



# Pittwater Council Annual Report

2013 - 2014

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# Overview

## Section 1

# Introduction

Pittwater's annual report for the 2013-2014 financial year shows that the Council is delivering on the Community Strategic Plan - *Pittwater 2025* and on Council's Delivery Program & Budget for 2013-17.

The financial result for the year delivered a balanced budget with an operating surplus of \$872,000. This year approximately \$23.8 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.

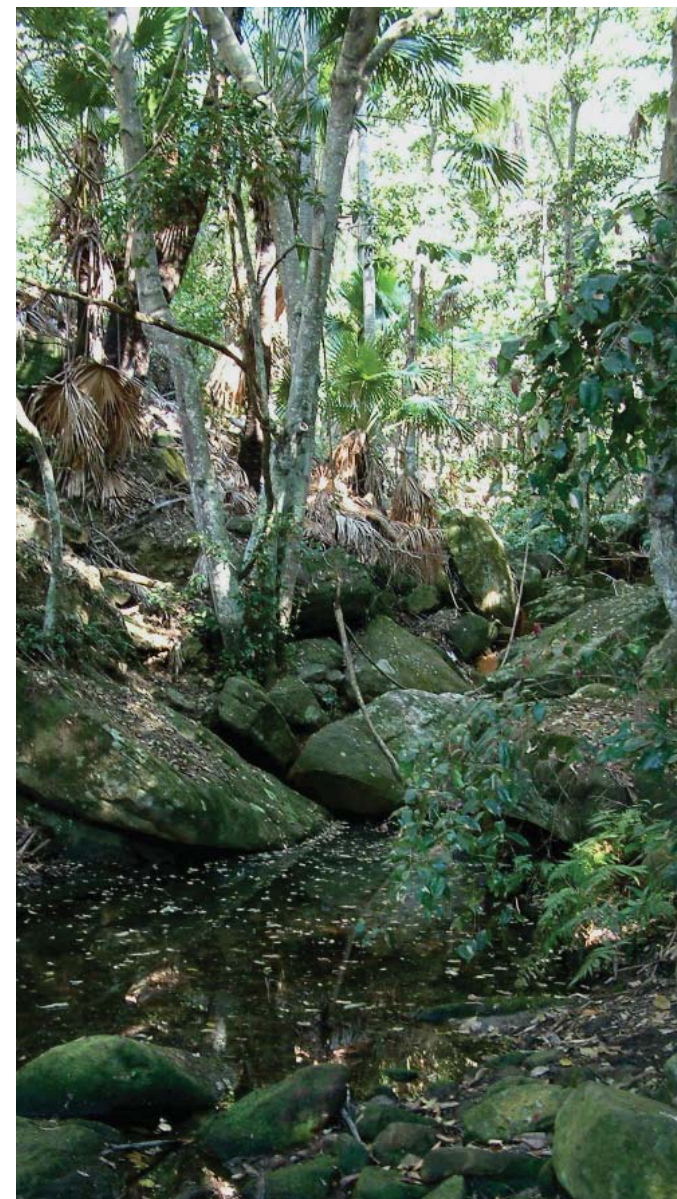
Significant highlights include:

- › \$4.1m spent on improving our roads and footpath network including Hudson Parade, Avalon and Boondah Rd, Warriewood
- › Reduction in GHG emissions of our operations by 7.6%
- › Granted \$1m for the implementation of a garden waste bin collection service
- › Increased library utilisation by 17% due to its evolving role as a community hub
- › Creation of Pittwater Business Online website to provide a one-stop-shop for local businesses
- › Major upgrade of Avalon Surf Club
- › Adoption of the new Local Environment Plan 2014 to guide land use and development in Pittwater
- › \$5.3m spent on carpark improvements including Bungan Lane, and Beeby Reserve, Mona Vale
- › \$544,000 spent on upgrading and renewing our parks and playgrounds including South Avalon Beach and Bilgola Plateau.
- › Launch of the new Enliven Pittwater App to help residents connect with businesses.

Pittwater Council was recognised for its performance and awarded the following:

- › Top honours from Parks & Leisure Australia for our Synthetic Turf Field at Narrabeen
- › Winner in Local Government Arts & Culture Awards for our Arts Paper
- › Award for excellence in our management of stormwater pollution traps
- › Winner in NSW Coastal Management Awards for our Coastal Ambassadors Program
- › Finalist for the AR Bluett Memorial Award for our progress in operations and services.

Full details of all Pittwater Council's activities during the 2013-2014 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](http://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 - Integrating our Built Environment

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

#### Key Direction 5 - Leading an Effective & Collaborative Council

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



# Overview

## Our Community

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

Sources: Australian Bureau of Statistics, 2011 & Informed Decision, 2008 (<http://www.id.com.au>).

## Community Profile

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

## Age Structure

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

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

The Estimated Resident Population of Pittwater Council area in 2013 was 62,070, 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 4,916. 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.

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

# 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)

## Comparisons with SHOROC Region

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 to 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 km<sup>2</sup>. On 2 March 1788 Captain Arthur Phillip, first governor of NSW, explored the southern arm of Broken Bay. He described this waterway as "the finest piece of water I ever saw" and named it 'Pitt Water' in honour of William Pitt, The Younger, who was then Prime Minister of England.

### How we were formed

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

### About Pittwater

Pittwater is 125 km<sup>2</sup> in size (including the waterway). The landform is unique with a diverse range of terrain, due to its land mass being located entirely on a peninsula. Pittwater comprises nine beaches with seven ocean rockpools, rugged headlands and sandstone sea cliffs, tranquil waterways and native bushland including two National Parks, with pockets of rainforest. There are also extensive wetlands providing sanctuary to many bird species, and rock platforms providing habitat for a wide range of marine life.

