

ANNUAL REPORT

2014/15

PITTWATER.NSW.GOV.AU

PITTWATER VILLAGES



ADDRESS	PO Box 882, Mona Vale NSW 1660
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MAYOR	Cr Jacqueline Townsend
GENERAL MANAGER	Mark Ferguson
TOTAL POPULATION	63,338
COUNCIL AREA	125sq km (including Pittwater Waterway)

OUR VISION

TO BE A VIBRANT SUSTAINABLE COMMUNITY OF CONNECTED VILLAGES INSPIRED BY BUSH, BEACH AND WATER.

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OUR
YEAR

EXECUTIVE SUMMARY

Pittwater Council generated extraordinary success which saw the completion of high grade infrastructure across the LGA, whilst also continuing to deliver quality services to residents and visitors throughout the 2014-2015 year.

By applying an agile and resourceful approach, Pittwater has out-performed Greater Sydney Averages and reaffirmed its economic viability with a solid operating surplus of \$1.711 million. Council, through innovative savings and self-sustainable funding streams were able to achieve this strong position.

Operational targets exceeded previous years' performance with 42 of 44 indicators achieved and 313 of 334 action items completed, 21 in progress, furthering Council's commitment to the progress of Pittwater 2025; Our Community Strategic Plan.

Pittwater does partnering and advocacy well with a broad reach of representation spanning across local, state and international groups. Projects such as Ingleside Land Release, Active Travel and the Business Partnership Program were developed collaboratively to ensure that the community's voice.

Our commitment and strategic approach to sustainability was recognised after winning the Keep NSW Beautiful Blue Star Sustainability Award. The valuable assessment tool is now being rolled out to other councils to benefit from its use.

Council's "working locally and connecting globally" campaign is an example of the partnership flair Pittwater is renowned to for. With the first-of-its-kind Business Economies Summit, to the "pop-up" style event's that Enliven Pittwater brings, liveability and prosperity of Pittwater's town centres has never been more enviable.

Matching its ability to partner is Pittwater's ability to be resourceful. Up of 5 million dollars in grants funding was secured from a range of government departments to assist with projects which include wharf upgrades, bush regeneration, dune restoration, flood and coastal works and studies, playground upgrades and blackspot projects. This

also includes NSW EPA's 'Waste Less, Recycle More' which saw more than 20,000 new garden organic bins rolled-out for Pittwater's mainland residents with service frequency also increased from 8 to 26 times per year.

Pittwater Council's pro-active approach to the national priority of eliminating violence against women saw the successful lobbying for the continuation of funding for the Burdekin Association and the Bringa Women's Refuge. We have also maintained a strong connection with our volunteer community which continues to be higher than the Greater Sydney average. With three new Bushcare groups, volunteer numbers are increasing and gathering momentum.

Expanding the services on offer Council implemented Worldshare Management Services which is an innovative cloud-based system featuring collections from world libraries. Many benefits have resulted from the implementation of this system, not only has reliance of the Council server reduced but results indicate an increase of access to digital services to a new online reading community.

Further savings were driven by Council's Revolving Energy Fund (REF). Centred on strong advocacy, the Business Partnership Program resulted in water savings across businesses and the completion of an issues paper advocating a long term management solution to Sydney Water.

Council's Audit and Risk Committee approved a set of supportive mechanisms which set out to achieve more effective functional systems. By re-developing a risk management framework, Council were able to implement an Enterprise Risk Management Policy Statement enabling improved business processes which ensure risks are captured and mitigated in advance of issues arising.

To conclude our year we are pleased to report that Customer Service and Satisfaction remain above the NSW LGA benchmarks, with results from Micromex Research showing that 91% of Pittwater residents are satisfied with Council's overall performance.

These statistics bring into sharp focus the level of detail and commitment Pittwater has to its residents, visitors and wider community.

MESSAGE

FROM THE MAYOR & GENERAL MANAGER

We are especially proud to announce that Pittwater Council has received a special commendation award for the 2015 A R Bluett Memorial Award which was announced at the local government conference in Sydney by the LGNSW, the peak body for local government in NSW. We are extremely gratified that the Panel chose to give Pittwater Council this special award which is not given every year. It is recognition of the enormous achievements of our staff over the past 12 months.

The judging panel visited Pittwater's major infrastructure projects—including Palm Beach Wharf, Avalon Beach Surf Life Saving Club and the historic Midholme building at Currawong. They were particularly impressed with the professionalism, commitment and dedication of staff who spoke about a broad range of other projects and commented on the staff's progressive approach and engagement with our community.

It is appropriate that we acknowledge that these outcomes can only be achieved through a concerted customer-centred service approach, a strong team and leadership at all levels of our organisation.

Pittwater also received its award in the Preston Rowe Patterson Local Government category for their conservation work on the historic Midholme homestead at Currawong. A project which came about with the generosity from the Friends of Currawong and Pittwater Environmental Foundation who funded the project and saw the extent of works both internal and external to the heritage property completed.

While we have an enviable lifestyle found upon a stunning natural environment fitted with innovative infrastructure and an engaged, connected community, the 14/15 period brought with it many challenges. We would like to commend our staff, volunteers and network of contractors who helped restore the Pittwater community following the devastating damage caused by the April 2015 storms. Over 1000 Merit Requests were received and 56 reserves suffered significant damage which initiated a comprehensive clean-up campaign that saw over 861 tonnes of vegetation cleared to help return Pittwater to a safe and accessible environment.

Strong leadership and decision making that has helped shape our organisation in the 2014/15 period was inspired by the skilled and dedicated staff who are committed to excel at delivering the infrastructure and services across Pittwater.

We are wholeheartedly proud of all our staff contributions to this process and the daily work they undertake on behalf of our community.



Cr. Jaqueline Townsend
MAYOR



Mark Ferguson
GENERAL MANAGER

OUR COUNCIL

ABOUT PITTWATER

The landform is unique with a diverse range of terrain, due to its landmass being located entirely on a peninsula. Pittwater's Open Space Strategy manages 496 hectares of natural areas which are featured by nine beaches with seven ocean rock pools, rugged headlands and sandstone sea-cliffs, tranquil waterways and native bushland including two National Parks, with pockets of rainforest.

OUR COUNCILLORS

Pittwater Council is divided up 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 councillors are now in the second year of a four-year term and will continue to focus on community priorities.

PITTWATER OPEN SPACE STRATEGY

822

hectares of **public space** of which

496

hectares are **natural areas**



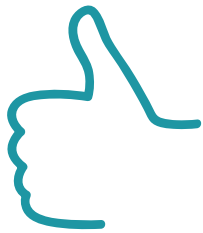
Councillors (l to r): Kay Millar, Sue Young, Alex McTaggart, Kylie Ferguson (Deputy Mayor), Jacqueline Townsend (Mayor), Julie Hegarty, Selena Griffith, Ian White, Bob Grace



WHAT HAVE WE LEARNED?

OUR COUNCIL

PERFORMANCE



Residents
SATISFIED
with Council
PERFORMANCE

91%

Above NSW LGA benchmark

RESPONSE



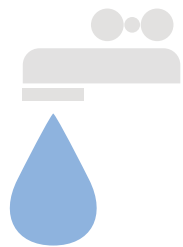
**STORM CLEAN-UP
CLEARED**

861

TONNES of
vegetation

RISK AND EMERGENCY MANAGEMENT

SUSTAINABILITY



35,040 kWh
per year saved

RETROFIT
ENERGY
& WATER
EFFICIENT
PROJECTS

SERVICE

43
DAY
AVG



OUTSTANDING
DEVELOPMENT
APPLICATION
PROCESSING
TIMES

ECONOMY

PLACE MANAGEMENT

- ENLIVEN POP-UP PROJECTS
- 26 INNOVATIVE COMMUNITY ENGAGEMENT EVENTS WITH 5,000+ PARTICIPATING



NSW STATE GOVERNMENT PARTNER PROJECTS

- HEALTH HUB DEVELOPMENT
- DEVELOPING BUS RAPID TRANSIT
- 100% USE OF SYNTHETIC OVAL AND FACILITIES



HOUSING

- **Warriewood Valley**
LAND RELEASE
- **Potential Ingleside**
LAND RELEASE



INFRASTRUCTURE

ACTIVE TRAVEL
INTEGRATION



public transport, pedestrian & cycle links

ENVIRONMENT

WHARVES	CAR PARKS
SURF CLUBS	HERITAGE BUILDINGS

\$16.9 MILLION
BUILT
ENVIRONMENT
UPGRADES

KEY DIRECTION ONE

SUPPORTING AND CONNECTING OUR COMMUNITY

100%

OF TOTAL PERFORMANCE TARGETS MET

64 OF **70**

ACTIONS ACHIEVED

6

ACTIONS PROGRESSING

**HIGHLIGHT:
KALOF**

KEY DIRECTION TWO

VALUING AND CARING FOR OUR ENVIRONMENT

79%

OF TOTAL PERFORMANCE TARGETS MET

39 OF **42**

ACTIONS ACHIEVED

3

ACTIONS PROGRESSING

**HIGHLIGHT:
WASTE EDUCATION**

KEY DIRECTION THREE

ENHANCING OUR WORKING AND LEARNING

100%

OF TOTAL PERFORMANCE TARGETS MET

41 OF **43**

ACTIONS ACHIEVED

2

ACTION PROGRESSING

**HIGHLIGHT:
ENLIVEN**

KEY DIRECTION FOUR

INTEGRATING OUR BUILT ENVIRONMENT

71%

OF TOTAL PERFORMANCE TARGETS MET

35 OF **38**

ACTIONS ACHIEVED

3

ACTIONS PROGRESSING

**HIGHLIGHT:
INGLESIDE**

KEY DIRECTION FIVE

LEADING AN EFFECTIVE AND COLLABORATIVE COUNCIL

88%

OF TOTAL PERFORMANCE TARGETS MET

134 OF **141**

ACTIONS ACHIEVED

7

ACTIONS PROGRESSING

**HIGHLIGHT:
MINI-FILMS**

FINANCIAL SNAPSHOT

Pittwater Council has consolidated a healthy operating result of
1.711 million dollars
 at the end of June 2015.

