of the solar PV systems:

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Site	Solar Panel Size (kW)
Currawong	5
Mona Vale Library	29
Boondah Operations Centre	10
Coastal Environmental Centre	5
Newport Community Centre	7
Avalon Recreational Centre	2
Sydney Holiday Park	11
TOTAL	69kW

Other Energy Saving Projects

Throughout the 2012/2013 year Council has completed many other energy savings projects. These were;

- › lighting retrofits of building fluorescents, car park spotlights and building exit lights to LEDs;
- › installation of large commercial gas solar hot water systems at Sydney Lakeside Holiday Park north & south amenities blocks;
- › installation of solar hot water systems at North Narrabeen Community Centre & Tennis Sheds, Elanora Heights Community Centre, Rowland Reserve Cargo Handling Facility and Boondah Operations Centre Mechanics Workshop;
- › removal of AusGrid street lighting and replacement where needed with lower wattage solutions;
- › Coastal Environment Centre underfloor insulation to reduce gas consumption and heating costs.



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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 importance of water management to the health, well being, ecological and economic security of Pittwater is recognised in Council's Integrated Water Cycle Management Policy. The Policy which was adopted in July 2012 looks at the whole water cycle and how Council can better manage its water resources. 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). Council's 47 Stormwater Quality Improvement Devices (SQIDs) captured a total of 233 tonnes of gross pollutants in 2012/2013. The types of litter typically captured include about 45% organic matter (eg. leaves), 24% plastics/packaging, 23% sediments/soils, 7% paper/cigarette butts, and 1% metals (aluminium). A comprehensive audit was conducted of these devices in 2011/2013 resulting in higher pollution capture and less impacts on the environment. 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		2011/12	2012/13
Device: bio-retention pits, sediment traps and wetlands.	Total weight removed from SQIDs* in financial year (tonnes)	0.800	31.9
	Total no. of devices	9	10
Device: CDS, Roclas, Baramy, Booms, Netechs, Trash racks, drainage channels	Total weight removed from SQIDs in financial year (tonnes)	169.2	233.7
	Total no. of devices	40	47
All devices	Total weight removed from SQIDs in financial year (tonnes)	170.0	265.6
	Total no. of devices	49	57

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

Table 5b Stormwater

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Number of gross pollutant traps (council controlled) ¹	29	36*	27	47	↑
Total gross pollutants removed from pollutant traps (tonnes)	110	104	99	233.7	↑
Street sweeping – pollutants collected from drains (tonnes)	1,250	1,348	1,254	1,200	↓

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

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Table 6: Water Consumption

Indicator	2009/10	2010/11	2011/12	2012/13	3 Year Trend
Total LGA potable water use (kilolitres)	5,181,272	5,055,431	4,885,643	5,397,921	↑
Total residential potable water use (kilolitres per capita) ¹	76	74	73	80	↑
Total council potable water use (kilolitres)	131,715	118,664	123,415	128,952	↓

¹ Per capita figures have been based on estimated resident population from the Australian Bureau of Statistics, 2011 & informed decision, 2008 (<http://www.id.com.au>).

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

Table 7: 2012/13 Harbourwatch/Beachwatch Suitability Grading for Pittwater Beaches

Harbour Beaches	2010/11	2011/12	2012/13
Barrenjoey Beach	Very Good	Very Good	Good
Great Mackerel Beach	Very Good	Very Good	Good
Elvina Bay	Very Good	Very Good	Good
Paradise Beach Baths	Very Good	Good	Good
The Basin	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	Good	Good	Good

Harbour Beaches	2010/11	2011/12	2012/13
<p>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.</p>			

Ocean Beaches	2010/11	2011/2012	2012/2013
Avalon Beach	Very Good	Very Good	Very Good
Bilgola Beach	Very Good	Very Good	Good
Bungan Beach	Very Good	Very Good	Good
Mona Vale Beach	Very Good	Very Good	Good
Whale Beach	Very Good	Very Good	Very Good
Newport Beach	Very Good	Good	Good
Palm Beach	Very Good	Very Good	Very Good
Turimetta Beach	Good	Good	Good
Warriewood Beach	Good	Good	Good

Source: Office of Environment and Heritage – 2012/13 State of the Beaches Report



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Responding to Water Issues

Stormwater Quality Improvement Devices

Council continued to maintain various Stormwater Quality Improvement Devices and street sweeping activities to prevent pollutants from entering waterways.

Defining the Creek Systems of the Pittwater Estuary

Improving the health of the Pittwater waterway begins at the catchment, so the focus of the Defining the Creek Systems project included catchment simulation modelling, field mapping and data collection to investigate water quality and creek health.

Urban Sedimentation and Pollution Audit in the Pittwater Estuary

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 4.5km², and Mona Vale Creek (Mona Vale Main Drain) is within the Winnerremy Bay Catchment, around 5.2km² (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 assessed activities and land-uses which constitute as potential sources of pollution. Water quality monitoring, sediment sampling, detailed mapping and site inspections were completed. The audit prioritised areas of greatest impact, and provided key hot spots to focus mitigation measures on, to reduce sediment and pollution discharges into Pittwater Estuary.

Water Savings at Narrabeen Sports High School Synthetic Field

A significant water savings initiative was completed with the construction of a multi-sport synthetic playing field at Narrabeen Sports High School. This was an innovative project in terms of partnership between Council and the Department of Education allowing the synthetic field to be constructed in place of a natural turf playing field which allows community access after school hours. The synthetic field harvests stormwater and stores it in 270,000L tanks adjacent to the field. This water is then used to irrigate a natural turf playing field on the school grounds.