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

### Vision

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

## 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

Sothern Ward - Warriewood, Ingleside, Elanora Heights, North Narrabeen



Jacqueline Townsend



Julie Hegarty

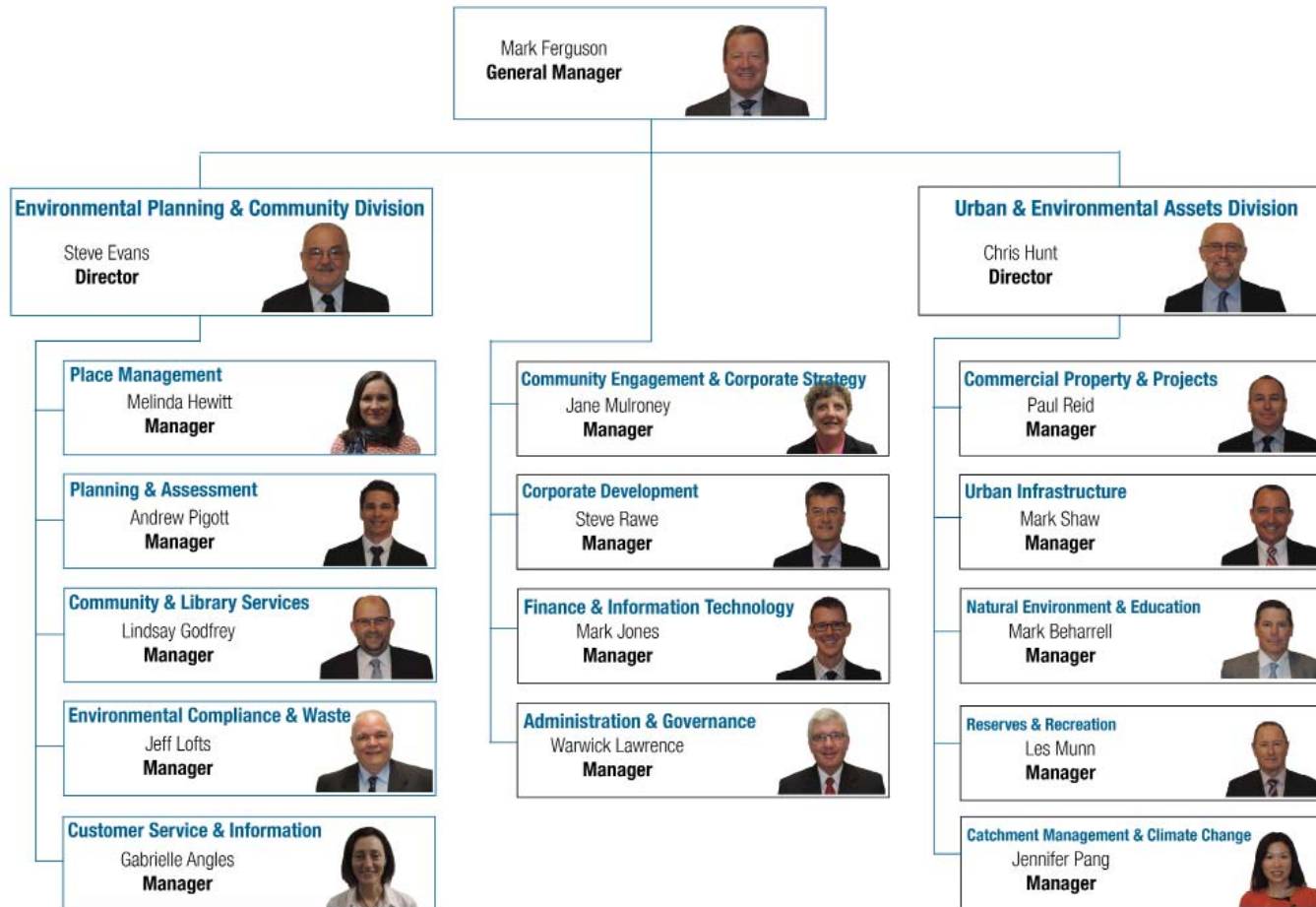


Kay Millar



# 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



# Delivery Program Achievements

## Section 2

# Key Direction 1 - Supporting & Connecting Our Community

2013/2014	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	6,494,263	6,284,175
Other Employee Costs	1,940,454	1,730,378
Materials and Contracts	3,809,470	4,012,466
Depreciation	4,773,169	4,725,110
Interest	0	0
Other Costs	2,753,119	2,963,449
<b>Total Operating Expenditure</b>	<b>19,770,475</b>	<b>19,715,578</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	81,000	74,361
Capital Works Programs	6,744,488	5,894,187
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>6,825,488</b>	<b>5,968,548</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(2,739,617)	(2,837,490)
Fees and Charges	(273,000)	(379,419)
Grant Transfers	(1,406,509)	(1,359,008)
Contributions	(1,494,831)	(1,009,860)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(200,104)	(145,740)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(6,114,061)</b>	<b>(5,731,517)</b>
<b>Transfers from Reserves</b>	<b>(5,500,967)</b>	<b>(9,408,960)</b>
<b>Transfers to Reserves</b>	<b>1,034,048</b>	<b>604,946</b>
<b>Net Cost (Funded by Rates)</b>	<b>16,014,983</b>	<b>11,148,595</b>

## Award for Synthetic Turf Field



We were awarded top honours from Parks & Leisure Australia in the NSW/ ACT Open Space Development Category for our synthetic turf field at Narrabeen Sports High School.

## Finalisation of Public Space & Recreation Strategy



We drafted and exhibited our Public Space & Recreation Strategy which details future community recreational needs and outlines suggestions for improvements in access to sportsfields and open space.

## Award for Arts Paper



We were the winner in the Local Government Arts & Culture Awards for our Arts Paper which sheds light on our arts scene, its existing and emerging needs, and the resources required to meet those needs.

## \$4.1m for Roads & Footpaths



We spent \$3.07m on improving our roads and \$1.07m on our footpath network which included \$122,000 on Hudson Parade footpath and \$920,000 on reconstructing Boondah Rd.

## \$544,000 for Parks & Playgrounds



We spent \$544,000 on upgrading and renewing our parks and playgrounds, which included \$81,000 on playground improvement targeting South Avalon Beach and Bilgola Plateau.

## \$123,000 for Community Events & Markets



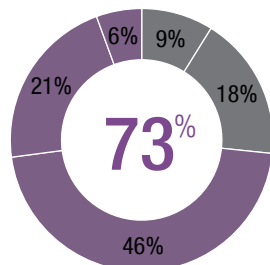
We organised a number of community events including Australia Day and Citizenship. We also won a National award for our markets including Food & Wine Fair, Palm Beach & Pittwater Rugby Park.

# Key Direction 1 - Supporting & Connecting Our Community

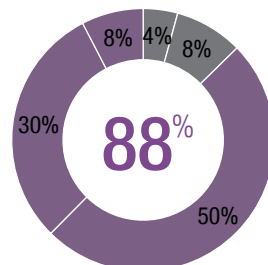
## Community Satisfaction



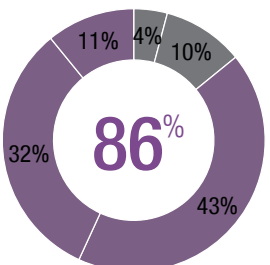
Facilities & Services for Youth



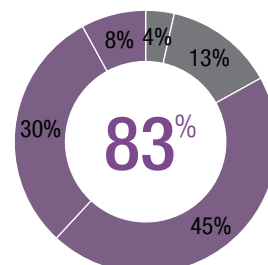
Facilities & Services for Older People



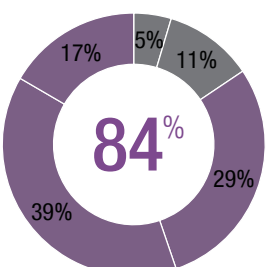
Range & Quality of Community & Cultural Facilities



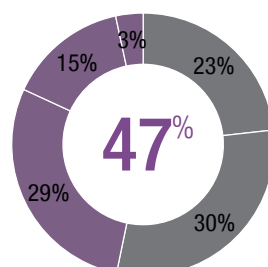
Range & Quality of Community & Cultural Activities



Range & Quality of Recreational Facilities & Activities



Road Network Infrastructure



## Key Performance Results

Measure	Target	Outcome	
Customer satisfaction with community centre network	85% of customers satisfied or very satisfied with community centres	89%	✓
Utilisation rates of community centres	60% utilisation of community centres during peak periods	71%	✓
Maintenance standards for sportsfields are met (mow sportsfields every fortnight in summer and 3 week in winter)	Maintenance standards of sportsfields met 90% of time	93%	✓
Number of bushcare volunteers hours	An increase in the number of bushcare volunteer hours	9.4% increase (5,317 hours)	✓

Very Satisfied Satisfied Somewhat Satisfied Not Very Satisfied Not at All Satisfied



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

2013/2014	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	1,848,184	2,077,190
Other Employee Costs	526,611	568,292
Materials and Contracts	2,347,997	2,550,631
Depreciation	0	0
Interest	0	0
Other Costs	1,073,909	634,484
<b>Total Operating Expenditure</b>	<b>5,796,701</b>	<b>5,830,597</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	0	0
Capital Works Programs	5,650,135	4,629,338
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>5,650,135</b>	<b>4,629,338</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(45,000)	(23,551)
Fees and Charges	(52,000)	(63,997)
Grant Transfers	(1,482,089)	(863,948)
Contributions	(400,000)	(797,042)
Rates Income	(539,038)	(539,058)
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(36,546)	(42,829)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(2,554,673)</b>	<b>(2,330,425)</b>
<b>Transfers from Reserves</b>	<b>(5,647,687)</b>	<b>(3,484,653)</b>
<b>Transfers to Reserves</b>	<b>594,038</b>	<b>593,741</b>
<b>Net Cost (Funded by Rates)</b>	<b>3,838,514</b>	<b>5,238,598</b>

### Granted \$1m for Garden Waste



We received over \$1m from the NSW Government to introduce new 240ltr garden waste bins and a fortnightly collection service for residents. This is expected to divert 3,500 tonnes of recyclable waste from landfill.

### \$205,000 for Sand Dune Restoration



Sand dune restoration occurred at both North Avalon & Mona Vale beaches. Reshaping, planting and new fencing was undertaken in order to restore the beaches natural profile and protect the beach and surrounds.

### Reduction in GHG emissions in our Operations by 7.6%



We achieved a saving of 135,199 kWh and 144t reduction in GHG emissions through our Revolving Energy Fund over 16 sites. Works included solar PV installations, public lighting upgrades and a solar hot water heater installation program.

### \$569,000 for Bushland Resoration & Protection



We spent \$569,000 improving and restoring creek ecosystems and riparian and bushland vegetation, including a project to restore 25ha at Deep Creek Reserve, Bilarong Reserve and Elanora Bushland.

### \$400,000 for Environmental Education & Events



The Coastal Environment Centre (CEC) spent \$400,000 on 74 education activities focusing on protecting our coastal environment. We had over 10,000 participants in the CEC school education program.

### Award for Excellence in Stormwater Pollution Traps



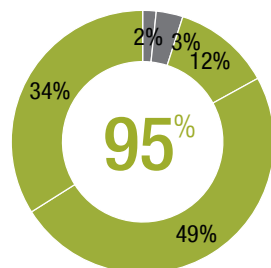
We received an award for management of stormwater pollution traps. We improved the efficiency of the 52 traps by up to 90%. This means our waterways and wetlands are better protected.