This progress continues to strengthen Pittwater Council's sound financial platform into the future to support the community through innovation and continuous improvement.

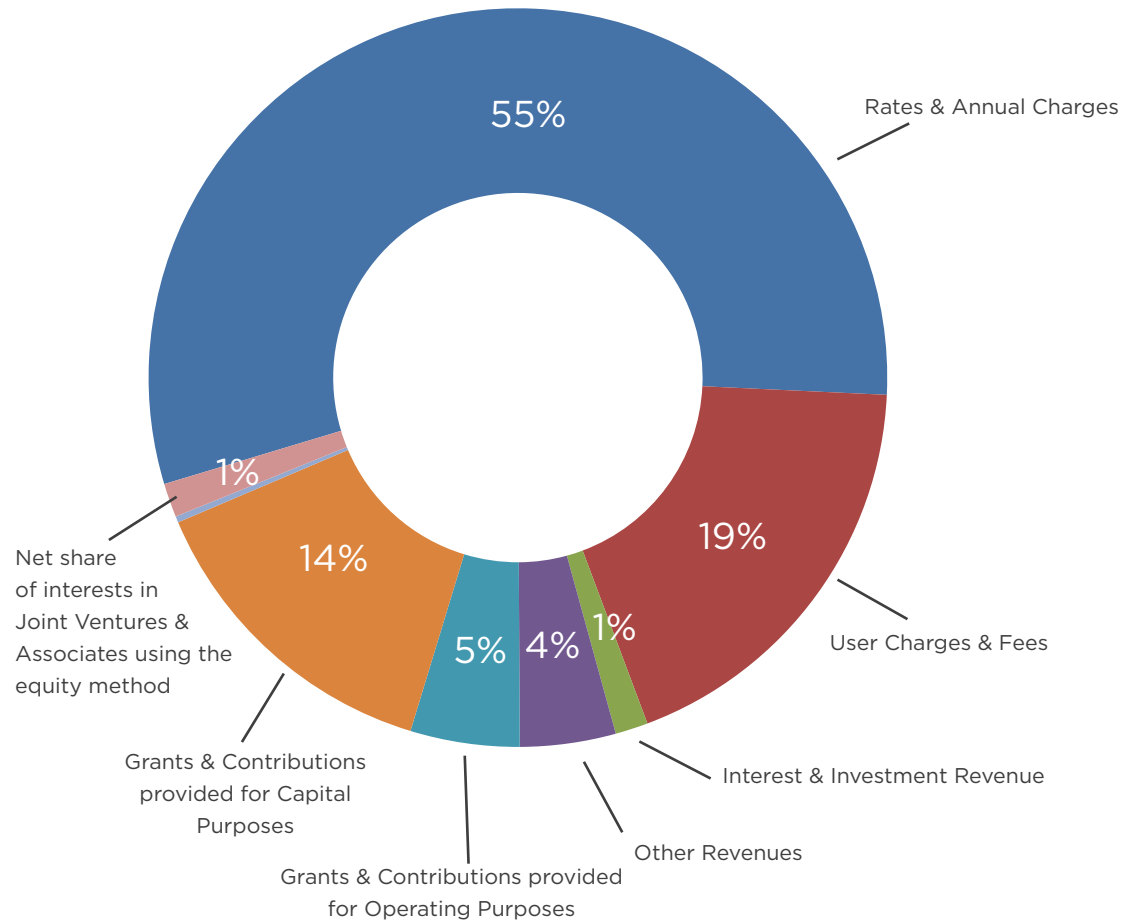
INCOME STATEMENT	ACTUAL 2015 \$'000	%
INCOME from continuing operations		
Revenue		
Rates & annual charges	51,152	55%
User charges & fees	17,133	19%
Interest & investment revenue	1,323	1%
Other revenues	3,871	4%
Grants & contributions provided for operating purposes	4,411	5%
Grants & contributions provided for capital purposes	12,830	14%
Other income		
Net gains from the disposal of assets	248	0%
Net share of interests in joint ventures and associated entities using the equity method	1,372	1%
Total income from continuing operations	92,340	100%
EXPENSES from continuing operations		
Employee benefits and on-costs	28,578	37%
Borrowing costs	936	1%
Materials & contracts	19,642	25%
Depreciation & amortisation	8,974	12%
Other expenses	19,669	25%
Total expenses from continuing operations	77,799	100%
Operating result from continuing operations	14,541	
Net operating result for the year	14,541	
Net operating result for the year before grants and contributions provided for capital purposes	1,711	

FINANCIAL SNAPSHOT

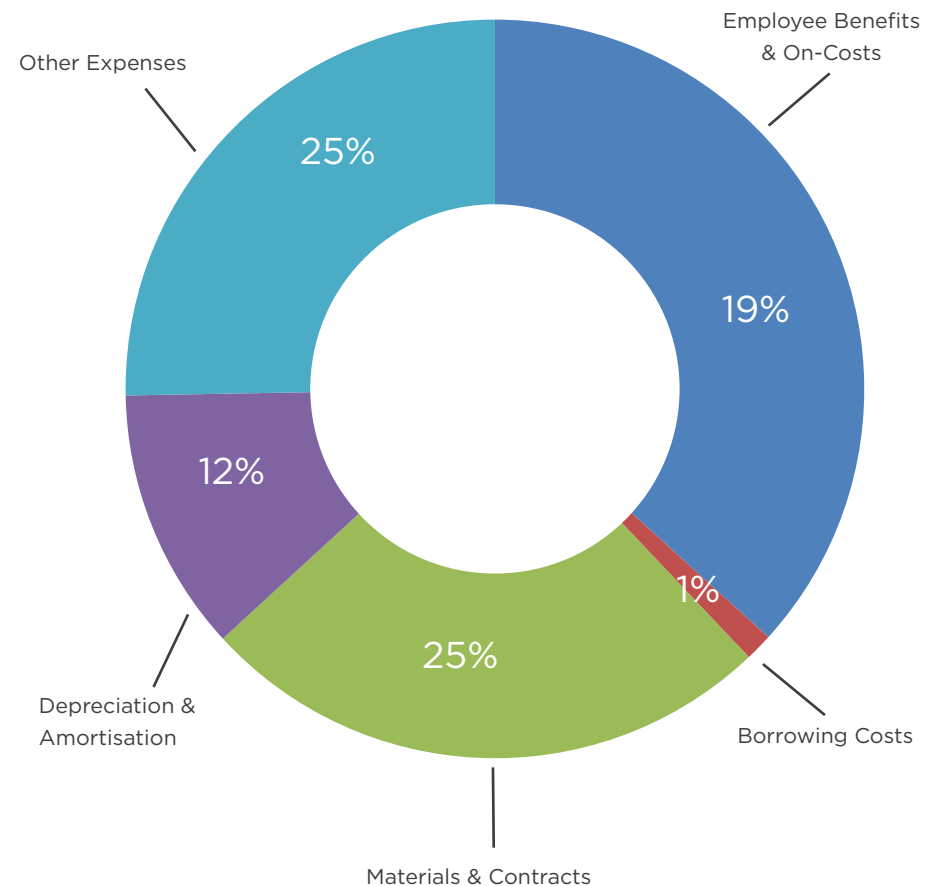
Pittwater Council's Income Statement for the financial year ended 30 June 2015 provides a positive Operating Surplus before Grants and Contributions for Capital Purposes of \$1.711 million. This position is reflective of Council's sound financial and management practices. Council's finances constitute income received from various sources, intern expended on multiple areas.

A breakdown of income and expenditure is provided below.

INCOME



EXPENDITURE



FINANCIAL SNAPSHOT

KEY COMPLETED PROJECTS FOR THE PERIOD INCLUDE:

Palm Beach Wharf - upgrade	\$1,800,000
Avalon Surf Club - upgrade	\$550,000
Bungan Lane Car Park	\$3,000,000
Storm damage - April 2015	\$2,100,000
Currawong - Midholme restoration	\$330,000
Offshore area's recycling / diversion from landfill	\$200,000
Garden organics collection - 'Waste Less Recycle More'	\$1,100,000
Managing natural hazards	\$220,000
Oak St, North Narrabeen - road & footpath upgrade	\$490,000
23B Macpherson St, Warriewood - creekline works	\$520,000
Garden Street and Jackson Road, Warriewood - intersection	\$405,000
Pittwater Golf Centre - renovations	\$370,000

STORM EXPENDITURE

\$2,465,000



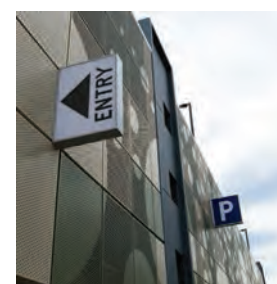
FOOTPATHS

\$1,440,000



COMMUNITY BUILDINGS

\$2,250,000



DRAINAGE

\$1,950,000

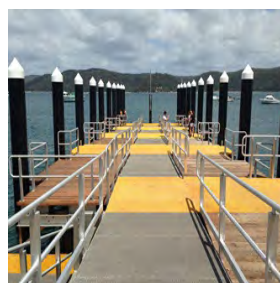
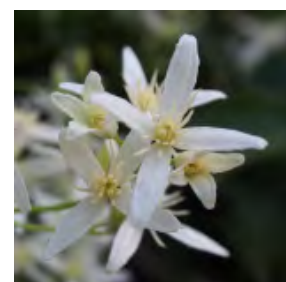
WHARF UPGRADES