Participation in Sydney Water's Council Partnership Program

Water savings incentives were expanded to businesses by Council with the support of Sydney Water under Sydney Water's Council Partnership Program. The project employs a Water Project Officer for two years to work with small to medium water using businesses to reduce their water consumption. 'Saving Water In Your Business' has been offered as a free program to local businesses with the opportunity to save water by

participating in council conducted walk-through water audits, water usage monitoring and leak detention, installations of water efficient fixtures, and tips on saving water.

SHOROC Regional Groundwater investigation

SHOROC in partnership with Manly, Warringah and Pittwater and the University of New South Wales completed a Groundwater Resource Investigation to determine the sustainability of regional groundwater resources, to ensure the longevity and integrity of the aquifers. The study reduces the current gap of knowledge on groundwater systems taking into account the impact of climate change, changes in rainfall patterns and the ability to recharge the aquifer systems.

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 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

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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 and Myrtle Rust
- › 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, and are applicable to all of NSW, not just the Pittwater LGA.

Table 8: Biodiversity Condition

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Noxious weed notices to residents	167	108	171	155	↓
Noxious weed assessments undertaken	188	130	287	309	↑
Total number of active registered Bushcare volunteers	240	265	265	264	↑
Bushcare program volunteer hours	4,615	4,997	4,115	4,860	↑
Number of active Bushcare groups	41	41	41	45	↑
Number of native plant species recorded in LGA	285	536*	536*	536*	↑
Number of threatened flora species	22	22	22	22	↔
Number of threatened fauna species	52	53	55	55	↔
Number of endangered ecological communities	11	11	12	12	↔
Number of endangered fauna populations	2	2	2	2	↔
Number of feral fauna species targeted through programs (e.g. rabbits, foxes, cats)	1	1	1	2	↑

Note: The number of threatened flora species and endangered ecological communities (EECs) was taken from the Pittwater Native Vegetation Management Plan (December 2012). 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.

* The Pittwater Native Vegetation Management Plan identifies 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 the Pittwater LGA. The Pittwater Native Fauna Management Plan (May 2011) identifies 55 fauna species listed as Vulnerable or Endangered in NSW (under the Threatened Species Conservation Act 1995) which are either known to occur or potentially occur in the Pittwater LGA. In addition there are two listed Endangered Populations which are known to occur or have previously occurred in the Pittwater LGA.

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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 Cannes Reserve at Avalon which contains two endangered ecological communities: Littoral Rainforest and Pittwater Spotted Gum Forest. The population of this colony has been monitored since 2010. In the 2012-2013 year, the overall numbers of Grey-headed Flying-fox have continued to fluctuate (Cannes current numbers around 440). Council is in close cooperation with both residents and the Office of Environment and Heritage. Residents are seeking to undertake the process to disperse/relocate with Council pursuing avenues on best practice/approach that poses no harm to the animals. Bush regeneration contract ongoing - contractor is slowly eliminating the bulk of weed and associated issues. Grey-headed Flying-foxes still occupy the same area at site however some have shifted slightly back into the middle southeast corner. A second known colony at Warriewood Wetlands currently has 1260 Grey-headed Flying-foxes and numbers fluctuate here too. The mild winter to date along with ample blossom and food suggests that neither camp will empty at all for the 2013 winter 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 2011/12 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 to road kill was undertaken by the Northern Beaches Roadkill Prevention 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

Ongoing monitoring continues and statistics are collated by UTS. A Masters thesis by a University of Technology Sydney student on microbats in Ingleside was finished and presented to Council. This study

aimed to identify the presence and persistence of microbats in urban settings. Eleven bat species were detected during the study period including three which are listed as threatened under the Threatened Species Conservation Act 1995 – these were Large-eared Pied Bat (*Chalinobilus dwyeri*), Eastern Freetail Bat (*Mormopterus norfolkensis*) and Southern Myotis (*Myotis macropus*).

A nestbox program to monitor the presence and distribution of the endangered Eastern Pygmy Possum was undertaken at Ingleside on both Council and adjacent private lands. Possums were detected in at least half of the nestboxes within the heathland/woodland habitat. This program will be expanded in the 2013-2014 year to include other areas of Ingleside with regard to a proposed future land-release in the area.

A program for the monitoring of wildlife corridor usage and effectiveness was undertaken by a UTS Masters student with support by Council who donated the equipment. A number of species were detected within the study within three separate areas/habitats. The thesis was only received by Council in June 2013 and is currently being peer-reviewed.

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 the 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

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areas where waterbird habitat may shift as sea levels rise and existing habitat becomes unsuitable.

Responding to Biodiversity Issues

Pittwater Native Vegetation Management Plan

In December 2012, Pittwater Council adopted the Pittwater Native Vegetation Management Plan. This plan was a comprehensive review of native vegetation in the LGA. Key elements addressed in the Management Plan included:

- › A literature review of State and Catchment Management Authority (CMA) databases and previous vegetation studies;
- › Update information on relevant legislation and recovery plans;
- › Provision and prioritising of vegetation management issues and actions;
- › Strategic measures and actions for native vegetation management including bushfire burning regimes, as well as restoration objectives and how to monitor restoration;
- › An outline of the vegetation survey methodology, desktop data analysis and production of vegetation mapping;
- › Historical discussion (including pre-1750 vegetation mapping) which indicates change over time, and;
- › Provision of vegetation classifications and native vegetation profiles for landscaping (as appendices and supporting documents).