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

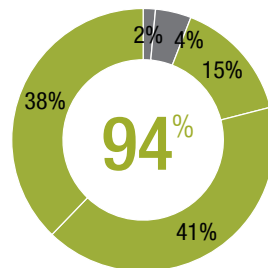
## Community Satisfaction



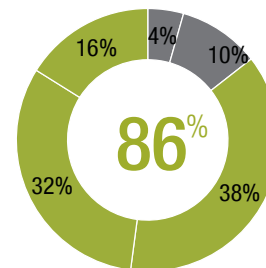
Safety on Beaches & Waterways



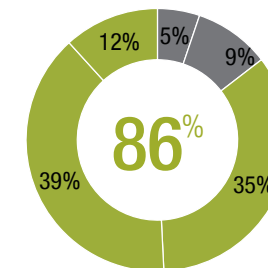
Access to Beach & Coastline



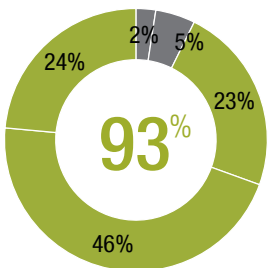
Protecting Native Plants & Animals



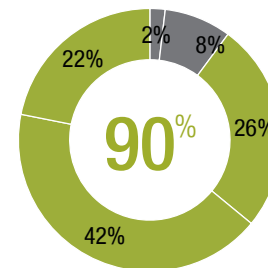
Restoring Natural Bushland



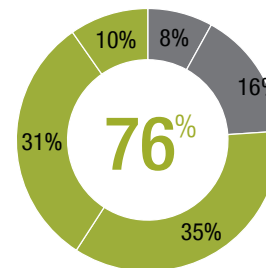
Cleanliness of Beaches & Waterways



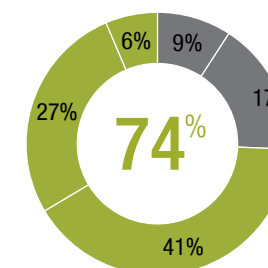
Beach & Coastal Facilities



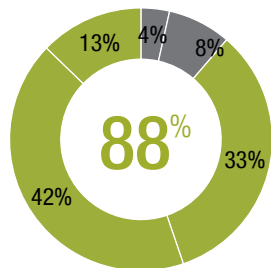
Managing Trees



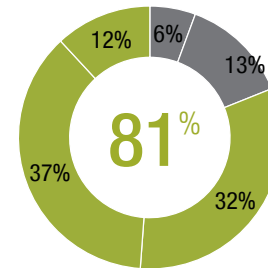
Managing Feral Animals



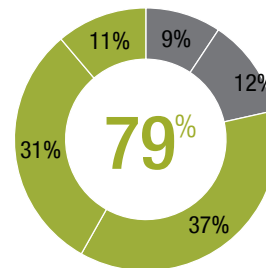
Managing & Protecting Creeks & Waterways



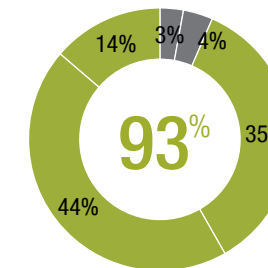
Litter Control & Rubbish Dumping



Domestic Animal Management



Managing Natural Environment

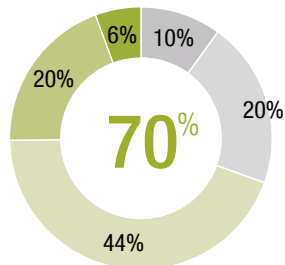


## Key Direction 2 - Valuing & Caring For Our Natural Environment

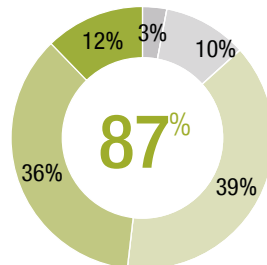
### Community Satisfaction



Planning & Responding To Climate Change



Environmental & Sustainability Initiatives



### Key Performance Results

Measure	Target	Outcome	
Beachwatch & Harbourwatch meeting compliance	Beachwatch & Harbourwatch receiving a 'good' or 'very good' classification	All beaches = 'good' or 'very good' classification	✓
Number of food shop inspections	100% of food shops inspected annually	100% (293 food shops)	✓
Tonnes of recycling collected	Total tonnage of recyclable products diverted from landfill increased by 5% above 2002 level	20% increase (11,240 tonnes)	✓
Tonnes of waste to landfill	Total waste tonnage disposed of at landfill held at 2002 level	6% decrease (14,401 tonnes)	✓
Green waste processed	An overall increase in green waste processed (tonnes)	8% increase (3,265 tonnes)	✓
Number of air pollution complaints received by council	An overall decrease in air pollution complaints	42% decrease (47 received)	✓

### Key Performance Results

Measure	Target	Outcome	
Number of threatened or endangered species (flora, fauna and ecological communities)	No increase in the number of listed threatened or endangered species	No increase	✓
Maintenance standards for beaches met (mechanical sieve of beaches weekly in swimming season/ clean rockpools weekly in swimming season and fortnightly in winter)	Maintenance standards for beach reserves met 90% of time	95%	✓
Noxious weed notices served	160 initial inspections and noxious weed notices served	175 initial inspections	✓
Number of hectares regenerated	2 additional hectares of Council bushland regenerated per year	3 additional hectares (167Ha)	✓
Total trees planted minus trees approved for removal on private land	No net loss in the tree canopy	2,180 trees (no previous data)	—
Total number of native plants distributed (including grasses, shrubs and trees) to volunteers, contractors and residents	Maintenance of 2009 level of native plants distributed	14,800	✓
Number of registered vehicles in LGA	An overall decrease in the number of registered vehicles	4% increase (53,042 cars)	x
Total gross pollutants removed from Stormwater Quality Improvement Devices (tonnes)	Target not applicable	204,764 kg removed	—
Total LGA potable water use (kilolitres)	Total LGA potable water use maintained at 2009 level (5,181,272kl)	8% increase (5,614,914kl)	x
Noise complaints (general and dogs)	An overall decrease in noise complaints	34% decrease (305 complaints)	✓



## Key Direction 3 - Enhancing our Working & Learning

2013/2014	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	1,544,804	1,515,964
Other Employee Costs	447,449	418,064
Materials and Contracts	130,900	120,096
Depreciation	214,967	206,533
Interest	11,690	11,691
Other Costs	615,746	648,368
<b>Total Operating Expenditure</b>	<b>2,965,556</b>	<b>2,920,716</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	280,000	290,306
Capital Works Programs	0	11,318
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>280,000</b>	<b>301,624</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(170,000)	(245,427)
Fees and Charges	(25,000)	(26,068)
Grant Transfers	(215,340)	(208,981)
Contributions	(80,000)	(73,857)
Rates Income	0	0
Domestic Waste Charge	0	0
Interest on Investments	0	0
Other Income	(4,405)	(17,758)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(494,745)</b>	<b>(572,091)</b>
<b>Transfers from Reserves</b>	<b>(492,427)</b>	<b>(446,977)</b>
<b>Transfers to Reserves</b>	<b>80,000</b>	<b>73,618</b>
<b>Net Cost (Funded by Rates)</b>	<b>2,338,384</b>	<b>2,276,890</b>

### Pittwater Business Online



We created a new website which acts as a one-stop-shop for local businesses. It helps small to medium businesses by bringing them together, sharing knowledge and networking.

### Enliven Pittwater - Supporting Businesses



Enliven aims to enhance vibrancy within Pittwater. Business support included: merchandising and marketing seminars, partnering with Chambers of Commerce and businesses to enhance our villages.

### \$24,000 for Enliven Pittwater App



The free Enliven Pittwater app has info on events, specials, businesses, transport and parking in Pittwater. It's a one-stop-shop for businesses and residents to connect.

### Award for Coastal Ambassadors Program



We were awarded for our Coastal Ambassadors 'train the trainer' program which promotes the ecologically sustainable use of the coastal environment and the importance of looking after it.

### Coastal Environment Centre Improvements



The CEC has installed a new exciting and interactive Marine Discovery space, including touch tables and a "Micro Eye" digital microscope. This will help educate the community on marine life.

### Increased Library Utilisation by 17%



Library usage has increased by 17% due to technological advances and its role as a community hub. It now caters for a diverse range of groups; pre-schoolers, seniors, HSC students and book lovers.