\$1,900,000



ROADS

\$2,800,000



FLOOD MANAGEMENT

\$460,000



NATURAL ENVIRONMENT

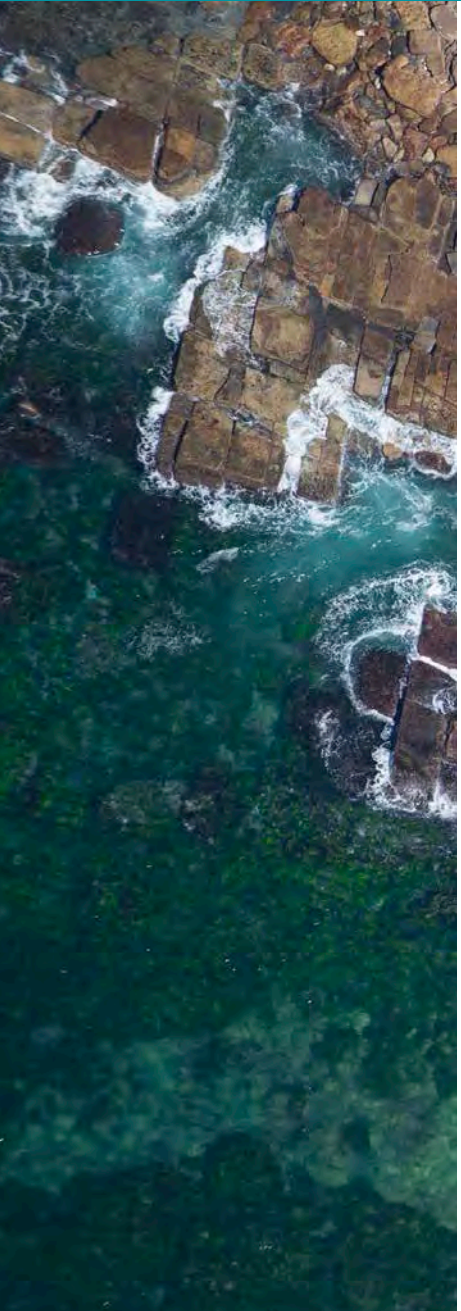
\$320,000

OUR
COMMUNITY



COMMUNITY STRATEGIC PLAN

PITTWATER 2025 COMMUNITY STRATEGIC PLAN



WE CONTINUE TO PRIORITISE COMMUNITY ENGAGEMENT AS A MEANS TO INVOLVE OUR COMMUNITY IN DECISION MAKING. LIKEWISE, CUSTOMER SERVICE REMAINS A KEY PRIORITY—OUR COMMITMENT TO PROVIDING AN EFFECTIVE, EFFICIENT AND COURTEOUS CUSTOMER SERVICE IN ACCORDANCE WITH COUNCIL VALUES IS STRONGER THAN EVER.

VISION

TO BE A VIBRANT SUSTAINABLE COMMUNITY OF CONNECTED VILLAGES INSPIRED BY BUSH, BEACH AND WATER

KEY DIRECTION

Supporting & Connecting our Community

Valuing & Caring for our Natural Environment

Enhancing Our Working & Learning

Integrating our Built Environment

Leading an Effective & Collaborative Council

STRATEGY

Building Communities

Catchment Management

Community Education & Learning

Land Use & Development

Corporate Management

Recreational Management

Flora & Fauna

Economic Development

Town & Village

Disaster, Emergency & Risk Management

Traffic & Transport

Beach & Coastal Management



COMMUNITY STRATEGIC PLAN

PITTWATER 2025 COMMUNITY STRATEGIC PLAN

PRIORITIES IDENTIFIED IN PITTWATER 2025 COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM 2015 - 2019

SUPPORTING AND CONNECTING OUR COMMUNITY

- A cohesive community where people are able to fully participate in community life and value the qualities of Pittwater
- A diverse range of accessible recreational opportunities for a broad range of ages, abilities and interests - inspired by bush, beach and water
- Sustainable transport systems providing efficient and effective movement of people and goods.

VALUING AND CARING FOR OUR ENVIRONMENT

- The iconic status of Pittwater's beaches and coast is valued, protected and a continued source of inspiration
- Sustainable ecosystems and effective water management
- Sustainably manage areas of urban forest and bushland to ensure viable and thriving biodiversity which is representative of Pittwater.

ENHANCING OUR WORKING AND LEARNING

- A community that values lifelong learning and has access to information and knowledge
- A strong local economy that supports the development of local business and contributes to additional sub-regional opportunities.

INTEGRATING OUR BUILT ENVIRONMENT

- Pittwater's bush, beach and water character is retained with high quality development and functional land uses, which are in harmony with the community's needs and aspirations
- Town and village centres retain individual character and vitality with a relaxed, pedestrian friendly atmosphere, whilst displaying excellence in design.

LEADING AN EFFECTIVE AND COLLABORATIVE COUNCIL

- An organisation which is efficient, effective, ethical and responsive to the community as well as functioning in accordance with core values and sound business practices
- Positioned to provide effective response to risk, disasters and emergencies.



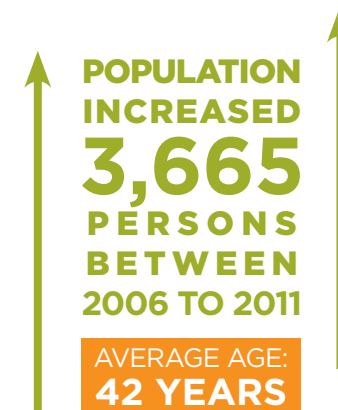
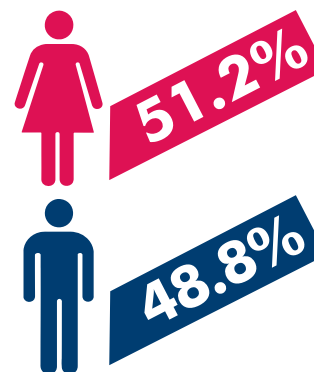
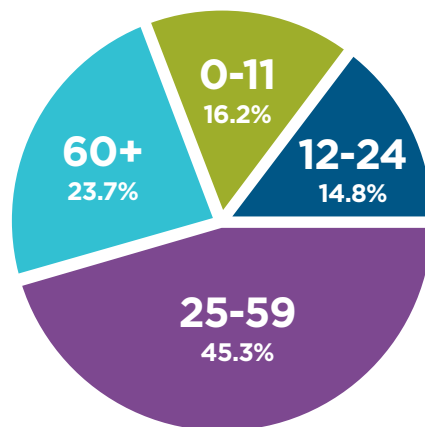
DEMOGRAPHICS

BRIEF STATISTICS
FOR 2014/15

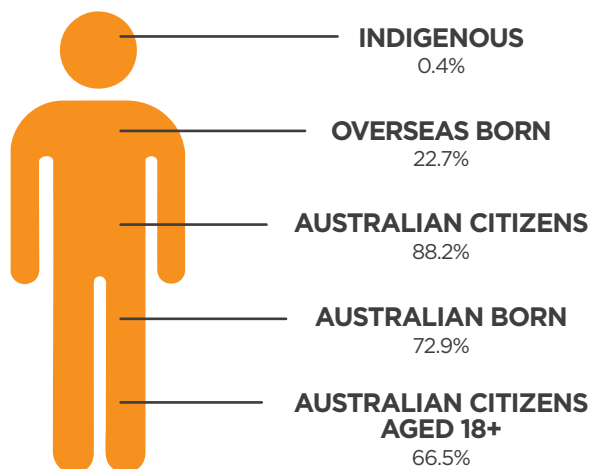
PITTWATER POPULATION

POPULATION
63,338
PERSONS

Pittwater's official population at 30 June 2014
(based on ABS Estimated Resident Population figure).



CHARACTERISTICS



volunteers in
pittwater **21%**

volunteers in
greater sydney **15%**

OUR RESULTS

KEY DIRECTION 1

- SUPPORTING & CONNECTING OUR COMMUNITY

KEY DIRECTION 2

- VALUING & CARING FOR OUR ENVIRONMENT

KEY DIRECTION 3

- ENHANCING OUR WORKING & LEARNING

KEY DIRECTION 4

- INTEGRATING OUR BUILT ENVIRONMENT

KEY DIRECTION 5

- LEADING AN EFFECTIVE & COLLABORATIVE COUNCIL



SUPPORTING & CONNECTING OUR COMMUNITY

TO ENHANCE THE HEALTH AND WELLBEING OF THE COMMUNITY BY SUPPORTING A SENSE OF COMMUNITY AND A FRIENDLY AND CREATIVE LIFESTYLE.