The Pittwater Native Vegetation Management Plan has been prepared to:

- › Assist Council in improving the viability of native vegetation in Pittwater and to assist in the management of habitat and linkages within the LGA on both public and private land
- › To aid in the direct management of vegetation in Council reserves, and to assist in providing direction for the management of vegetation within development on private land;
- › Integrate sustainable principles into future management; and
- › Comply with legislative changes particularly the Local Government Act 1993 and the Threatened Species Conservation Act 1995.

A number of management actions from the Pittwater Native Vegetation Management Plan have already been implemented, and/or are done on an annual basis including the bushland restoration and hazard reduction contract programs, as well as feral animal control and noxious weed management.

Warringah Pittwater Bushfire Risk Management Plan: 2011-12 Hazard Reduction Program

The 2012/13 Annual Hazard Reduction Program for Pittwater was developed in accordance with the Warringah Pittwater Bushfire Risk Management Plan. The Natural Environment and Education unit maintain a Hazard Reduction Checklist for planned burning and manual hazard reduction works. The Checklist and RFS Bushfire Risk Information Management System (BRIMS) were regularly updated to report on progress

of works. Manual hazard reduction works, including preparation for pile and area burning were conducted in 48 sites across Pittwater. Environmental Assessments were prepared for planned hazard reduction works for each site. Due to inappropriate weather conditions only one area burn was completed in Ingleside Chase Reserve adjacent to Mona Vale Road. It is anticipated that remaining burns be completed in 2013/14. Pittwater Council's revised Bush Fire Prone Land Map was certified by the NSW RFS Commissioner on 18 June 2013. 5923 properties are now mapped as Bush Fire Prone (1122 newly added, 426 previously mapped removed). Planning for Bushfire Protection guidelines apply to DAs for land identified on this map in accordance with the BFRMP.

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 2012/13 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 Council were able to release the rabbit calicivirus which was combined with two Pindone baiting programs in October 2012 and May 2013, as well as regular shooting by a registered professional culler.
- › Cane Toad Alert – in the previous years or so several Cane Toads have been identified and destroyed in Pittwater. There were no sightings in 2012-13. 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.

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 2012-2013 totalled 309 properties of which 155 were issued with Noxious Weed Assessments to control weeds on their properties. All targeted private properties were reinspected to assess the progress of weed control works of which a third required further follow up Notices and reinspections to ensure compliance. There were no prosecutions due to lack of compliance. Some of those properties inspected were generated from incoming requests to Council.

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Seventy six inspections were undertaken on private properties that were chosen due to their proximity to natural areas where priority weeds have been found. The priority weeds targeted this year were aquatic weeds such as *Gymnocoronis spilanthoides* (Senegal Tea Plant) and *Ludwigia peruviana* (Water Primrose). *Chrysanthemoides monilifera* ssp *monilifera* (Boneseed) was also targeted in drier bushland and coastal areas. The Department of Primary Industries granted Council funds to tackle these weeds on public bushland, in creeks and wetlands.

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, Bangalley 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 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 & Rescue NSW have produced positive results aiding the stabilisation of the Spotted Gum Forest to ensure the site remains healthy and resilient. In March 2013, further funding was released for contract bush regeneration works which were directed at pushing into the northern end where primary weed control was undertaken. In 2013/14 further funds will be used to consolidate on the initial primary and secondary works as well as overall maintenance of the entire contract area.

Upper Mullet Creek Catchment Biodiversity Restoration Project – an Environmental Trust Grant supported by Pittwater Environmental Foundation and Pittwater Council

A six year project of which 2012-13 was Year One. The project aims to protect and conserve the biodiversity of Mullet Creek and its tributaries from Elanora Heights Ingleside Chase Reserve down to Warriewood through Irrawong Reserve and Epworth Park bushland reserves. The catchment contains significant high value riparian vegetation of Littoral Rainforest, Swamp Sclerophyll Forest on Coastal Floodplains and Coastal Moist Forests. The project aims to reduce the threat of weeds and their impacts to the natural ecosystems

of the lower catchment within Warriewood Wetlands, the largest freshwater wetland in northern Sydney and hence into Narrabeen Lagoon. Project includes control of noxious and environmental weeds, protection and enhancement of habitat, through revegetation projects along with community involvement and education. A new bushcare group has formed at Irrawong Reserve. Interpretive signage and a recent track upgrade has enabled the local community to appreciate the diversity and the stunning visual areas of Ingleside Chase Reserve which contains both the north and south arms of Mullet Creek and its tributaries.

Bilgola Bends Catchment Grant

Stage 2 works were released and expressions of interest were sought with the successful contractor undertaking works in May 2013. Initial follow up bush regeneration has been undertaken on areas previously worked whilst new incursions into the larger areas of weed including lantana and broad-leaved privet have begun. These stage 2 works are significant in that they are protecting Coastal Littoral Rainforest EEC and numerous other vegetation communities, all of which require ongoing weed maintenance to ensure they remain viable with a healthy future. Stage 2 will carry over into the 2013 period with the completion date expected in December 2013.

Nareen Wetland

Aquatic Weed removal 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. A new DCP control "B4.22 Protection of Trees and Bushland Vegetation" also came into effect in 2012 which superseded the existing Tree Preservation Order and now allows for the inclusion of bushland to be protected as well as trees.