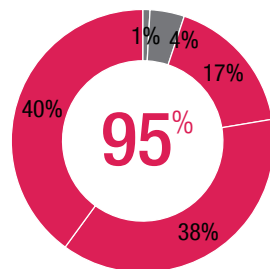


## Key Direction 3 - Enhancing our Working & Learning

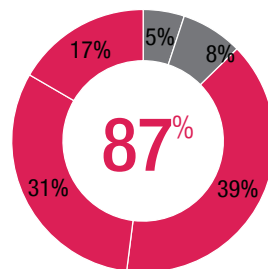
### Community Satisfaction



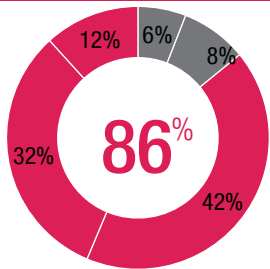
**Providing & Operating Libraries**



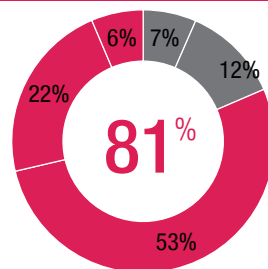
**Coastal Environment Centre**



**Support to Local Business**



**Level of Support Businesses Receive**



■ Very Satisfied 
 ■ Satisfied 
 ■ Somewhat Satisfied 
 ■ Not Very Satisfied 
 ■ Not at All Satisfied

### Key Performance Results

Measure	Target	Outcome	
Customer satisfaction with Mona Vale Library	85% of users satisfied or very satisfied with Mona Vale Library	90%	✓
Number of visits and programs undertaken at the Coastal Environment Centre	10% increase in the number of visits and the number of programs undertaken	8.9% increase (visits & programs)	✓
Satisfaction with education program & events	85% of program and event attendees satisfied	94%	✓

## Key Direction 4 - Integrating our Built Environment

2013/2014	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	4,522,952	4,380,031
Other Employee Costs	1,556,281	1,463,910
Materials and Contracts	6,181,805	6,297,917
Depreciation	74,177	73,373
Interest	0	0
Other Costs	7,333,096	7,215,772
<b>Total Operating Expenditure</b>	<b>19,668,311</b>	<b>19,431,003</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	137,404	138,205
Capital Works Programs	7,794,164	5,597,178
Capital Material Public Benefits	0	0
Loan Repayments	0	0
<b>Total Capital Expenditure</b>	<b>7,931,568</b>	<b>5,735,383</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(2,804,452)	(3,039,441)
Fees and Charges	(3,826,200)	(4,049,966)
Grant Transfers	0	(1,083)
Contributions	(669,091)	(632,667)
Rates Income	0	0
Domestic Waste Charge	(11,803,356)	(11,824,695)
Interest on Investments	0	0
Other Income	(30,000)	(116,331)
Capital Assets Disposals	0	0
<b>Total Income (Operating &amp; Capital)</b>	<b>(19,133,099)</b>	<b>(19,664,183)</b>
<b>Transfers from Reserves</b>	<b>(8,101,030)</b>	<b>(5,598,564)</b>
<b>Transfers to Reserves</b>	<b>1,829,722</b>	<b>1,581,941</b>
<b>Net Cost (Funded by Rates)</b>	<b>2,195,472</b>	<b>1,485,580</b>

### \$2.5m for Avalon Surf Club



We undertook a major upgrade of Avalon Surf Club. The project was a joint development with the Surf Life Saving Club to ensure the building was fit for purpose. A restaurant and cafe are included in the design.

### Adoption of Pittwater Local Environment Plan (LEP)



We updated our LEP in consultation with the community. Pittwater LEP 2014 is the primary planning document guiding land use and development through zoning and planning standards.

### Improved Development Assessment (DA) Service



We focused on improving our DA service which decreased the mean gross determination time by 31 days. We also introduced new e-planning software to allow all stakeholders to view applications.

### \$5.3m for Carpark Improvements



We commenced work on a multi-storey car park (218 spaces) at Bungan Lane, Mona Vale. We also upgraded Beeby Reserve carpark to provide 77 spaces for park & ride as well as recreational users.

### \$270,000 for Wharf Improvements



Renewal and remediation works were undertaken at Newport & Bonnie Doon wharves. These works have improved safety and access for users. Initial designs for Palm Beach wharf were also completed.

### \$179,000 for Enhanced Vibrancy of Villages



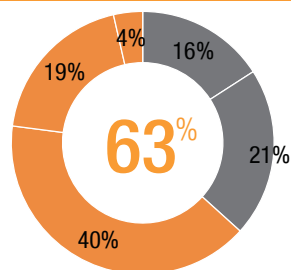
We spent \$179,000 on making our villages vibrant through the removal of 2,831 square metres of graffiti as well as art installations, village programming, banners, christmas activities and pop-up activities.

# Key Direction 4 - Integrating our Built Environment

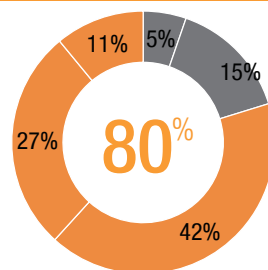
## Community Satisfaction



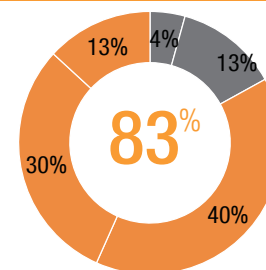
Managing Development



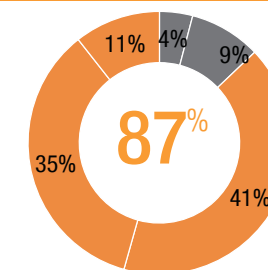
Protecting Heritage Values & Buildings



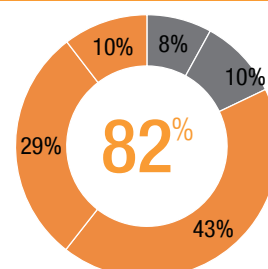
Keeping Villages Vibrant



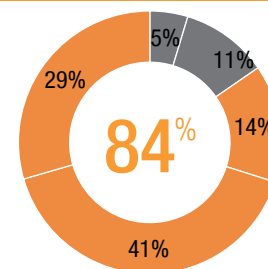
Facilities, Amenities & Services Within Villages



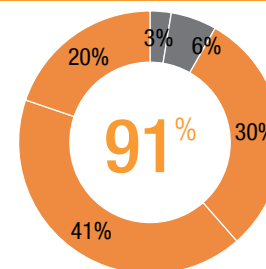
Providing Adequate Drainage



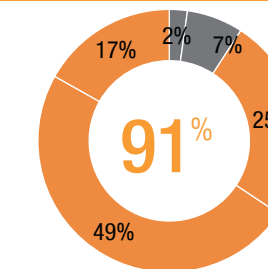
Domestic Waste Collection Services



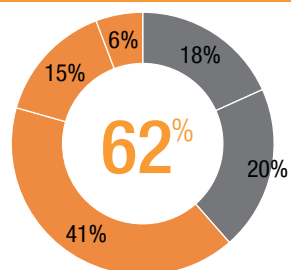
Ability to Walk Easily to & Through Village Centres



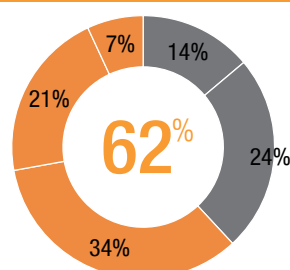
Cleanliness of Villages



Providing & Maintaining Cycleways



Providing & Maintaining Footpaths



Very Satisfied Satisfied Somewhat Satisfied Not Very Satisfied Not at All Satisfied

## Key Direction 4 - Integrating our Built Environment

### Key Performance Results

Measure	Target	Outcome	
Number of commercial premises audited annually for environmental compliance	50 commercial premises audited annually	20 completed	x
Number of completed construction certificates issued	95% of construction certificate applications, where all required information is provided, are issued within 10 working days	100% within 10 days where all required information is available	✓
Time taken to investigate and respond to dog attacks	95% of reported dog attacks are investigated and receive initial response within 2 working days	100% of reported attacks have the initial investigation completed in 2 days.	✓
% of planning certificates issued over the internet	50% of planning certificates issued over the internet instantly	73%	✓
Total number of development applications received (including tree DAs)	Target not applicable	920	—
Median processing time for building certificates	Achieve median processing time of 14 working days		
Median processing time for DA's	Achieve median processing time of 40 working days	6 days	✓
Response time for issuing of planning certificates	99% of planning certificates issues within 1 day	99%	✓
Standards met for cleaning, pavement levelling and landscape maintenance	Standards met 90% of time	Standards met 90% of time.	✓
Energy consumption in Council facilities	1% reduction of energy consumption in Council facilities	13%	✓
Condition of footpaths	90% of footpaths with trip condition E (>30mm) are rectified	Standard Met	✓
Condition of roads	90% of roads in town and villages to have Pavement Condition Index greater than 5 out of 10	Standard Met	✓
Fuel Consumption of Council's light fleet	5% reduction in fuel consumption (litres per 100km)	3.46%	x

### Key Performance Results

Measure	Target	Outcome	
GHG emissions from council fleet vehicles	1% reduction in GHG emissions from council fleet vehicles	9%	✓
Green star rating of light fleet	40% of vehicles to have a green star rating of 4 or above	50.66%	✓
Improvement in the development of Asset Management System (evaluation, life-cycle analysis, condition assessment)	10% increase in the use of Asset Management System	0% increase in the use of Asset Management System	x
Total number of Aboriginal Heritage Sites	Maintain existing number of Aboriginal Heritage Sites	Same as last year	✓
Total number of non-Aboriginal heritage items	Maintain existing number of non-Aboriginal Heritage Sites	2 sites lost	x