PERFORMANCE RESULTS

100%

OF TOTAL
PERFORMANCE
TARGETS MET

64 OF **70**

ACTIONS
ACHIEVED

6

ACTIONS
PROGRESSING

KEY PERFORMANCE INDICATORS

MEASURE	TARGET
Customer satisfaction with community centre network	85% of customers satisfied or very satisfied with community centre network
Utilisation rates of community centres	60% utilisation of community centres during peak periods
Maintenance standards for sportsfields are met	Mow sportsfields fortnightly during summer playing season and monthly during winter



KEY DIRECTION 1



KEY DIRECTION 1

BUDGET

SUPPORTING & CONNECTING OUR COMMUNITY

Operating Expenditure	
Salaries and Wages	5,390,504
Other Employee Costs	1,542,835
Materials and Contracts	4,176,144
Depreciation	4,834,638
Interest	0
Other Costs	2,246,986
Total Operating Expenditure	18,191,107
Capital Expenditure	
Capital Asset Acquisitions	2,025
Capital Works Programs	6,207,777
Capital Material Public Benefits	0
Loan Repayments	0
Total Capital Expenditure	6,209,802
Income (Operating & Capital)	
User Fees	(2,509,208)
Fees and Charges	(409,528)
Grant Transfers	(1,058,231)
Contributions	(10,335,138)
Rates Income	0
Domestic Waste Charge	0
Interest on Investments	0
Other Income	(171,779)
Capital Assets Disposals	0
Total Income (Operating & Capital)	(14,483,884)
Transfers from Reserves	(9,528,792)
Transfers to Reserves	10,570,560
Net Cost (Funded by Rates)	10,958,793

SUPPORTING & CONNECTING OUR COMMUNITY

KEY ACHIEVEMENTS

SOCIAL PLANNING & COMMUNITY DEVELOPMENT: YOUTH AND FAMILIES TEAM

In 2014, the Council's Community Development team assembled a Key Partnership Group comprising of representatives of the youth sector, community sector, local government, young people, and parents. The group provides guidance around a suitable model for service delivery to the Pittwater community. Workshops identified a number of key themes to underpin an innovative service delivery model. These include programs which strengthen relationships, showcase and inspire our youth, embrace diversity and provide opportunities for safe places to socialise and connect beyond Pittwater. The workshop participants generated a number of promising ideas for programs that promote affordable entertainment; parent and child relationships; online connectivity; and business mentoring programs. Recruitment for the Youth and Families Team has commenced. The vision is to build a team of professional staff who will deliver a model of service which is responsive to young people and their families in Pittwater.

RESPONSIBLE PET OWNERSHIP CAMPAIGNS

Dog Day by the Bay is a free community event attracting up to 3000 visitors. It promotes responsible pet ownership, dog training, obedience and dog park etiquette advice.

SWIMMING POOL AND SPA EDUCATION

Throughout 2014/2015 there were a range of education initiatives such as displays, community stalls and website information undertaken by Council to ensure residents were ready for the changes to swimming pool laws initiated by the NSW Government.

TOY AND CLOTHING SWAP

200 people attended this community event. It proved to be an overwhelming success, with positive feedback from the community and will be repeated in the coming year.

AVALON CAR BOOT SALE

This event provided residents with an accessible opportunity to re-purpose and sell unwanted household items designed to divert items that would otherwise go into landfill. It also promoted waste minimisation, reuse and recycling to the broader community. There were approximately 2,000 attendees, and 45 stall holders on the day.

CLIMATE CHANGE & COASTAL STORMS EVENING

This evening event was held in March at Avalon SLSC to coincide with Earth Hour events. Guest speaker was photographer Michael Hall (formerly of the Climate Institute). Heidi Groom from the SES who spoke on being StormSafe and TsunamiSafe.

VOLUNTEERS RECEPTION

Council held a reception for 140 volunteers in December 2014 recognising the contribution of members from a variety of sectors who provide their time and hard work to the services of the local community.

WOODSMOKE REDUCTION PROGRAM

Approximately 23,500 households participated in the wood smoke education campaign. It included education programs to improve wood fire heater operation and efficiency. By conducting smoky chimney surveys, Council then offered chimney cleaning and cash incentives for homeowners. They also helped replace old wood heaters and fireplaces with a range of cleaner forms of heating.

TICK AWARENESS TRAINING

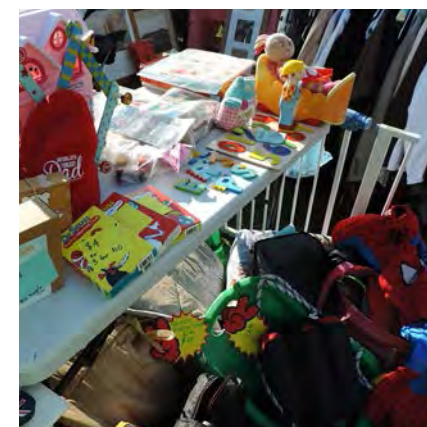
Tick bites are Councils biggest cause of staff injury. Pittwater, Manly and Willoughby Councils jointly received grant funding from StateCover Mutual Limited to develop an education



Dog Day by the Bay



Woodsmoke Reduction Program



Toy and Clothing Swap

SUPPORTING & CONNECTING OUR COMMUNITY

KEY ACHIEVEMENTS

program about ticks for field staff at the three councils. The program included information about the tick life cycle, habitat, weather influences, best removal methods, possible reactions/allergies and diseases. Current best treatment and prevention options, latest research and recommended work practices were also offered to staff.

YOUTH PHONE APP - 'KALOF' (KEEP A LOOKOUT FOR)

Increasingly, research shows that young people are reliant on smart phones and that 'Apps' are an integral form of connecting. A 'Street Team' comprising of 16 young people were brought together to assist the SHOROC Councils with developing the App including: content, look and feel, usability and function, and marketing and promotion. The 'App' has been designed to work on all devices with a landing based webpage designed to allow people to search online for the App and find information to add it to their device. With four major areas of content: events, groups, places and opportunities, each of these are broken down into a number of key categories for young people to search and browse for information

MAXIMISING THE EFFECTIVE USE OF SPORTING & RECREATIONAL FACILITIES

- The shared-use synthetic oval complex at Narrabeen Sports High has been a major success providing an all-weather playing surface which is in constant demand, with booking rates at 100% usage.
- As part of an ongoing program, a lighting upgrade was carried out at Careel Bay Playing Fields in partnership with the local sports club.
- Planning is underway for a new and expanded skate park at Mona Vale. A working party has been established which includes key stakeholders, local skaters, young people, skate professionals and specialist designers. The brief is to develop an innovative multi-purpose facility, with a high degree of 'ownership' from young residents.

- Bilarong Reserve – Upgrade to the Narrabeen Lagoon Walking Trail, as well as installation of exercise 'pods' of outdoor exercise equipment that add to the recreational experience.
- The Northern Beaches Indoor Sports Centre (NBISC) has obtained approval to add two more indoor courts to the existing four courts as a further shared-use outcome. NBISC is managed through an innovative not-for-profit entity that includes sporting groups and Council.

100 YEAR ANZAC COMMEMORATIVE CELEBRATION AT PITTWATER RUGBY PARK

Pittwater Council in conjunction with the RSL and Federal Government, helped to organise and host one of the largest ANZAC celebrations in NSW, incorporating helicopters, and a community march, along a major road for the community to witness. This special and moving event required high level event management and communication. The dignitaries included the Prime Minister and NSW Premier to name a few. The event was highly successful with an estimated 5000 people attending and a fitting tribute to the ANZAC spirit.

MAINTAINING HEALTH SERVICES

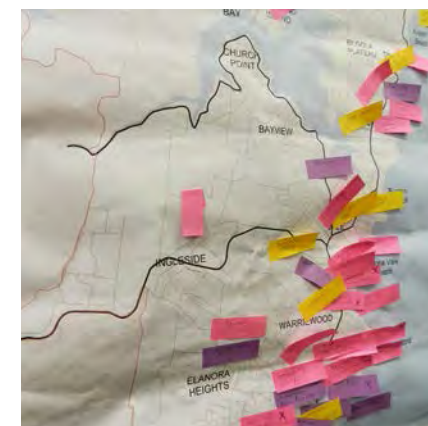
Pittwater Council and the Save Mona Vale Hospital Committee continue to advocate for the retention of Mona Vale Hospital and complementary medical services. The NSW Government commenced a major upgrade in 2014/15. Council continues to consult regarding a potential land swap to accommodate ambulance services. The retention of Mona Vale Hospital has broader implications, noting that the nearby Mona Vale Town Centre provides a number of allied health and medical services. Place Planning for Mona Vale seeks to promote affordable housing for key workers such as nursing staff.



Community groups marched alongside service men and women



Mona Vale Hospital



Youth and Family Services consultation

SUPPORTING & CONNECTING OUR COMMUNITY

KEY ACHIEVEMENTS

UPDATED PITTWATER OPEN SPACE STRATEGY ADOPTED

Pittwater contains 822.55 hectares of open space including 496 hectares of Nature Conservation Areas. Council adopted this strategy after an exhaustive community engagement process involving focus groups, surveys, world cafés and workshops. The strategy sought to plan for recreational and sporting needs by capitalising on our amazing environment.

The strategy discusses how we can convert or adapt existing open space, rationalise facilities, develop partnerships and commercial opportunities, introduce new technologies and develop more effective and efficient management practices. An exciting outcome was the development of the Walking App in partnership with Macquarie University students.

RESERVE UPGRADES

- Mona Vale Beach Reserve – landscape upgrade and shelter sheds
- Winnererremy Bay – installation of irrigation
- Clareville Beach Reserve – design of upgrades to car park and BBQ facilities (now commenced)
- Careel Bay Foreshore – a community amenities project providing improved access and recreation along the foreshore and the provision of boating access and storage facilities for the enjoyment of the community
- Fern Creek Park – planning and property negotiations for further extension of the parkland.



VALUING & CARING FOR OUR ENVIRONMENT

TO BE A MODEL COMMUNITY, LEADING THE WAY TOWARDS SUSTAINABLE LIVING BY REDUCING OUR ECOLOGICAL FOOTPRINT, PROTECTING AND ENHANCING OUR BUSH, BEACH AND WATERWAYS AS WELL AS ACHIEVING LONG-TERM SUSTAINABILITY AND BIODIVERSITY.