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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 higher than in recent years while the number of barking dog complaints increased by nineteen on last year. Waste figures presented in Table 12 show an increase in the level of waste per capita going to landfill while there has been a slight decrease in the amount of waste recycled per person compared with last year.

Table 9: Population

Indicator	2008/09	2009/10	2010/11	2011/12	4 Year Trend
Estimated population of LGA - at 30 June 2011 ¹	57,018	58,818	60,000	57,155*	↑
Residential density (persons per hectare) ²	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)
2. Residential density calculates persons per hectare. Some land included in the calculation may not be used for habitation e.g. shopping centres, national parks

Table 10: Noise

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
General noise complaints received by council	235	184	164	246	↑
Barking dog complaints received by council	207	199	200	219	↑

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Table 11: Waste

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Total waste to landfill including general cleanup (tonnes)	13,293	13,901	13,491	14,304	↑
Total waste to recycling including paper, co-mingled, metal and green waste (tonnes)	11,674	11,630	12,015	11,476	↓
Total waste to landfill including general cleanup per capita (kg)	226	232	225	235	↑
Total waste to recycling including metal and green waste per capita (kg)	199	194	200	188	↓
Green waste diverted from landfill per capita (kg)	45	47	55	50	↑
General cleanup sent to landfill per capita (kg)	36	29	31	34	↓

Responding to Human Settlement Issues

Commercial/Industrial Recycling

As part of Council's '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

Council continues to support sustainable initiatives through its procurement activities via the adopted Procurement Policy and supporting guidelines. In addition to our business as usual activities, during 2012/2013 Council has concentrated on energy and water use reductions and has carried out the following major projects:

- › The installation of photo voltaic solar panels on our Mona Vale offices, thereby further reducing our carbon output and electricity bills
- › Installed water tanks supplying irrigation systems to the Boondah playing fields and Woorak Reserve, Palm Beach

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. A review of this document was commenced in 2013.



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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 12: Aboriginal Heritage

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Total number of Aboriginal Heritage Sites	291	291	307	452	↑

Indicator	2009/10	2010/11	2011/12	2012/13	4 Year Trend
Total number of non-Aboriginal heritage items	136	136	136	136	↔
Breakdown: number of built items ¹	74*	74*	74*	74*	↔
Number of landscape items ¹	28*	28*	28*	28*	↔
Number of archaeological items	28	28	28	28	↔
Heritage conservation areas	6	6	6	6	↔

1. *Heritage items are no longer broken down into built items, landscape items and archaeological items in Pittwater LEP. These numbers have been estimated and can not be used to compare with 2007/08 figures.

Responding to Heritage Issues

Continued to support the Aboriginal Heritage Office – located at Northbridge – as a collaborative initiative with another nine northern Sydney councils. The Manager and staff of the Aboriginal Heritage office are a well utilised point of contact for Council and the community when seeking information on Aboriginal heritage topics and community education.

Pittwater Council continues to support and promote the annual Guringai Festival. This year Council staff collated the content and designed the exhibition catalogue for an Aboriginal Art Exhibition at Mona Vale Memorial Hall. Mayor, Cllr Jacqueline Townsend formally opened the exhibition.

Community Based Heritage Study

Council is currently working with a heritage consultant on the review and update of Council's existing heritage studies. This project is being jointly funded by Council and the NSW Heritage Branch within the Office of Environment and Heritage. A Heritage Working Group was established which included community members, the heritage consultant and Council staff. The Working Group undertook research and nominated items to be considered for listing. This process is ongoing and it is expected that a report will be presented to Council at the end of 2013 / early 2014.



Section 4 - Statutory Statements

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 established Asset Management team responsible for the Asset Management Planning process at Pittwater Council. This Asset Management team has carried out a major review and upgrade of the Asset Management Plans and the Asset Management system that will support this important planning process. A specific Asset Management System (Conquest) is now installed and has all our major asset classes stored in it. Specific Advanced Asset Management Plans for the important asset classes are in place. Council can now 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 ('AMS') data has been integrated with the Pavement Management System ('PMS') data and this provides strong modelling capabilities to decide road renewal program priorities. The AMS allows council to decide on the most appropriate future works across all our assets.

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 \$170M. 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 5 year Road Pavement Management Plan has been developed as part of the Delivery Program for financial year 2014 with a view to moving all roads to a satisfactory condition as indicated by the community. The new works program will focus on critical assets (Collector Roads)

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 \$56 M.

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 \$19M. A detailed program will be put in place for footpath upgrades and renewal for the next 4 years as part of the "Walks & Rides" program. 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, hospital, 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 is being collected and will be refined (as well as adding condition and remaining life information) over the next year as these important assets are critical assets and need to be 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 has now been transferred to the Asset Management system where the drainage asset register has been 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 currently 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.

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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.

A diverse range of native trees and shrubs has been retained in Pittwater despite ongoing development. Over 30 different vegetation communities occur in Pittwater including 11 endangered ecological communities. The Council has an ongoing 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 for the pleasure and quality of life for the community and visitors. This work involves cleaning of beaches, toilets, showers and rock pools, grass mowing and pool and car park 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 important 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 32 community and council facilities. These are valued at some \$60M 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. Work has started on the Avalon Beach Surf Club replacement project, which will be completed in 2014

Amenities and Playgrounds

Council currently has a total of 46 amenities and 58 individual playgrounds valued at over \$14M. These assets consume significant expenditure annually for ongoing cleaning and maintenance and renewal as required.