## Key Direction 5 - Leading an Effective & Collaborative Council

2013/2014	Budget	Actual
<b>Operating Expenditure</b>	<b>\$</b>	<b>\$</b>
Salaries and Wages	7,059,826	7,126,287
Other Employee Costs	2,403,878	2,454,671
Materials and Contracts	2,448,572	2,221,312
Depreciation	3,902,863	3,756,232
Interest	859,000	856,348
Other Costs	8,209,883	8,256,885
<b>Total Operating Expenditure</b>	<b>24,884,022</b>	<b>24,671,735</b>
<b>Capital Expenditure</b>		
Capital Asset Acquisitions	3,967,316	3,423,132
Capital Works Programs	2,584,306	2,576,465
Capital Material Public Benefits	0	0
Loan Repayments	1,183,675	1,183,675
<b>Total Capital Expenditure</b>	<b>7,735,297</b>	<b>7,183,272</b>
<b>Income (Operating &amp; Capital)</b>		
User Fees	(7,439,433)	(7,115,152)
Fees and Charges	(152,500)	(133,185)
Grant Transfers	(1,850,374)	(1,409,948)
Contributions	(3,201,271)	(3,253,474)
Rates Income	(36,976,215)	(36,960,439)
Domestic Waste Charge	0	0
Interest on Investments	(1,405,000)	(1,507,760)
Other Income	(741,320)	(806,578)
Capital Assets Disposals	(1,558,068)	(1,437,736)
<b>Total Income (Operating &amp; Capital)</b>	<b>(53,324,181)</b>	<b>(52,624,272)</b>
<b>Transfers from Reserves</b>	<b>(12,070,672)</b>	<b>(7,933,776)</b>
<b>Transfers to Reserves</b>	<b>8,309,000</b>	<b>8,243,627</b>
<b>Net Cost (Funded by Rates)</b>	<b>(24,466,534)</b>	<b>(20,459,414)</b>

### Online Access to Information Process



We introduced a secure online process for formal access to information applications. This increased efficiencies, decreased paper use and provided instant access to information for the community.

### Focus on Community Engagement



We engaged the community on a range of issues (including major projects) through various means such as Reference Groups, community meetings, surveys, workshops and online submissions.

### 9% Reduction in GHG from Council Fleet



We had a 9% reduction in our Green House Gas emissions from our fleet. This is due to improved vehicle selection, fuel efficiency and an increase in 4.5 - 5 star and hybrid cars being used in the fleet.

### Involving Community in the Future of Ingleside



To engage the community on the future of Ingleside, we developed an innovative interactive website and formed a Community Reference Group. This provides opportunities to be informed and get involved in the discussion.

### Finalist for AR Bluett Memorial Award



We were one of only a handful of finalists for the AR Bluett Memorial Award which recognises councils that have made the most progress in operations and services. We were commended on our cross-council collaboration.

### Move towards paperless Council meetings



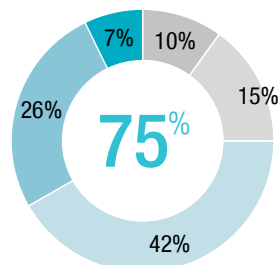
We trialled a paperless Council meeting and are moving towards the use of ipads to manage Council agendas. We will continue to encourage Councillors and Council staff to continue implement this on a permanent basis.

# Key Direction 5 - Leading an Effective & Collaborative Council

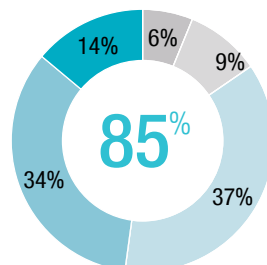
## Community Satisfaction



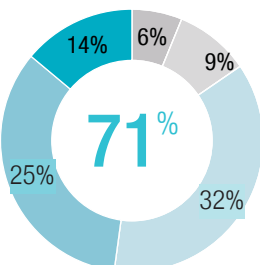
Community Involvement in Decision Making



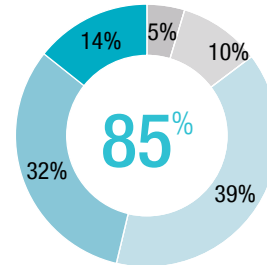
Council Provision of Information to the Community



Responsiveness to Complaints / Requests



Information Regarding Natural Disaster Hazards



Very Satisfied Satisfied Somewhat Satisfied Not Very Satisfied Not at All Satisfied

## Key Performance Results

Measure	Target	Outcome	
Community usage of website	5% increase in number of hits from unique visitors per annum	5% decrease (visitors =236,508)	×
Customer satisfaction to response to complaint or enquiry lodged on MERIT	75% customers satisfied with Council's response to enquiry	73%	×
Response to media enquiries	85% of media enquiries responded to within 24 hours	100%	✓
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	77%	✓
Time taken to complete GIPA requests	100% GIPA formal applications completed within 35 days	100%	✓
Time taken to finalise and publish Council minutes	95% of Council minutes are published within 3 days of Council meeting	99%	✓
Time taken to respond to written correspondence	80% responded to within 10 working days	80.4%	✓
Time taken to complete recruitment	Average recruitment completed within 35 working days	34.92	✓
Workers compensation claims received	5% reduction in the number of workers compensation claims	53%	✓
Staff turn-over rate (voluntary)	Staff turn over rate between 9-11%	11-17%	×
Training Investment per employee	1.5% of wages bill spent on training	1.74%	✓
Water consumption in Council facilities	1% reduction of potable water consumption in Council facilities	0.05% increase (125,187kl)	×
GHG Emissions	1% reduction of GHG Emissions in Council operations	7.60%	✓
Number of Delivery Program Actions completed as scheduled	95% of all Delivery Program actions completed	95%	✓
Arrears for rate payments per year	5% arrears for rate payment per year	4.10%	✓
IT system availability to public and staff	IT system operating in excess of 98% of available time to public and staff	99%	✓
Preparedness for disaster and emergencies visitors	90% of relevant staff trained for emergency response	100%	✓

## Key Performance Results

Measure	Target	Outcome	
Quarterly & Annual Financial Reports on time	100% of financial reports completed on time	100%	✓
Statutory Reports completed on time	100% of statutory reports completed on time	100%	✓



# Statutory Statements

## Section 3

# 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 259 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 \$190 M. 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 346 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 \$58 M.

### Footpaths

Council currently has an estimated total of 105 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 9,000 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. The value of drainage assets is \$145M. Currently drainage inventory includes some 11,300 pits and a total length of drainage lines at 195 kilometres. In addition, there are 50 gross pollutant traps, 3.8 kilometres of stormwater channels and 10.1 kilometres of stormwater culverts. Data collection from all catchment areas provides 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.



# Statutory Statements

## 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 822.55ha, 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 on-going development. Over 30 different vegetation communities occur in Pittwater including 11 endangered ecological communities. The Council has an on-going policy of retaining canopy trees on public land. Pittwater is renowned for 60 hectares of beautiful coastline and extensive beach reserves. Council maintains its beaches and foreshores 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 Winnererremy 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 31 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 eight surf clubs. Maintenance work was specifically carried out at North Palm Beach and Newport Surf Clubs this year. Work was completed on the new Avalon Beach Surf Club during FY2014 with an expenditure of some \$3.3M.

## Amenities and Playgrounds

Council currently has a total of 38 amenities and 58 individual playgrounds valued at over \$15M. 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 \$11M which are part of Council's maintenance and renewal program annually.

## Sporting Buildings & Infrastructure

Council currently has over 30 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 key foreshore assets including sea walls, boat ramps and car parks for public asset to beaches and water ways. Sea walls are a critical asset and an initial investigation of the sea walls puts their value at some \$20M. These assets are still to be added to the asset system.

## Condition of Public Works assets

Schedule 7 within the General Purpose & Special Purpose Financial Report for year ending 30 June 2014 has been completed with 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) sustainability.