PERFORMANCE RESULTS

79%

OF TOTAL
PERFORMANCE
TARGETS MET

39 OF **42**

ACTIONS
ACHIEVED

3

ACTIONS
PROGRESSING

KEY PERFORMANCE INDICATORS

MEASURE	TARGET
Beachwatch & Harbourwatch meeting compliance	Beachwatch & Harbourwatch meeting 80% compliance
Water consumption in Council facilities	1% reduction of potable water consumption in Council facilities
Number of food shop inspections	100% of food shops inspected annually
Tonnes of recycling collected	Total tonnage of recyclable product diverted from landfill increased by 5% above 2002 level
Tonnes of waste to landfill	Total waste tonnage disposed of at landfill held at 2002 level
Number of threatened or endangered species (flora, fauna and ecological communities)	No increase in the number of listed threatened or endangered species
Maintenance standards for beaches met (mechanical sieve of beaches fortnightly in swimming season; mow sports fields every fortnight in summer and three in winter; clean rockpools weekly in swimming season and fortnightly in winter)	Maintenance standards for beach reserves met 90% of time
Noxious weed notices served	160 initial inspections and noxious weed notices served
Number of hectares regenerated	Regenerate/restore an additional 2 hectares of bushland per year

KEY DIRECTION 2



KEY DIRECTION 2

BUDGET

VALUING & CARING FOR OUR ENVIRONMENT

Operating Expenditure	
Salaries and Wages	2,379,996
Other Employee Costs	645,963
Materials and Contracts	4,123,366
Depreciation	0
Interest	0
Other Costs	1,131,867
Total Operating Expenditure	8,281,192
Capital Expenditure	
Capital Asset Acquisitions	3,400
Capital Works Programs	4,909,487
Capital Material Public Benefits	0
Loan Repayments	0
Total Capital Expenditure	4,912,887
Income (Operating & Capital)	
User Fees	(30,927)
Fees and Charges	(71,240)
Grant Transfers	(2,004,251)
Contributions	(670,033)
Rates Income	(526,146)
Domestic Waste Charge	0
Interest on Investments	0
Other Income	(100,924)
Capital Assets Disposals	0
Total Income (Operating & Capital)	(3,403,521)
Transfers from Reserves	(3,241,385)
Transfers to Reserves	203,662
Net Cost (Funded by Rates)	6,752,835

VALUING & CARING FOR OUR ENVIRONMENT

KEY ACHIEVEMENTS

GARDEN ORGANICS BIN ROLL-OUT

Council replaced its existing tied and bundled garden organics service with a more responsive and up-to-date wheelie bin based system. This project was supported by the Environmental Trust as part of the NSW EPA's 'Waste Less, Recycle More' initiative, funded from the waste levy. The total amount funded was \$1,005,253. Over 20,000 bins were distributed to Pittwater's mainland residents, and the service frequency was increased from eight times per year to 26 times per year. The new collection system reduces the number of trucks on the roads as well as the time required to service a waste collection zone, since the system requires only side-loader trucks for servicing. It also reduces the amount of manual handling required by both residents and Council's collection staff. Since the roll out of the new service, the recycling tonnage for garden organics has nearly doubled and the community has shown overwhelming support for the new system.

THE NORTHERN BEACHES FLOOD & COASTAL STORM EDUCATION STRATEGY 2012-2016

The strategy was initiated by Pittwater Council and was developed in partnership with the SES, Manly and Warringah Councils. It influenced the process with which councils raise community resilience and awareness of major flood and storm events. By incorporating a community telephone survey (undertaken by an independent researcher) it sought to understand the specific needs of its community. As a result, education initiatives such as workshops, installations and exhibitions as well as printed materials and website enhancements have been implemented during the past year.

ECOSYSTEM RESILIENCE

Council runs a range of initiatives such as its Bush Regeneration Program and the Coastal Environment Centre StreamWatch program. Grants received through the Sydney Coastal Council's Group 'Sydney's Salty Communities' enabled the 'Turning the

Tide on Blue-Green Carbon' program to include a climate change adaptation focus.

CLIMATE ACTION

Three Earth Hour events took place including a 'Climate Change & Coastal Storms' presentation & Q&A at Avalon Beach SLSC. The event included contributions from the Climate Institute and the SES, which focussed on preparing people for coastal storms. Council has also been revising the Climate Change Policy No 176.

REVOLVING ENERGY FUND

An innovative program which allows for reinvestment in energy and water efficient projects, helping Council to reduce demand on electricity and potable water. Lighting works at Pittwater Golf Centre included retrofitting tower pole lights for the driving range - reducing kWh usage by 50%.

ADDRESSING CLIMATE CHANGE & WATER QUALITY

Significant work was undertaken to address issues such as:

- Sea level rise and associated coastal asset management
- Urbanisation leading to greater exposure to hazards and decline in coastal ecosystems including fragmentation of biodiversity corridors
- Increased extreme coastal storm events and associated coastal erosion and loss of coastal vegetation, ultimately culminating in coastal regression
- Increased extreme rainfall and coastal storms leading to pollution of catchments, estuaries and adjacent marine environments
- Sea level rise impacts on ecosystem habitat including salinization of estuaries, wetlands and ground water
- Acknowledgement of the work being undertaken by local not for profit group Living Ocean, particularly on whale research.



Garden Organics Bin Program
- information stall



Bush regeneration program



Coastal Environment Centre

VALUING & CARING FOR OUR ENVIRONMENT

KEY ACHIEVEMENTS

COMPOST REVOLUTION PROGRAM

This program invited residents to complete an online tutorial to show them how to correctly compost. Once they completed the tutorial and a short quiz they could purchase a subsidised compost bin or worm farm from Council.

READY SET GROW – SCHOOL PROGRAM

This program is aimed at encouraging and supporting the creation of sustainable fruit and vegetable gardens for schools. Concepts such as composting, consumption and recycling are introduced. Council staff worked with schools to conduct waste audits, and assisted in setting up their compost and worm farms and planting their gardens.

OFFSHORE WASTE MANAGEMENT IMPROVEMENTS

To improve existing water-based services to over 700 properties at offshore locations, Council initiated a number of innovative projects including:

- The delivery of garbage bins, hoop stands and recycling crates for properties with private jetties and all-year tidal access.
- The delivery of worm farm and compost workshops at Scotland Island and Mackerel Beach, helping to educate residents to reduce and reuse food and garden organic waste. Each participating household received a complimentary worm farm or compost bin.
- Reducing the size and increasing the number of garbage bins at public wharves so as to deter illegal dumping.
- The installation of smart bin locks for wheelie bins on public wharves at Mackerel Beach to prevent environmental pollution and deter scavenging animals.

These new and innovative projects brought about a sense of inclusion to Council's offshore residents, and received widespread positive feedback.

LOVE FOOD HATE WASTE

Tuck Shop Workshops were conducted to help parents of school aged children with information to combat fussy eating. By focusing on the avoidable negative impact of food waste, the campaign encouraged people to change their food habits, providing practical advice on how to minimise food waste and information about its greater environmental impacts. The local initiative is contributing to help NSW meet its waste reduction target of 66% and commercial and industrial waste reduction target of 63%.

COASTAL ENVIRONMENT CENTRE

'Drain is Just for Rain' stormwater art project

Aimed at raising awareness of water quality, this stormwater art project educates children and young people about stormwater pollution. By enabling students to take on the role as educators, the project encourages students to learn the details, impact and importance of water quality in the community. The project was funded by Local Land Services grant funding.

Film Project

This project provided interactive and fun ways to raise awareness of storm water pollution with young people. Council engaged three local schools to undertake a series of short films. A cross-curriculum project, lending itself to science, maths and literacy, students were focussed on the way water moves through catchments and what it takes with it. The short films proved hugely successful with students and the community, and were shared on Councils social media channels.



Ready Set Grow School Program



Coastal Environment Centre 'Kids on the Coast' school holiday program



Offshore waste management workshop

ENHANCING OUR WORKING & LEARNING

TO CREATE A THRIVING LOCAL ECONOMY WHICH MAINTAINS A BEAUTIFUL ENVIRONMENT IN WHICH TO LIVE, WORK AND LEARN.

PERFORMANCE RESULTS

100%

OF TOTAL
PERFORMANCE
TARGETS MET

41 OF **43**

ACTIONS
ACHIEVED

2

ACTION
PROGRESSING

KEY DIRECTION 3

KEY PERFORMANCE INDICATORS

MEASURE	TARGET
Customer satisfaction with Mona Vale Library	85% of users satisfied or very satisfied with Mona Vale Library
Number of visits and programs undertaken at the Coastal Environment Centre	10% increase in the number of visits and the number of programs undertaken
Satisfaction with education programs and events	85% of program and event attendees satisfied



BUDGET

ENHANCING OUR WORKING & LEARNING

Operating Expenditure

Salaries and Wages	1,735,062
Other Employee Costs	442,483
Materials and Contracts	121,217
Depreciation	208,525
Interest	0
Other Costs	442,620

Total Operating Expenditure **2,949,907**

Capital Expenditure

Capital Asset Acquisitions	243,580
Capital Works Programs	1,205
Capital Material Public Benefits	0
Loan Repayments	0

Total Capital Expenditure **244,785**

Income (Operating & Capital)

User Fees	(202,312)
Fees and Charges	(21,897)
Grant Transfers	(247,591)
Contributions	(147,226)
Rates Income	0
Domestic Waste Charge	0
Interest on Investments	0
Other Income	(34,483)
Capital Assets Disposals	0

Total Income (Operating & Capital) **(653,509)**

Transfers from Reserves **(208,525)**

Transfers to Reserves **146,952**

Net Cost (Funded by Rates) **2,479,610**

ENHANCING OUR WORKING & LEARNING

KEY ACHIEVEMENTS

ENLIVEN PITTWATER

Designed to bring cultural and economic vibrancy to Pittwater's towns and villages, Enliven Pittwater's success lies in its 'out of the box' activations. With local businesses and Chambers of Commerce as major partners, over 16,000 participants attended events and activations. These included Mona Vale Market Day, pop-up bars, a family-focused Christmas shopping event and grant writing workshops with local artists.