Wharves

Council currently has a total of 29 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.

Foreshore 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. Council currently has a total of 98 sea walls valued at some \$30M which are the subject of a review by Sydney Coastal Councils Group and this critical asset class will be audited and added to the Asset Management Planning process this year.

Condition of Public Works assets

Schedule 7 within the General Purpose & Special Purpose Financial Report for year ending 30 June 2013 has been completed and reports on the condition of the public works assets at the end of the financial year. The report includes an estimate of the future commitments in maintenance and capital works required to improve Council (asset management) sustainability

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Community Grants/ Mayoral Donations 2012/13

Local Govt (General) Regulation 2005 Clause 217 (a5)

Mayoral Donations	
Pittwater Artfest	\$150
Rotary Club of Pittwater	\$96
Dragon Boat Club of Pittwater	\$100
Zonta Club of Pittwater	\$250
Koori Kids - NAIDOC week	\$450
Aboriginal Support Group	\$300
Avalon RSL Sub-Branch	\$100
PHills School Industry Group	\$500
Sub - Total	\$ 1,946
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	
	\$ 79,841

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 77 companion animals were seized by Council staff, of which 36 were returned directly to their owner and 41 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 92 reported dog attacks on people and animals between 1 July 2012 and 30 June 2013. 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 2012/13 was \$314,500.

Companion animal community education programs:

The following education programs were carried out:

- › "Dog Day by the Bay" annual community education event.
- › Companion Animal Education night.
- › Registration awareness and participation campaign
- › Regular advertising campaigns in local newspapers and education awareness at Council events.
- › Free training and behaviour classes

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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 has water access and one off leash training area.

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	(\$41,756)
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	\$220,000
Provision of pound facility	\$42,000
Total net expenditure after income from registrations	\$272,744

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

Contracts Engagements Greater than \$150,000

Hill Rogers Spencer Steer	Provision of Audit Services	\$329,889
Coular Mate Pty Ltd	Provision of Painting Works - Panel	\$205,000
A&L Pipe Eye T/A All About Pipes	Supply of Services CCTV (condition assessment) and Stormwater Maintenance	\$270,000
RA Bell & Company Pty Ltd T/A Bell Environment	Supply of Services CCTV (condition assessment) and Stormwater Maintenance	\$ 191,665
Kelbon Project Services Pty. Ltd.	Minor Capital Works	\$250,000
Northern Fencing Specialists Pty Ltd	Minor Capital Works	\$154,499
OZPAVE (Australia) Pty. Ltd.	Minor Capital Works	\$ 421,393
Stateline Asphalt Pty Ltd	Minor Capital Works	\$ 896,710
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
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
Toolijooa Pty Limited	Bush Regeneration Services	\$ 397,469
Dragonfly Environmental Pty Limited	Bush Regeneration Services	\$ 300,626
Australian Bushland Restoration	Bush Regeneration Services	\$ 316,000
Statewide Civil Pty Ltd	Construction of Earthworks, Road Works and Pavements at Sydney Lakeside Holiday Park	\$ 260,963
Hargraves Landscapes Pty Ltd	Construction of Warriewood Valley District Park	\$ 645,614
DJM Services Pty Limited	Maintenance of Pay and Display Parking Machines	\$ 158,714
Plateau Tree Services	Tree Maintenance	\$ 214,347
Active Tree Services	Tree Maintenance	\$ 446,121

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Contracts Engagements Greater than \$150,000

RWW Plants Pty Limited	Management of Currawong Beach Cottages	\$ 181,756
Keystone Projects Group Pty Limited	Renovations to Avalon Beach Surf Life Saving Club	\$ 2,714,484

Councillors' Expenditure

Local Govt (General) Regulation 2005 Clause 217 (a1)

The total payments made during 2012/2013 was \$302,497

Mayoral & Councillors Fees - 2012/13

Mayor	\$36,174
Councillors	\$146,958
Total	\$183,132

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

Membership Fees - Local Government Association	\$34,798
Council / Committee sustenance	\$23,611
Training of councillors & provision of skill development	\$12,535
Attendance of councillors at conferences & seminars	\$11,677
Provision of dedicated office equipment / support to councillors	\$8,241
Telephone calls made by councillors	\$5,797
Travel expenses	\$5,641
Interstate visits by councilors, including transport, accommodation & other out of pocket expenses	\$5,394
Stationery & printing	\$4,253
Subscriptions / Contributions / Donations	\$3,500
Miscellaneous expenditure	\$2,168
Overseas visits by councilors, including transport, accommodation & other out of pocket expenses (Prepayment of flight for overseas trip in July 2013)	\$1,750
Expenses of any spouse, partner or other person who accompanied a councillor	\$ Nil
Provision of care for a child or an immediate family member of a councillor	\$ Nil
Total	\$119,365

Equal Employment Opportunity

Local Govt (General) Regulation 2005 - Clause 217 (a9)

EEO Plan was met via the following actions in 2012/13

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 and values workshops scheduled for early 2014
- › Educational Assistance continuing to be offered to staff
- › EEO Guidelines outlined to new staff at induction
- › Pittwater Women's Network remains strong with a high attendance at a number of forums/meetings
- › Online exit interview process implemented
- › Nominated female staff attend regular Senior Management Team meetings and Business Managers meetings
- › Career Development Program continuing, providing tailored career development opportunities.
- › 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
- › Managing People Program continuing
- › Senior Cultural Development Program continued, incorporating coaching to foster an achievement focused culture
- › Management Challenge promoted across the organisation with Pittwater entering their own team
- › Coaching provided to selected members of the management team.