# Statutory Statements

## Community Grants/ Mayoral Donations 2013/14

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

Mayoral Donations	
Pittwater Community Arts	\$ 500
Barrenjoey High School	\$ 100
Zonta Club Northern Beaches	\$ 250
Be Centre	\$ 500
U3A Northern Beaches	\$ 300
Avalon Historical Society	\$ 450
Pittwater Rotary	\$ 500
Sanfillipo Foundation	\$ 500
Mona Vale Auxilliary Dinner	\$ 500
Mona Vale Auxilliary Golden Jubilee	\$ 500
Avalon Beach Surf Club	\$ 100
Koori Kids	\$ 450
Fight on the Beaches	\$ 165
Aboriginal Support Group	\$ 300
St Vincent de Paul - Northern Beaches	\$ 500
Australian Mitochondrial Disease Foundation	\$ 100
Lions Club Manly	\$ 250
<b>Sub - Total</b>	<b>\$ 5,965</b>

Surf Clubs	
Warriewood Beach Surf Life Saving Club	\$7,486
Mona Vale Surf Life Saving Club	\$7,486
Bungan Beach Surf Life Saving Club	\$7,486
Newport Surf Life Saving Club	\$7,486
Bilgola Surf Life Saving Club	\$7,486
Avalon Surf Life Saving Club	\$7,486
Whale Beach Surf Life Saving Club	\$7,486
Palm Beach Surf Life Saving Club	\$7,486
North Palm Beach Surf Life Saving Club	\$7,486
Surf Life Saving Sydney Northern Beaches Inc	\$6,236
Warringah Surf Rescue	\$6,236
<b>Sub - Total</b>	<b>\$79,846</b>
<b>Total Community Grants 2011/12</b>	<b>\$ 85,811</b>

## 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 183 companion animals were seized by Council staff, of which 14 were returned directly to their owner and 169 companion animals were taken to Council's Animal Shelter. Total Companion Animals returned to owners from Council's shelter was 153.

A Breakdown of the Companion Animals figures is below:

- › Total cats returned home by Rangers = 0
- › Total dogs returned home by Rangers = 14
- › Totals cats impounded = 19
- › Totals dogs impounded = 164
- › Totals cats taken to Council's Shelter = 19
- › Totals dogs taken to Council's Shelter = 150
- › Total cats returned to owners from Councils Shelter = 10
- › Total dogs returned to owners from Councils Shelter = 143

### Lodgement of Dog Attack Data

Dog attack data forms have been lodged with the Department of Local Government which indicate that there were 88 reported dog attacks on people and animals between 1 July 2013 and 30 June 2014. 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 net expenditure in relation to Companion Animal management and activities for 2013/14 was 83,852.

# Statutory Statements

## Companion animal community education programs

The following education programs were carried out:

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

## 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 rehoming 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 rehoming of unclaimed companion animals. Council rehomes 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, two 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	\$29,821
Disbursements	
Dog Day by the Bay (public education day)	\$34,000
Education – public advertisements in news print	\$9,500
Printing of brochures	\$5,000
Enforcement by Rangers	\$220,000
Provision of pound facility	\$45,173
<b>Total net expenditure after income from registrations</b>	<b>\$283,852</b>

## Contracts

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

Contract Engagements Greater than \$150,000		
Name of Contractor	Nature of Contract	Amount Payable (ex GST)
Superclean Cleaners T/A Redclean	Provision of Cleaning Services for Public Amenities - South	\$232,320.00
Aus2co Pty Ltd	Provision of Cleaning Services for Public Amenities - North	\$221,738.00
Image Property Detailing Pty Ltd	Service - Mowing of Council Reserves - Southern Zone	\$501,337.00
Surf Life Saving Services Pty Ltd	Provision of Lifeguard Services	\$995,000.00
Atlantis Group of Companies Pty Ltd	Supply and application of line marking and sign posting - panel	\$480,000.00
Combined Traffic Management Pty Ltd		
Complete Linemarking Pty Ltd		
Workforce Road Services Pty Ltd		
Hunt Civil Pty Ltd		
Wendgold Pty Ltd (Eastcoast Homes & Park Cabins)	Construction of Cabins at Sydney Lakeside Holiday Park	\$1,481,040.00
Performance Concrete Pty Ltd	Construction of concrete slabs and gravelled driveways Sydney Lakeside Holiday Park	\$180,600.00
Parkview Constructions	Construction of Multi Story Car Park Bungan Lane Mona Vale	\$7,266,471.30
Brookvale Minicrete	Supply and Delivery of ready Mixed Concrete	
ECS International Security	Provision of cash collection services	\$168,500.00
Dept of Finance - Manly Hydraulics Laboratory	Flood study Avalon to Palm Beach	\$250,000.00

# Statutory Statements

## Councillors' Expenditure

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

The payments made during 2013/2014 totaled \$396,986.

Mayoral & Councillors Fees - 2013/14	
Mayor	\$37,323
Councillors	\$159,910
<b>Total</b>	<b>\$197,233</b>

Provision of facilities and payment of Councillors expenses - 2013/14	
Training of councillors & provision of skill development	\$83,823
Membership Fees - Local Government Association	\$36,062
Council / Committee sustenance	\$26,153
Attendance of councillors at conferences & seminars	\$18,776
Telephone calls made by councillors	\$10,685
Travel expenses	\$6,566
Interstate visits by councillors, including transport, accommodation & other out of pocket expenses	\$5,890
Subscriptions / Contributions / Donations	\$4,650
Provision of dedicated office equipment / support to councillors	\$2,869
Stationery & printing	\$2,229
Overseas visits by Councillors, including transport, accommodation & other out of pocket expenses	\$1,277
Miscellaneous expenditure	\$773
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
<b>Total</b>	<b>\$199,753</b>

## Equal Employment Opportunity

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

### EEP Plan

- › EEO Plan was reviewed and updated in June 2014.

### Staff Development

- › Training opportunities accessible to all staff via intranet and supervisors
- › Core values modelled by management and staff. Values relaunched in 2014 with workshops held for all staff
- › Educational assistance provided where appropriate
- › E-learning implemented
- › On-line induction course developed and implemented
- › On-line performance appraisal system reviewed and changes implemented
- › 3 month Induction Program implemented
- › Wellness Program reviewed, updated and changes implemented
- › EEO Guidelines outlined to new staff at induction
- › Career Development Program continuing, providing tailored career development opportunities
- › Annual Corporate Training Plan developed and implemented
- › Annual WHS 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
- › Supervisory Skills course delivered to field supervisors
- › Management Challenge promoted across the organisation with Pittwater entering their own team
- › Selected management team received development via the Directors and Future Coach programs
- › All staff trained in emergency management procedures.

### Website

- › Improvements to Pittwater Council's website continues
- › Incorporation of accessibility standards for the web wherever possible
- › Public documents such as Council's Delivery Plan, Community Services and Council information are regularly updated with EEO information
- › EEO guidelines, along with other policies, procedures and guidelines available on Council's intranet
- › WHS documents reviewed and reorganised on the intranet.



# Statutory Statements

## Traineeships

- › 2 Rangers completed Cert IV, 1 Ranger currently studying
- › 1 Corporate Development staff member studying Diploma in HR
- › 3 Records staff members studying Cert IV Frontline Management
- › 1 Children's Services staff member completed Cert III in Children's Services
- › 1 Records staff member studying Cert III Business Administration
- › 1 Records staff member completed Cert III Business Administration

## Work experience

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

- › 2 Engineering students provided with 6 month traineeships.
- › 1 Engineering student provided with work experience in the Water Catchment Management area.

## Age & Gender - as at June 2014

Workforce Age	Number of Full Time employees		Number of part time employees	
Age Group	Male	Female	Male	Female
15 – 19	0	0	0	0
20 – 29	18	15	0	1
30 – 39	27	31	1	7
40 – 49	31	22	1	20
50 – 59	58	18	0	21
60-69	27	10	0	8
70+	2	2	0	0
Total Headcount	163	98	2	57
Full Time Equivalent (35hr/week)	163	98	0.8	33.70

Gender	Male	Female	Total
Executive level	3	0	3
Manager	10	4	14
142P281rincipal Officer	13	9	22139
Other staff			
Headcount Total	165	155	320
Full Time Equivalent (35hr/week)	163.80	131.70	295.5

## 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 2014.

## Legal Proceedings

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

Expenditure on Legal Proceedings for the twelve months to 30 June 2014 amounted to \$869,038.