STREETSCAPE CONSTRUCTION WORKS

The Elanora Heights Village (Kalang Rd) Masterplan Process saw Council work closely with local businesses and residents to create a vibrant place for the community. The masterplan incorporates an upgrade to parking facilities, pedestrian access, street furnishings and overall enhancements to the village centre.

PITTWATER TOURISM STRATEGY

The 'Tourism in Pittwater' Paper was prepared as an emerging issues paper, developed in partnership with the local tourism sector, and other key tourism stakeholders. Through focus group workshops, an online 'have your say' survey, social media consultation and face-to-face interviews, over 100 stakeholders were consulted in the engagement process.

VILLAGE ECONOMIES SUMMIT

The first of its kind, this summit brought together a dynamic program of speakers presenting on placemaking, tourism, place-branding and creative & wellness industries. Presenters and participants applied their collective knowledge to Mona Vale, discussing the opportunities for developing the town centre's liveability and prosperity.

MONA VALE LONG LUNCH

A free, hugely successful event, which transformed Bungan Lane and Village Park in Mona Vale into pedestrian spaces for the day. It included food trucks, art installations, free workshops, market stalls and cultural / recreational activities with live music. It also created a space for testing how business and community would respond to temporary road-closures and reduced parking.

A SUITE OF MARKETS

Pittwater's markets offer the community a cost effective and social way to do their shopping. Set in idyllic locations, they exude a relaxed atmosphere and are a growing element of economic development in Pittwater.

- Palm Beach Markets - seven Sundays per year
- Pittwater Food & Wine Fair - 7,000 attended in May
- Mona Vale Market Day - an estimated 10,000 attended (collaboration with Mona Vale Chamber of Commerce)

Council supports other community markets run by other organisations including:

- The Beaches Market at Warriewood each Friday
- Annual Markets - Avalon and Newport Market Days

MIDHOLME RESTORATION

The project came about through the generosity of the Friends of Currawong and Pittwater Environmental Foundation who funded the project (\$330,000 this year). The works included a refurbished verandah; new external deck; new verandah posts; new hardwood timber stairs; refurbished interior wall, floor, ceiling and door finishes; refurbished bathrooms, kitchen and laundry; roof re-slatted using slate imported from Wales,



Village Economies Summit



Enliven Pittwater night market



Mona Vale Long Lunch

ENHANCING OUR WORKING & LEARNING

KEY ACHIEVEMENTS

HERITAGE STUDY COMPILATION, EXHIBITION AND ADOPTION

The Pittwater Community Based Heritage Study (CBHS) was prepared by Council with assistance from consultants City Plan Heritage and a community working group. The Pittwater CBHS replaced the previous heritage studies which were over 20 years old. The study provided a contemporary update of our local history, assessing over 130 nominations from members of the working group, the community, and the Australian Institute of Architects. It resulted in the recommendation of an additional 49 items of local heritage significance. Consultation with the community was undertaken in August 2014, with the final study being adopted by Council in April 2015.

INNOVATIVE LIBRARY SERVICES

Council implemented Worldshare Management Services, a cloud-based system with collections from the world libraries. This innovation has freed up reliance on Council servers, increasing new digital services for the community. A new high speed WiFi service has also been implemented at the library. Additionally, the library was a refuge and technology hub for those residents without power, phone or internet services during the April storms.

ARTS AND CULTURAL ACTIVITIES

Committed to increase the profile and provision of cultural experiences, Pittwater Council has explored and applied innovative ways to provide more widely accessible cultural spaces. With the commission of Suzanne Davey's suspended artwork 'Groundswell', Council responded to the community's request to more arts and cultural activities. Moving to a more coordinated approach also enabled a variety of community-driven participatory events that transformed the atmosphere of Mona Vale into a more vibrant centre.



Midholme restoration



Mona Vale Library



'Groundswell' by Suzanne Davey

INTEGRATING OUR BUILT ENVIRONMENT

TO CREATE A SUSTAINABLE AND RELAXED LIVING ENVIRONMENT INCLUDING APPROPRIATE DEVELOPMENT.

PERFORMANCE RESULTS

71%

OF TOTAL
PERFORMANCE
TARGETS MET

35 OF **38**

ACTIONS
ACHIEVED

3

ACTIONS
PROGRESSING

KEY DIRECTION 4

KEY PERFORMANCE INDICATORS

MEASURE	TARGET
Number of commercial premises audited annually for environmental compliance	50 commercial premises audited annually
Number of completed construction certificates issued	95% of construction certificate applications, where all required information is provided, are issued within 10 working days
Time taken to investigate and respond to dog attacks	95% of reported dog attacks are investigated and receive initial response within two working days
% of planning certificates issued over the internet	50% of planning certificates issued over the internet instantly
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
Response time for issuing of planning certificates	99% of planning certificates issued within 1 day
Standards met for cleaning, pavement levelling and landscape maintenance	Standards met 90% of time
Energy consumption in Council facilities	2% reduction of energy consumption in Council facilities
Condition of footpaths	90% of footpaths with trip condition E (>30mm) are rectified
Condition of roads	90% of roads in town and villages to have Pavement Condition Index greater than 5 out of 10
Fuel consumption of Council's light fleet	5% reduction in fuel consumption (litres per 100km)
Green star rating of light fleet	40% of vehicles to have a green star rating of 4 or above
Improvement in the development of Asset Management System (evaluation, life-cycle analysis, condition assessment)	10% increase in the use of Asset Management System



BUDGET

INTEGRATING OUR BUILT ENVIRONMENT

Operating Expenditure

Salaries and Wages	5,006,370
Other Employee Costs	1,291,452
Materials and Contracts	6,751,404
Depreciation	88,702
Interest	0
Other Costs	8,452,008

Total Operating Expenditure 21,589,936

Capital Expenditure

Capital Asset Acquisitions	8,273
Capital Works Programs	5,472,774
Capital Material Public Benefits	0
Loan Repayments	0

Total Capital Expenditure 5,481,047

Income (Operating & Capital)

User Fees	(3,397,660)
Fees and Charges	(4,174,220)
Grant Transfers	(1,301,255)
Contributions	(350,359)
Rates Income	0
Domestic Waste Charge	(12,838,460)
Interest on Investments	0
Other Income	(129,035)
Capital Assets Disposals	0

Total Income (Operating & Capital) (22,190,989)

Transfers from Reserves (4,717,498)

Transfers to Reserves 1,005,429

Net Cost (Funded by Rates) 1,167,925

INTEGRATING OUR BUILT ENVIRONMENT

KEY ACHIEVEMENTS

PALM BEACH WHARF

An upgrade to Palm Beach Wharf is complete, with all sections of the wharf ready for use. The upgrade enabled the provision of accessible ramps along the new section of the wharf. Among an array of improvements, the wharf has also been designed for future sea level rise, based on projected climate change. The features include wider ramps to ease congestion when passengers are arriving and departing from the wharf.

AVALON BEACH SURF LIFE SAVING CLUB

The construction of the new Avalon Beach Surf Lifesaving Club has been a joint initiative of the NSW State Government, Pittwater Council and the members of Avalon Beach Surf Life Saving Club. Facilities at the new building include a range of amenities for surf club members and the general public – including new storage areas for the club’s surf craft and equipment, first aid room, offices, a club lounge, club kiosk and community function room – as well as a ground floor café and restaurant upstairs.

MONA VALE PLACE PLANNING

The Mona Vale Place Plan is a tactical and action-oriented strategy focused on the community’s connection to place. Utilising an innovative approach, four different themed public forums were held and included panels of specialist speakers, Q&A sessions, followed by community drop-in sessions and pop-up events. Feedback collected brought together a broad range of ideas to inform the place planning process. Active travel and greater housing choice and affordability, improved public art, events and encouraging night time activity/economy were major themes.

MULTI-LEVEL CAR PARK AT BUNGAN LANE, MONA VALE

Additional car parking has been provided to meet increased demand from new business and residential developments in the Mona Vale area and to support future growth of the commercial centre. An extra 218 parking places have been achieved through this development.

BOONDAH ROAD UPGRADE

This complex project was completed in conjunction with the adjoining developer. The project involved raising the height of the road by approximately one metre to better accommodate flooding and access. This involved robust negotiation skills and project management expertise to upgrade the road which services new housing in the Warriewood land release area.

BICYCLE RACKS

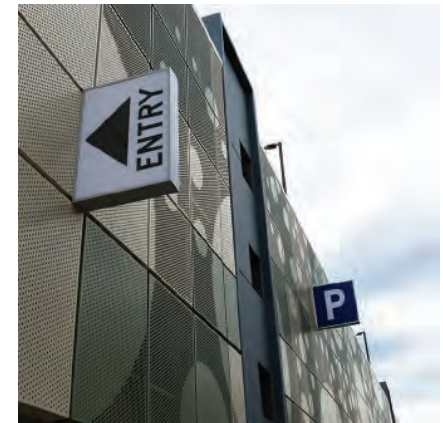
As per the recommendation from the disability audit and Council’s desire to promote active transport opportunities, Council has successfully installed bicycle racks at Avalon Beach Reserve. They enhance access to infrastructure for the local community and are the first of many planned bike infrastructure projects.

WARRIEWOOD VALLEY STRATEGIC REVIEW

A major review of the Warriewood Valley Section 94 Plan which levies for a broad range of infrastructure and services was completed. The plan establishes the funding mechanism and framework for the delivery of infrastructure to service approximately 2,500 dwellings and 200 hectares of industrial/commercial land. The Section 94 Plan has delivered approximately \$30 million of infrastructure works so far, with \$70 million of future works planned.