Website

- › Improvements to Pittwater Council's website continue
- › Incorporation of accessibility standards for the web wherever possible
- › Online job application form widely used

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- 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 reorganized on the intranet.

Traineeships

- 2 Rangers completed Certificate IV Regulatory Services.
- 1 Records staff member completed Certificate III in Business Administration.
- 2 Children's Services staff members currently studying Certificate III in Children's Services.

Work experience

Pittwater Council continues to provide, on an ad hoc basis, secondary and tertiary students with work experience. This gives students the opportunity to experience a variety of career options and types of work during the year and promotes Council as an employer of choice.

Age & Gender - as at June 2013

Workforce Age	Number of Full Time employees		Number of part time employees	
	Male	Female	Male	Female
15 – 19	1	2	0	0
20 – 29	15	21	1	1
30 – 39	29	27	1	11
40 – 49	43	11	3	27
50 – 59	46	18	0	24
60+	29	10	1	7
Total Headcount	163	89	6	70
Full Time Equivalent (35hr/week)	163	89	3.57	41.02

Gender	Male	Female	Total
Executive level	3	0	3
Manager	10	1	11
Principal Officer	15	12	27
Other staff	141	146	287
Headcount Total	169	159	328
Full Time Equivalent (35hr/week)	166.57	130.02	296.59

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 2013.



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Legal Proceedings

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

Expenditure on Legal Proceedings for the twelve months to 30 June 2013 amounted to \$573,751.

Description	Amount (\$)	Result
316-324 Barrenjoey Road Newport	111,809.50	W
13 Gondola Road North Narrabeen	90,564.44	L
84 Nareen Parade North Narrabeen	63,480.91	W
76 Wallumatta Road Newport	55,115.36	C
35/37 Seaview Avenue Newport	36,718.61	N
588A Barrenjoey Road Avalon	34,737.86	C
223 Plateau Road Bilgola	33,693.91	L
86 Bungan Head Road Newport	23,730.04	L
38-40 St Andrews Gate Elanora Heights	18,436.82	L
13 Ruskin Rowe Avalon	18,021.82	N
359-365 Barrenjoey Road Newport	9,877.79	D
86 Florence Terrace / 57 Thompson Street Scotland Island	9,313.20	C
17 Palm Beach Road Palm Beach	9,259.80	D
143 Garden Street North Narrabeen	7,713.52	C
14-18 Boondah Road Warriewood	5,913.00	C
45 McCarrs Creek Road Church Point	4,808.40	C
18 Barrenjoey Road Mona Vale	4,479.00	C
15 Maralinga Avenue Elanora Heights	4,055.00	D
20 Oak Street North Narrabeen	3,835.80	N
21 Calvert Parade Newport	3,262.00	N
10 Ilya Avenue Bayview	3,013.40	C
75 Bungan Head Road Newport	2,782.00	L
48 Old Barrenjoey Road Avalon	2,574.00	W
21 Bungan Street Mona Vale	2,165.37	W
3 Beaconsfield Street Newport	2,047.90	C
11 & 13 Rowan Street Mona Vale	1,992.50	N
6 Polo Avenue Newport	1,834.00	C
93 Warriewood Road Warriewood	1,453.00	D
120 Mona Vale Road Mona Vale	1,416.00	C
2 Valley View Circuit Warriewood	1,113.98	N

9 & 11 Beaconsfield Street Newport	1,008.24	W
47 Vineyard Street Mona Vale	932.00	N
88 Binburra Avenue Avalon	904.00	C
12 Northview Road Palm Beach	541.73	D
2 Bilgola Terrace Bilgola	498.00	N
1030 Barrenjoey Road Palm Beach	358.50	N
64 Avalon Parade Avalon	289.60	D
TOTAL	\$573,751	

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	9
Loss	5
Continuing	12
Upheld Consent Orders	0
Upheld with Amended Plans	0
Discontinued	6
Total	37

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 2013.

In November 2012 the Manager, Environmental Compliance received a funded trip to England and Germany as part of a two week information gathering exercise related to waste recycling as a member of the Kimbriki Environmental 109 Enterprises and SHOROC team.

In July 2013 the Principal Officer Administration attended the Senior Executives in Local and State Government Program at Harvard University, USA. The study program was fully funded (from the 2012/13 budget period) by Council as part of its Career Development Program for staff.