Description	Amount	Result
6 Polo Avenue Newport	\$82,149	C
11 Wirreanda Road Ingleside	\$75,862	UA
1858 Pittwater Road Church Point	\$75,265	D
588A Barrenjoey Road Avalon (Avalon SLSC)	\$48,727	W
4-6 Bangalley Way Avalon	\$47,145	D
38-40 St Andrews Gate Elanora Heights	\$46,644	O
232-234 Barrenjoey Road Newport	\$45,607	O
76 Wallamatta Road Newport	\$45,581	C
8/46 Lane Cove Road Ingleside	\$33,970	W
2 Palm Beach Road Palm Beach	\$33,454	O
1752 Pittwater Road Bayview	\$30,580	L
316-324 Barrenjoey Road Newport	\$29,829	O
86 Florence Terrace Scotland Island / 57 Thompson Street Scotland Island	\$29,419	N
818 Barrenjoey Road Palm Beach	\$27,713	C
45 McCarrs Creek Road Church Point	\$26,452	C
14 Palm Beach Road Palm Beach	\$25,220	O
21 Calvert Parade Newport	\$23,528	O
296 Whale Beach Road Palm Beach	\$20,491	O
86 Bungan Head Road Newport	\$15,142	O
75 Bungan Head Road Newport	\$14,529	O
1754 & 1754a Pittwater Road Bayview	\$10,688	C
13 Malo Road Whale Beach	\$10,168	UA
26 Gondola Road North Narrabeen	\$9,829	N
29 Warriewood Road Warriewood	\$8,297	C
373 Barrenjoey Road Newport	\$7,458	C
20 Chiltern Road Ingleside	\$6,849	C
26 The Serpentine Bilgola Beach	\$5,869	N

# Statutory Statements

10 Ilya Avenue Bayview	\$5,343	C
34 Elimatta Road Mona Vale	\$5,227	D
74 Bynya Road Palm Beach	\$5,187	C
23 Albert Road Avalon	\$4,158	C
13 Gondola Road North Narrabeen	\$3,489	O
5 Sturdee Lane Elvina Bay	\$3,426	C
63 Avalon Parade Avalon	\$2,731	C
4 Daydream Street Warriewood	\$2,536	N
38-40 St Andrews Gate Elanora Heights	\$294	UA
84 Nareen Parade North Narrabeen	\$180	N
<b>TOTAL</b>	<b>\$ 869,038</b>	

<b>Results Key</b>	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	2
Negotiated	5
Loss	1
Continuing	13
Upheld Consent Orders	10
Upheld with Amended Plans	3
Discontinued	3
<b>Total</b>	<b>37</b>

## Overseas Visits

Local Govt (General) Regulation Clause 217 (a)

There were two overseas visits undertaken by Councillors, Council staff or other persons representing the Council for the year ending 30 June 2013.

In July 2014 the Manager Community Engagement & Corporate Strategy attended the Senior Executives in Local and State Government Program at Harvard University, USA. The study program was fully funded (from the 2013/14 budget period) by Council as part of its Career Development Program for staff.

In July 2013 The Mayor visited Soibada, East Timor to further the ongoing friendship agreement that is in place.

## 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 is also 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.

# Statutory Statements

## Rates Written Off

Local Govt (General) Regulation 2005 Clause 132

Rates/Charges written off 2013/14	
Pensioners under Section 575 LGA (1993)	\$724,758
Pensioners under Section 582 LGA (1993)	\$ 32,190
Other Abandonments	\$ 27,006
Sub total	\$783,954
Extra Charges	\$ 17,695
<b>TOTAL</b>	<b>\$ 801,649</b>

## Senior Staff Payments

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

Council has three senior staff as defined by the Local Government Act (General Manager, Director-Urban and Environmental Assets and Director-Environmental Planning and Community). The remuneration packages that incorporate salary, employer superannuation, performance and higher duties payments and fringe benefits tax for the General Manager and senior staff for the financial year ending 30 June 2014 were as follows:

Senior Staff payments	
General Manager	
Salary	\$ 338,732
Superannuation	\$ 30,707
Fringe Benefits Tax	\$20,151
<b>TOTAL</b>	<b>\$ 389,591</b>
Senior staff	
Salary	\$ 413,761
Superannuation	\$ 74,186
Fringe Benefits Tax	-
<b>TOTAL</b>	<b>\$ 487,948</b>

## Stormwater Management Service Charge

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

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

- \$25 for land categorised as residential
- \$12.50 per residential strata lot
- \$25 per 350 square metres (or part thereof) for land categorised as business (excluding strata lots)
- \$5 minimum per business strata lot.

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

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

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

Funding from the charge cannot be spent on:

- Parks and garden activities;
- Riparian restoration or management;
- Bushcare (unless the proposed activity specifically relates to stormwater impacts on bushland);
- Street sweeping
- Kerb and guttering (unless dealing with flooding from private land).

# Statutory Statements

The expenditure and income schedules for the period ended 30 June 2014 is detailed below:

Income	
Stormwater Management Service Charge (SMSC)	Income 2013/2014
Actual Income Received	\$538,741
Actual Interest	\$ 9,312
Total Income 2013/2014	\$548,053
Balance in Reserve to be brought forward	\$107,619

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		
Flood management - North Arm flood mitigation works	\$42,160	100%
S/W Infrastructure Improvements Minor Catchments	\$30,885	100%
S/W Pit Improvements - General Various locations	\$56,928	100%
S/W Hillslope Rd Newport - Drainage Pit	\$ 8,607	100%
S/W Foxall/Wesley Rds Mona Vale Drainage Pits	\$ 14,800	100%
S/W Cabbage Tree Rd Drainage Pit	\$9,141	100%
S/W Prosperity Pde WW Drainage Pipe Reline	\$12,005	100%
S/W Asset Management - CCTV condition assessment inspection	\$16,275	100%
S/W Capital Works & Emergency Program	\$ 50,387	100%
Kywong Reserve Elanora Heights - Creekline Rehab	\$13,836	100%
S/W Bishop St Newport Drainage	\$47,410	100%
S/W Ruskin Rowe Drainage Channel embankment wall	\$18,534	100%
Community & Industry S/W Pollution Education	\$10,632	100%
S/W Quality Treatment Device Improvements	\$163,996	100%
Bardo Road Stormwater Drainage	\$36,000	100%
Lisa Place Bilgola Drainage Works	\$20,038	100%
<b>Total Expenditure 2013/2014</b>	<b>\$551,634</b>	<b>100%</b>

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 2013/2014 on stormwater management through Council's general funds was \$979,489. As at 30 June 2014, the average general fund expenditure since the implementation of the SMSC levy was \$773,833. This represents \$117,950 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 2014 under s67(2)(b) ("Private Works") – Nil.





# Financial Information

## Section 4

# Financial Information

## Statement of Financial Performance

Income Statement			
Original Budget 2014 \$'000	For the year ended 30 June 2014	Actual 2014 \$'000	Actual 2013 \$'000
	<b>Revenue</b>		
49,083	Rates & Annual Charges	49,070	46,451
14,990	User Charges & Fees	15,613	14,782
1,405	Interest & Investment Revenue	1,508	1,867
3,164	Other Revenues	3,743	3,357
3,373	Grants & Contributions provided for Operating purposes	2,839	4,189
2,324	Grants & Contributions provided for Capital purposes	3,873	13,616
	Other Income		
503	Net gains from the disposal of assets	271	631
499	Net share of interests in Joint Ventures & Associated Entities using the equity method	167	681
75,341	<b>Total Income from Continuing Operations</b>	<b>77,084</b>	<b>85,574</b>
	<b>Expenses from Continuing Operations</b>		
29,343	Employee Benefits & On-Costs	2,8020	27,177
855	Borrowing Costs	868	683
15,493	Materials & Contracts	17,127	15,911
8748	Depreciation & Amorisation	8902	8,403
17,518	Other Expenses	17,422	17,377
7,1957	<b>Total Expenses from Continuing Operations</b>	<b>72,339</b>	<b>69,551</b>
3,384	Operating Result from Continuing Operations	4,745	16,023
3,384	<b>Net Operating Result for the Year</b>	<b>4,745</b>	<b>16,023</b>
1,060	Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	872	2,407

## Statement of Financial Position

Balance Sheet	Actual 2014 \$'000	Actual 2013 \$'000
<b>Current Assets</b>		
Cash & Cash Equivalents	4,821	4,335
Investments	26,500	31,250
Receivables	3,807	3,777
Inventories	51	59
Other	48	879
<b>Total Current Assets</b>	<b>35,227</b>	<b>40,300</b>
<b>NON-CURRENT ASSETS</b>		
Receivables	977	968
Infrastructure Property, Plant and Equipment	1,048,625	1,035,914
Investments Accounted for using the Equity Method	6,638	6,789
Investment Property	1,840	1,800
Intangible Assets	2,812	2,952
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,060,892</b>	<b>1,048,423</b>
<b>TOTAL ASSETS</b>	<b>1,096,119</b>	<b>1,088,723</b>
<b>CURRENT LIABILITIES</b>		
Payables	6,312	5,131
Borrowings	1,284	1,340
Provisions	7,648	7,883
<b>TOTAL CURRENT LIABILITIES</b>	<b>15,244</b>	<b>14,354</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	14,011	12,290
Provisions	195	155
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>14,206</b>	<b>12,445</b>
<b>TOTAL LIABILITIES</b>	<b>29,450</b>	<b>26,799</b>
<b>NET ASSETS</b>	<b>1,066,669</b>	<b>1,061,924</b>
<b>EQUITY</b>		
Retained Earnings	1,016,187	1,011,442
Revaluation Reserves	50,482	50,482
Council Equity Interest	1,066,669	1,061,924
<b>TOTAL EQUITY</b>	<b>1,066,669</b>	<b>1,061,924</b>