Avalon Beach Surf Life Saving Club



Multi-level car park at Bungan Lane, Mona Vale



Launch of upgraded Palm Beach Wharf

INTEGRATING OUR BUILT ENVIRONMENT

KEY ACHIEVEMENTS

INGLESIDE LAND RELEASE PRECINCT PLANNING

This incredibly complex project undertaken in partnership with Planning & Environment NSW and Urban Growth has undertaken studies to assess the development potential of Ingleside. It takes into account the environment, economic viability, social impacts, recreation, housing types and infrastructure needs. A series of workshops which involved over 300 residents, were conducted to gather feedback for the draft structure plan that was released in November 2014. To ensure that any new community is developed in accordance with best practice sustainability principles, accreditation with the Green Building Council of Australia (GBCA), Green Star Communities rating has been pursued.

MAJOR LAND RELEASE - OPEN SPACE & RECREATION

- The Warriewood Valley Urban Land Release is a network of passive and active open space. It offers an innovative use of creekline corridors to provide shared path links between recreational nodes and other destinations promoting active travel. These add to the integration and resilience of this new community. These corridors also act as habitat and access ways for wildlife as well as environmental buffers between developed areas.
- In conjunction with the NSW Government and building upon the successes of the Warriewood Land Release, structure planning for the intended Ingleside Urban Land Release includes provision for shared-use of sports facilities among proposed schools, as well as shared paths along creekline corridors.



LEADING AN EFFECTIVE & COLLABORATIVE COUNCIL

TO HAVE A TRANSPARENT AND ACCOUNTABLE DECISION-MAKING PROCESS INCLUDING ENHANCING PARTICIPATION AND ENGAGEMENT, FOSTERING COMMUNITY PARTNERSHIPS AND PROVIDING SUPPORT TO THE COMMUNITY.

PERFORMANCE RESULTS

88%

OF TOTAL
PERFORMANCE
TARGETS MET

134 OF **141**

ACTIONS
ACHIEVED

7

ACTIONS
PROGRESSING

KEY PERFORMANCE INDICATORS

MEASURE	TARGET
Community usage of website	5% increase in number of hits from unique visitors per annum
Customer satisfaction to response to complaint or enquiry lodged on MERIT	75% customers satisfied with Council's response to enquiry
Response to media enquiries	85% of media enquiries responded to within 24 hours
Satisfaction with civic events	75% of a sample of people attending civic events are satisfied
Time taken to complete GIPA requests	100% GIPA formal applications completed within 35 days
Time taken to finalise and publish Council minutes	95% of minutes published within 3 days of Council meeting
Time taken to respond to written correspondence	80% responded to within 10 working days
Time taken to complete recruitment	Average recruitment completed within 35 working days
Workers compensation claims received	5% reduction in the number and severity of workers compensation claims
Staff turnover rate (voluntary)	Staff turnover rate between 10-15%
Training Investment per employee	1.5% of wages bill spent on training
GHG Emissions	1% reduction of GHG Emissions in Council operations
Number of Delivery Program Actions completed as scheduled	95% of all Delivery Program actions completed
Arrears for rate payments per year 34	5% arrears for rate payment per year
IT system availability to public and staff	IT system operating in excess of 98% of available time to public and staff
Quarterly & Annual Financial Reports on time	100% of financial reports completed on time
Statutory Reports completed on time	100% of statutory reports completed on time
Preparedness for disaster and emergencies	90% of relevant staff involved in emergency management trained for emergency response

KEY DIRECTION 5



BUDGET

LEADING AN EFFECTIVE & COLLABORATIVE COUNCIL

Operating Expenditure	
Salaries and Wages	7,551,990
Other Employee Costs	2,590,221
Materials and Contracts	2,366,193
Depreciation	3,851,226
Interest	936,459
Other Costs	9,678,013
Total Operating Expenditure	26,974,102
Capital Expenditure	
Capital Asset Acquisitions	2,299,123
Capital Works Programs	389,460
Capital Material Public Benefits	0
Loan Repayments	0
Total Capital Expenditure	3,972,413
Income (Operating & Capital)	
User Fees	(8,952,857)
Fees and Charges	(146,489)
Grant Transfers	(2,324,400)
Contributions	(958,218)
Rates Income	(38,026,253)
Domestic Waste Charge	0
Interest on Investments	(1,322,925)
Other Income	(911,725)
Capital Assets Disposals	(1,201,137)
Total Income (Operating & Capital)	(53,844,004)
Transfers from Reserves	(4,975,649)
Transfers to Reserves	6,304,114
Net Cost (Funded by Rates)	(21,569,024)

LEADING AN EFFECTIVE & COLLABORATIVE COUNCIL

KEY ACHIEVEMENTS

BRANDING

Pittwater devised a series of four x 3 minute mini films - 'Bush', 'Beach', 'Water' and 'Community', aligned with our vision to promote the brand 'Pittwater Council' within our community. An element of this strategy was to reach younger residents who are typically disengaged with Council. The videos were heavily promoted via Council's website, YouTube and social media. The first of our films resulted in 2320 views, 59 shares and a reach of 8280 within the first day! The total reach for the mini films exceeded 96, 700 views. We successfully reached younger residents with the highest engagement within the 25-44 age groups

E-LEARNING PROGRAM

Our e-learning system allows access to a variety of training courses online. Staff are able to complete these at their computer, at a time convenient to them. We have access to a vast library of developmental, performance and skill-based courses, available as required across the organisation.

ONLINE INDUCTION PROGRAM

Corporate Development designed and implemented Pittwater's online induction program, called 'Learning Seat'. It is an easy to use online tool featuring a fun quiz, factual information and a summary of Pittwater characteristics to help orientate new employees into the organisation.

STAFF HEALTH & WELLBEING INITIATIVE

To reinforce health and well-being priorities, a Health Fair with a range of activities including skin-cancer checks and breast health awareness was held for staff. Feedback provided at the Health Fair resulted in a range of health initiatives such as subsidised gym membership; yoga and

meditation classes; fitness challenges and quit smoking strategies offered to staff. Training in emotional resilience was also highlighted, as was mental health and dementia awareness. A suite of e-learning programs including bullying, harassment, stress management, alcohol and other drugs was also introduced for staff.

MANAGING WORKPLACE AGGRESSION AND VIOLENCE GUIDELINES

The 'Managing Workplace Aggression and Violence' Guideline was drafted for review by staff members who are often in conflict situations with members of the public and targets of abuse when carrying out their regulatory or customer service functions. The guideline outlines preventative measures, including hazard identification, risk assessment and planning procedures, as well as exit strategies, post incident responses, reporting and recording keeping. A training program was developed to complement the new guideline and to provide staff with practical advice for managing difficult situations, with a strong personal safety focus.

RISK MANAGEMENT FRAMEWORK

Council reviewed its risk management framework to enable better risk management in all its activities. An Enterprise Risk Management Policy Statement and Plan were developed and endorsed by the Audit and Risk Committee. Risk profiles were developed to ensure risks are focused on at appropriate levels. An 'Introduction to Risk' video has also been developed and is available on Council's staff Intranet and is used as part of the Council's staff induction program.



Pittwater Loves Less Waste



The favourite activity at the Staff Health Fair - the cooking demonstration



'Learning Seat' - part of the online induction program

LEADING AN EFFECTIVE & COLLABORATIVE COUNCIL

KEY ACHIEVEMENTS

THE SUSTAINABILITY ASSESSMENT TOOL

Council developed and implemented a robust and practical assessment tool as a way of using quadruple bottom line criteria to assess major projects. It tracks and reports on our progress and encourages a culture whereby sustainability is embedded in our everyday operations. The software provider is currently rolling out the tool to other councils based on the Pittwater model. It enables project teams to be more active in their consideration of renewable energy use, community engagement and opportunities to care for our natural environment. The elements promoted by this tool ensure that there is an overarching governance framework applied to all major projects.

STORMS & FLOODING

The 2015 April storms highlighted Council's resilience to such natural disasters. In conjunction with the Police, SES, RFS and Fire Brigade, it provided a significant emergency response and recovery. Council adopted the Flood Emergency Response Planning for Development in Pittwater Policy which is now incorporated in Pittwater's 21 DCP.

PARTNERSHIP PROJECTS AT A REGIONAL & STATE LEVEL

In conjunction with the NSW Government Transport for NSW, RMS and SHOROC, Pittwater Council has provided key stakeholder input into the investigation and design of the following significant projects:

- Mona Vale Road upgrade to provide a four lane connection from Terrey Hills to Mona Vale
- Warringah Road upgrade - Wakehurst Parkway intersection to facilitate access to the new Northern Beaches Hospital

- Wakehurst Parkway flood reduction measures to reduce frequency of road 'outages'
- Bus Rapid Transport (BRT), in particular bus interchanges and park & ride facilities at Mona Vale and Warriewood; additional lanes/bridge widening on Pittwater Road at Narrabeen; as well as pedestrian and cycle linkages
- Ingleside Land Release Draft Structure Plan
- Integration of Active Travel.

STAFF ENGAGEMENT SURVEY

A monthly staff engagement survey has been developed to seek input regarding opportunities where the organisation may need to develop and improve. Specific strategies have been developed to improve customer service responsiveness, organisation collaboration and communication as further areas of focus. This is a further example of a continuous improvement culture that is being reinforced within Council.



Fit for the Future campaign



Storm damage from April 2015



Staff Engagement Survey

OUR REPORTS



OUR REPORTS

Coastal Protection Service Charge	40
Community Asset Management	40
Community Grants/Mayoral Donations	42
Companies Controlled by Council	42
Companion Animal Management	42
Contracts	45
Councillors' Expenditure	45
Equal Employment Opportunity	47
Functions Delegated to other Organisations	48
GIPA - Public Access to Information	48
Legal Proceedings	51
Overseas Visits	52
Partnerships with other Organisations	52
Public Interest Disclosures	53
Privacy and Personal Information Management	53
Rates Written Off	53
Senior Staff Payments	54
Stormwater Management Service Charge	54
Work on Private Property	55

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 five year Road Pavement Management Plan has been developed as part of the Delivery Program for financial year 2015 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).