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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

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)	\$714,480
Pensioners under Section 582 LGA (1993)	\$ 31,622
Other Abandonments	\$ 25,645
Sub total	\$771,747
Extra Charges	\$ 18,675
TOTAL	\$790,422

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 2013 were as follows:

Senior Staff payments	
General Manager	
Salary	\$325,522
Superannuation	\$ 28,687
Fringe Benefits Tax	\$19,426
TOTAL	\$373,636
Senior staff	
Salary	\$433,392
Superannuation	\$ 66,723
Fringe Benefits Tax	-
TOTAL	\$501,354

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:

Statutory Statements

- › \$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 \$2.16 million with approximately \$540,000 (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 2012/2013
Actual Income Received	\$ 536,041
Actual Interest	\$ 6,849

Income	
Total Income 2012/2013	\$ 542,890
Balance in Reserve to be brought forward	\$ 107,617

Expenditure		
Description of Stormwater Works under the Stormwater Management Services Charge (SMSC) Levy	Expenditure from the SMSC Levy	Status (% Complete)
Stormwater Capital Works and Infrastructure Improvements – Minor Catchments		
Pit/Pipeline Adjustments - Various Locations	13,670	100%
5 Taminga St Bayview	16,200	100%
307 Hudson Parade Clareville	11,504	100%
151 Riverview Rd Avalon	31,021	100%
Irrawong Rd Nth Narrabeen - Drainage Outlet Structure	-	0%
Cynthea Rd Palm Beach - Drainage Outlet Structure	12,540	100%
Hudson Pde Clareville - Drainage	2,232	100%
Waterview St Mona Vale	-	0%
Careel Creek Catchment CCTV	14,900	100%
Emergency Works	55,991	65%
Kywong Reserve Elanora Heights - Creekline Rehab	100	100%
Elvina Ave Newport Drainage	64,507	100%
Careel Creek Catchment CCTV	2,225	100%
Community & Industry S/W Pollution Education	8,809	100%
S/W Quality Treatment Device Improvements	206,847	100%
Careel Creek (Avalon) Flood Study Update	9,000	100%
Overland Flow (Category 3) Flood Mapping	31,000	100%
Total Expenditure 2012/2013	480,546	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 2012/2013 on stormwater management through Council's general funds was \$995,540. As at 30 June 2013, the average general

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fund expenditure since the implementation of the SMSC levy was \$739,557. This represents \$83,675 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 2013 under s67(2)(b) ("Private Works") – Nil





Section 5 - Financial Information

Financial Information

Statement of Financial Performance

Income Statement			
Original Budget 2013 \$'000	For the year ended 30 June 2013	Actual 2013 \$'000	Actual 2012 \$'000
	Revenue		
46,519	Rates & Annual Charges	46,451	43,568
13,169	User Charges & Fees	14,782	13,813
1,402	Interest & Investment Revenue	1,867	1,911
3,164	Other Revenues	3,357	3,354
3,738	Grants & Contributions provided for Operating purposes	4,189	5,134
7,120	Grants & Contributions provided for Capital purposes	13,616	9,439
	Other Income		
2,139	Net gains from the disposal of assets	631	90
350	Net share of interests in Joint Ventures & Associated Entities using the equity method	681	1,274
77,601	Total Income from Continuing Operations	85,574	78,583
	Expenses from Continuing Operations		
27,844	Employee Benefits & On-Costs	27,177	26,171
633	Borrowing Costs	683	487
14,988	Materials & Contracts	15,911	16,501
8,370	Depreciation & Amortisation	8,403	8,025
17,397	Other Expenses	17,377	16,854
69,232	Total Expenses from Continuing Operations	69,551	68,038
8,369	Operating Result from Continuing Operations	16,023	10,545
8,369	Net Operating Result for the Year	16,023	10,545
1,249	Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	2,407	1,106

Statement of Financial Position

Balance Sheet	Actual 2013 \$'000	Actual 2012 \$'000
CURRENT ASSETS		
Cash & Cash Equivalents	4,335	11,692
Investments	31,250	22,530
Receivables	3,777	4,122
Inventories	59	56
Other	879	335
TOTAL CURRENT ASSETS	40,300	38,735
NON-CURRENT ASSETS		
Receivables	968	883
Infrastructure Property, Plant and Equipment	1,035,914	1,017,013
Investments Accounted for using the Equity Method	6,789	6,467
Investment Property	1,800	1,750
Intangible Assets	2,952	3,093
TOTAL NON-CURRENT ASSETS	1,048,423	1,029,206
TOTAL ASSETS	1,088,723	1,067,941
CURRENT LIABILITIES		
Payables	5,131	6,581
Borrowings	1,340	955
Provisions	7,883	7,189
TOTAL CURRENT LIABILITIES	14,354	14,725
NON-CURRENT LIABILITIES		
Borrowings	12,290	7,160
Provisions	155	155
TOTAL NON-CURRENT LIABILITIES	12,445	7,315
TOTAL LIABILITIES	26,799	22,040
NET ASSETS	1,061,924	1,045,901
EQUITY		
Retained Earnings	1,011,442	995,419
Revaluation Reserves	50,482	50,482
Council Equity Interest	1,061,924	1,045,901
TOTAL EQUITY	1,061,924	1,045,901

Financial Information

Statement of Changes in Equity

For the year ended 30 June 2013	Retained Earnings		Reserves		Council Equity Interest		Total Equity	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Opening Balance (as per last years audited accounts)	995,419	1,263,297	50,482	46,131	1,045,801	1,309,428	1,045,901	1,309,428
a. Correction of prior period errors	-	-	-	-	-	-	-	-
b. Changes in accounting Policies (prior year effects)	-	(278,423)	-	-	-	(278,423)	-	(278,423)
Revised opening balance (as at 1/7/10)	995,419	984,874	50,482	46,131	1,045,901	1,031,005	1,045,901	1,031,005
c. Net Operating Result for the year	16,023	10,545	-	-	16,023	10,545	16,023	10,545
d. Other comprehensive Income	-	-	-	4,351	-	4,351	-	4,351
Total Comprehensive Income (c+d)	16,023	10,545	-	4,351	16,023	14,896	16,023	14,896
Equity - Balance at end of the reporting period	1,011,442	995,419	50,482	4,351	1,061,924	1,045,901	1,061,924	1,045,901