# Financial Information

## Statement of Changes in Equity

For the year ended 30 June 2014	Retained Earnings		Reserves		Council Equity Interest		Total Equity	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Opening Balance (as per last years audited accounts)	1,011,442	995,419	50,482	50,482	1,061,924	1,045,901	1,061,924	1,045,901
a. Correction of prior period errors	-	-	-	-	-	-	-	-
b. Changes in accounting Policies (prior year effects)	-	-	-	-	-	-	-	-
Revised opening balance	1,011,442	995,419	50,482	50,482	1,061,924	1,045,901	1,061,924	1,045,901
c. Net Operating Result for the year	4,745	16,023	-	-	4,745	16,023	4,745	16,023
d. Other comprehensive Income	-	-	-	-	-	-	-	-
Total Comprehensive Income (c+d)	4,745	16,023	-	-	4,745	16,023	-	16,023
Equity - Balance at end of the reporting period	1,016,187	1,011,442	50,482	50,482	1,066,669	1,061,924	1,066,669	1,061,924

## Statement of Cash Flows

Original Budget 2014 \$'000	For the year ended 30 June 2014
	<b>Cash Flows from Operating Activities</b>
	<i>Receipts:</i>
49,190	Rates & Annual Charges
14,391	User Charges & Fees
1,405	Investment & Interest
6,297	Grants & Contributions
-	Bonds, Deposits & re
3,164	Other
	<i>Payments:</i>
(30,097)	Employee Benefits &
(15,536)	Materials & Contract
(855)	Borrowing Costs
-	Bonds & Deposits Re
(19,200)	Other
8,759	Net Cash provided (o
	<b>Cash Flows from Investing Activities</b>
	<i>Receipts:</i>
-	Sale of Investment S
2,073	Sale of Infrastructure
359	Distributions Recieve
	<i>Payments:</i>
-	Purchase of Investme
(25,275)	Purchase of Infrastru
(22,843)	Net Cash Provided (o
	<b>Cash Flows from Financing Activities</b>
	<i>Receipts:</i>
3000	Proceeds from Borro
	<i>Payments:</i>
1184	Repayment of Borrov
-	Repayment of Financ
1816	Net Cash Flow provid
(12268)	Net Increase/Decre
31496	plus: Cash & Cash ec



# Financial Information

Original Budget 2014 \$'000	For the year ended 30 June 2014	Actual 2014 \$'000	Actual 2013 \$'000
<b>19228</b>	<b>Cash &amp; Cash Equivalents - end of the reporting period</b>	4821	4335
-	plus: Investments on hand - end of year	26500	31250
-	<b>Total Cash, Cash Equivalents &amp; Investments</b>	<b>31321</b>	<b>35585</b>

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

	Actual 2014		Actual 2013	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
<b>Cash &amp; Cash Equivalents (Note 6a)</b>				
Cash on hand and at bank	2,321	-	2,335	-
Deposits at Call	2,500	-	2,000	-
<b>Total Cash &amp; Cash Equivalents</b>	<b>4,821</b>	<b>-</b>	<b>4,335</b>	<b>-</b>
<b>Note 6 (b-i) Reconciliation of Investments classified as "At Fair Value through the Profit &amp; Loss"</b>				
Balance at the Beginning of the Year	-	-	268	-
Revaluations (through the income statement)	-	-	69	-
Disposals (sales & redeptions/maturities)	-	-	(337)	-
Balance at End of Year	-	-	-	-
Comprising:				
- CDO's	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Note 6 (b-ii) Reconciliation of Investments classified as "Held to Maturity"</b>				
Balance at the Beginning of the Year	31,250	-	22,262	-
Additions	85,250	-	95,250	-
Impairment (loss)/prior loss reversal (via P&L)	-	-	(24)	-
Disposals (sales & redemptions)	(9,000)	-	(86,238)	-
Balance at the End of Year	26,500	-	31,250	-
Comprising:				
- Long Term Deposits	26,500	-	31,250	-
<b>Total</b>	<b>26,500</b>	<b>-</b>	<b>31,250</b>	<b>-</b>
<b>Total Cash, Cash Equivalents &amp; Investment Securities</b>				
attributable to:				
External restrictions	12,779	-	13,431	-
Internal Restrictions	11,456	-	16,586	-

	Actual 2014		Actual 2013	
	Current \$'000	Non-Current \$'000	Current \$'000	Non-Current \$'000
Unrestricted	7086	-	35585	-
<b>Total</b>	<b>31321</b>	<b>-</b>	<b>35585</b>	<b>-</b>

## Note 13 - Statement of Performance Measurement

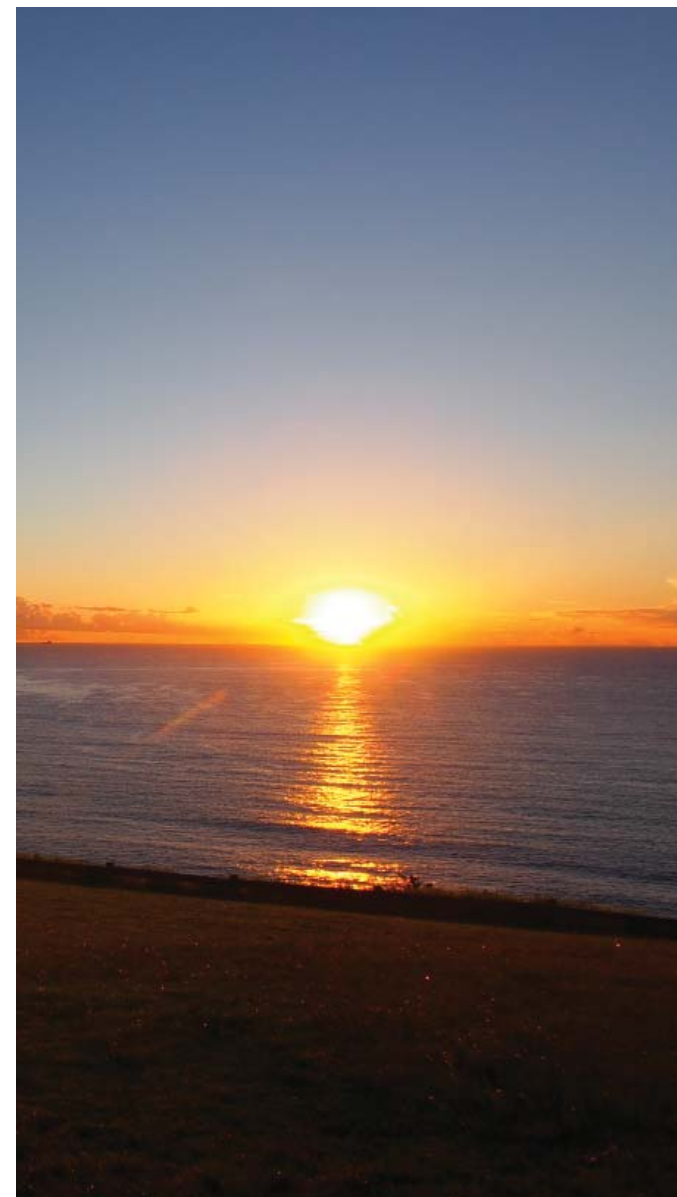
1) Operating Performance Ratio				
Total continuing operating revenue				
(1) - Operating Expenses (excl. capital grants & contributions)	394	<b>Indicator 2014</b>	<b>2013</b>	<b>2012</b>
Total continuing operating revenue (1)	72,733	0.54%	1.42%	-0.49%
2) Own Source Operating Revenue Ratio				
Total continuing operating revenue (1)	69,894	<b>Indicator 2014</b>	<b>2013</b>	<b>2012</b>
(less all grants and contributions)				
Total continuing operating revenue (1)	76,606	91.24%	78.84%	81.14%
3) Unrestricted Current Ratio				
Current assets less all external restrictions	22,188	<b>Indicator 2014</b>	<b>2013</b>	<b>2012</b>
Current liabilities less specific purpose liabilities	9,589	2.31:1	3.24	2.59
4) Debt Service Ratio Cover				
Operating Result (1) before capital excluding interest and depreciation / impairment / amortisation (EBITDA)	10,164	<b>Indicator 2014</b>	<b>2013</b>	<b>2012</b>
Principal Repayments (from the Statement of Cash Flows) + Borrowing Interest Costs (from the Income Statement)	2,203	4.61	6.05	5.98
5) Rates, Annual Charges, Interest & Extra charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	2,355	<b>Indicator 2014</b>	<b>2013</b>	<b>2012</b>
Rates, Annual & Extra Charges Collectible	51,817	4.54%	5.26%	5.49%



# Financial Information

## Note 13 - Statement of Performance Measurement

6) Cash Expense Cover Ratio				
Current Year's Cash and Cash Equivalents including Term Deposits	31,321	<b>Indicator 2014</b>	<b>2013</b>	<b>2012</b>
Payment from cash flow of operating and financial activities	5,886	5.32	6.26	6.61



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