Statement of Cash Flows

Original Budget 2013 \$'000	For the year ended 30 June 2013	Actual 2013 \$'000	Actual 2012 \$'000
	Cash Flows from Operating Activities		
	<i>Receipts:</i>		
46,605	Rates & Annual Charges	46,405	43,387
12,815	User Charges & Fees	16,191	14,996
1,402	Investment & Interest Revenue Received	1,765	1,939
11,358	Grants & Contributions	6,993	15,447
-	Bonds, Deposits & retention amounts received	163	499
3,018	Other	6,821	6,312
	<i>Payments:</i>		
(28,055)	Employee Benefits & On-Costs	(26,563)	(25,127)
(14,474)	Materials & Contracts	(20,001)	(15,982)
(633)	Borrowing Costs	(683)	(487)
-	Bonds & Deposits Refunded	(128)	(590)
(17,397)	Other	(19,812)	(19,078)
14,639	Net Cash provided (or used in) Operating Activities	11,151	21,316
	Cash Flows from Investing Activities		
	<i>Receipts:</i>		
-	Sale of Investment Securities	22,575	21,574
6,945	Sale of Infrastructure, Property, Plant & Equipment	1,791	1,190
350	Distributions Received from Joint Ventures & Associates	359	302
	<i>Payments:</i>		
(23,365)	Purchase of Investment Securities	(31,250)	(21,762)
-	Purchase of Infrastructure, Property, Plant & Equipment	(17,498)	(14,441)
(16,070)	Net Cash Provided (or used in) Investing Activities	(24,023)	(13,137)
	Cash Flows from Financing Activities		
	<i>Receipts:</i>		
2,500	Proceeds from Borrowing Advances	6,500	2,400
	<i>Payments:</i>		
(932)	Repayment of Borrowings & Advances	(957)	(855)
-	Repayment of Finance Lease Liabilities	(28)	(26)
1,568	Net Cash Flow provided (used in) Financing Activities	5,515	1,519
137	Net Increase/Decrease in Cash & Cash Equivalents	(7,357)	9,698
22,209	plus: Cash & Cash equivalents - beginning of the reporting period	11,692	1,994

Financial Information

Original Budget 2013 \$'000	For the year ended 30 June 2013	Actual 2013 \$'000	Actual 2012 \$'000
22,346	Cash & Cash Equivalents - end of the reporting period	4,335	11,692
	plus: Investments on hand - end of year	31,250	22,530
	Total Cash, Cash Equivalents & Investments	35,585	34,222

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

	Actual 2013		Actual 2012	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
Cash & Cash Equivalents (Note 6a)				
Cash on hand and at bank	2335	-	6,992	-
Cash-Equivalent Assets - Short Term Deposits	2000	-	4,700	-
Total Cash & Cash Equivalents	4335	-	11,692	-
Note 6 (b-i) Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	268	-	1,017	-
Revaluations (through the income statement)	69	-	76	-
Disposals (sales & redemptions/maturities)	(337)	-	(825)	-
Balance at End of Year	-	-	268	-
Comprising:				
- CDO's	-	-	268	-
- Other Long Term Financial Assets	-	-	-	-
Total	-	-	268	-
Note 6 (b-ii) Reconciliation of Investments classified as "Held to Maturity"				
Balance at the Beginning of the Year	22,262	-	21,250	-
Additions	31,250	-	21,762	-
Impairment (loss)/prior loss reversal (via P&L)	(24)	-	-	-
Disposals (sales & redemptions)	(22,238)	-	(20,750)	-
Balance at the End of Year	31,250	-	22,262	-
Comprising:				
- Long Term Deposits	31,250	-	21,762	-
- CDO's & Structured Notes	-	-	500	-
Total	31,250	-	22,262	-
Total Cash, Cash Equivalents & Investment Securities	35,585	-	34,222	-
attributable to:				

	Actual 2013		Actual 2012	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
External restrictions	13,431	-	14,581	-
Internal Restrictions	16,586	-	13,079	-
Unrestricted	5,568	-	6,562	-
Total	35,585	-	34,222	-

Note 13 - Statement of Performance Measurement

a) Unrestricted Current Ratio				
Current Assets less all External Restrictions	26,551	Indicator 2013	2012	2011
Current liabilities less Specific Purpose Liabilities	8,192	3.24	2.59	3.47

b) Debt Service Ratio				
Debt Service Cost	1,668	Indicator 2013	2012	2011
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/contributions	69,789	2.39%	2.06%	2.20%

c) Rate & Annual Charges Coverage Ratio				
Rates & Annual Charges	46,451	Indicator 2013	2012	2011
Revenue from Continuing Operations	85,574	54.28%	55.44%	59.16%

d) Rates, Annual Charges, Interest & Extra charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	2,587	Indicator 2013	2012	2011
Rates, Annual & Extra Charges Collectible	49,160	5.26%	5.49%	5.23%

e) Building and Infrastructure Renewals Ratio				
Asset Renewals	3,884	Indicator 2013	2012	2011
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	4,760	81.59%	71.98%	74.85%

Appendices & Links

Appendices

General Purpose & Special Purpose Financial Reports (Year Ended 30 June 2013)

Links

Pittwater Council www.pittwater.nsw.gov.au

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

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

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

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