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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 four 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.

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 AMS 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 AMS where the drainage asset register has been set up. The value of drainage assets is \$140M. 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 AMS (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, while improving water quality discharges, has increased the required maintenance expenditure.

Public Open Space and Bushland Reserves

Pittwater contains extensive areas of open space and bushland. The area of land zoned open space in Pittwater is approximately 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 on the 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

OUR REPORTS

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 \$53M 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 Avalon Beach Surf Club during FY2015 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 has over 30 major sporting buildings and a significant number of sporting assets including netball courts, tennis courts with 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 2015 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.

COMMUNITY GRANTS/MAYORAL DONATIONS

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

COMMUNITY GRANTS

\$500.00	Sydney Harbour Coastwalk - Pittwater Video
\$100.00	Monikas Doggie Rescue
\$300.00	Northern Beaches Bus - Youth Up Front
\$100.00	Australian Mitochondrial Disease Found
\$250.00	Zonta Club of Northern Beaches - Womens Day Breakfast
\$227.27	Lions Club of Manly - special needs kids Circus
\$500.00	Nth Beaches St Vincent de Paul Society
\$100.00	Barrenjoey High School
\$500.00	BeCentre
\$300.00	Newport Artists Trail
\$500.00	Rotary Club of Pittwater - Christmas Carols
\$300.00	Aboriginal Support Group - Sorry Day Event 2014
\$350.00	Newport Surf Club - Charity Bike Ride 2015
\$450.00	Koori Kids Pty Limited
\$250.00	Bilgola Plateau Public School - Cook Book
\$302.73	The Burdekin Association

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\$200.00	Probus Club of Pittwater
\$100.00	The Avalon Beach RSL Sub-Branch
\$300.00	Aboriginal Support Group - Sorry Day Event 2015
\$5,630.00	Total Community Grants

SURF CLUBS

\$7695	Warriewood Beach Surf Life Saving Club
\$7695	Mona Vale Surf Life Saving Club
\$7695	Bungan Beach Surf Life Saving Club
\$7695	Newport Surf Life Saving Club
\$7695	Bilgola Surf Life Saving Club
\$7695	Avalon Beach Surf Life Saving Club
\$7695	Whale Beach Surf Life Saving Club
\$7695	Palm Beach Surf Club
\$7695	North Palm Beach Surf Life Saving Club
\$6,410	Surf Life Saving Sydney Northern Beaches Inc
\$6,410	Warringah Surf Rescue
\$82,075	Total - Surf Clubs

\$88,035 **TOTAL COMMUNITY GRANTS**

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 50 companion animals were seized by Council staff, of which six were returned directly to their owner and 44 companion animals were taken to Council's Animal Shelter. Total companion animals returned to owners from Council's shelter was 147. A breakdown of the companion animals figures is below:

- Total cats returned home by rangers = 0
- Total dogs returned home by rangers = 6
- Total cats impounded = 1
- Total dogs impounded = 49
- Total cats taken to Council's shelter = 1
- Total dogs taken to Council's shelter = 43
- Total cats returned to owners from Councils shelter = 3
- Total dogs returned to owners from Councils shelter = 144

Lodgement of dog attack data

Dog attack data forms have been lodged with the Office of Local Government which indicate that there were 64 reported dog attacks on people and animals between 1 July 2014 and 30 June 2015. 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 2014/15 was \$78,523.74

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Companion animal community education programs

During 2015 Pittwater Council participated in a Responsible Cat Ownership Grant to:

1. Promote responsible cat ownership
2. Address the issue of roaming cats in the community and in bushland areas
3. Target de-sexing of cats in the community
4. Increase micro chipping and lifetime registration rates of cats
5. Identify areas with highest populations of un-de-sexed and roaming cats
6. Identify bushland areas that are of at highest risk from cat populations
7. Provide opportunities for councils and external organisation to collaborate on core issues in the community
8. Provide long term benefits and management solutions to the community

A Cat and Wildlife Expo was held at the Pittwater Animal Welfare League on Sunday 26 July 2015 with approximately 1500-2000 people attending and touring the cattery facilities and stalls. Promoted cat ownership, de-sexing, rehoming and protection of wildlife. There was a cat training demonstration, cat behaviourist, cat rescues, cat breeds information, cat enclosures and information on nutrition and veterinary demonstrations. The event also promoted keeping cats indoors, micro-chipping, use of collars, de-sexing and registration. Eight cats were adopted from the Animal Welfare League during the event.

Additional community education included:

- microchipping and registering your dog promotions
- Pet care at Christmas media program during December 2014
- January 2015 rates notice flyer – No dogs on beaches – Off-leash dog park reminder

Strategies to promote and assist the desexing of dogs and cats

Desexing programs were conducted with Pittwater Animal Hospital to

address cat and dog over population. Subsidised cat and dog desexing was offered to residents. All cats and dogs were required to be micro chipped before or at time of desexing. Any cats or dogs over the age of six months were required to be registered at the time of de-sexing.

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, two of which have water access and one with an off leash training area.

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

\$38,832.39	Receipts Companion Animal Fund
\$17,471.16	Disbursements/misc. items (dog leads, poo bags, bins, spray shields etc. The Dog Day by the Bay costs were similar to the 2013/2014 costs of \$34,000. This includes the cost of the event plus staff costs (Education Officers/Reserves/Media/Insurance and additional internal staff) for time and resources required for planning and promotion.
\$3,731.01	Education – public advertisements in news print
\$285	Printing of brochures
\$225,500	Enforcement by rangers
\$23,036.57	Provision of pound facility
\$265,191.35	Net expenditure after income from registrations

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COMPLAINTS

Council is committed to good complaint handling and to ensure a robust complaint handling system Council revised its Complaint Handling Guidelines in October 2014.

A complaint is an expression of dissatisfaction made to or about Council related to our policies, procedures, charges, staff, agents, or quality of service where a response or resolution is expressly or implicitly expected or legally required. A complaint may relate to a specific incident or issue involving Council, or to matters of a more general nature regarding Council's processes and/or procedures.

Council has adopted a three tier approach to handling formal complaints whereby the vast majority of complaints are informal and are resolved by the first tier or by the person receiving the complaints. Formal complaints are made when resolution is not made in the initial stage. Council received 39 formal complaints in 2014 -2015. Further information regarding complaints can be found in our Complaint Handling Guidelines on our website.

During this period Council also introduced a compliments register to ensure the compliments from our customers were noted. The process of formally noting compliments began part way through the reporting year (1 Jan 2015) and Council received 76 compliments from customers during that half year period.

CONTRACTS

Supplier Name	Description of project/ goods/services	Estimated Value
Argent Building Group	Provision of Construction, Electrical, Painting and Plumbing Services	\$1,750,000
Moore Building Consulting Services Pty Ltd		
Bayteck Pty Ltd		
Algraz Pty Ltd		
Alectrics Electrical Services Pty Ltd		
Innuku Pty Ltd		
Stacey Electrical Pty Ltd		
LPD Electrical		
Brad Palmer Plumbing		
R G Smith Plumbing		
Northside Plumbing Services Pty Ltd		
Paul Innes Plumbing Pty Ltd		
Skilled Plumbing Services Pty Ltd		
Pro-Asset Painting Maintenance Pty Ltd		
Programmed Maintenance Services		
Graffiti Clean Pty Ltd	Provision of Graffiti Removal Services	\$150,000
Specialised Pavement Services Pty Ltd	Provision of Street Sweeping Services	\$1,779,267

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Supplier Name	Description of project/ goods/services	Estimated Value
ECS International Security	Provision of cash collection services	\$168,500
Landmark Marinas Pty Ltd t/a Clement Marine	Palm Beach Wharf upgrade	\$1,846,937
Antoun Civil Engineering Pty Ltd	Provision of minor capital works	\$5,500,000
Kelbon Project Services Pty. Ltd.		
Stateline Civil		
Mack Civil Pty Limited		
TGB & Son Pty Ltd		
OZPAVE (Australia) Pty. Ltd.		
Performance Concrete Pty Ltd		
Anzelotti Constructions Pty Ltd		
Roadworx		
Civil Works (NSW) Pty Ltd		
Pavelink Pty. Ltd.		
Northern Fencing Specialists Pty. Ltd.		
Evolution Civil Maintenance Pty Ltd		
AAA Traffic Control Pty Ltd		
Retaining Specialists Pty Ltd		
Lloyd Drilling Constructions Pty Ltd		
Ausgrinding		

COUNCILLORS' EXPENDITURE

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

The payments made during 2014/2015 totalled \$329,718.

Mayoral & Councillor's Fees

Mayor	\$38,325
Councillors	\$159,372
Sub-total	\$197,697

Provision of facilities and payment of Councillor's expenses

Membership Fees - Local Government Association	\$38,465
Attendance of Councillors at conferences & seminars	\$32,662
Council / Committee sustenance	\$25,061
Interstate visits by Councilors, including transport, accommodation & other out of pocket expenses	\$7,287
Overseas visits by Councilors, including transport, accommodation & other out of pocket expenses	\$6,616
Telephone calls made by Councillors	\$6,473
Travel expenses	\$6,472
Subscriptions / Contributions / Donations	\$5,852
Stationery & printing	\$1,827
Miscellaneous expenditure	\$720
Training of councillors & provision of skill development	\$586
Expenses of any spouse, partner or other person who accompanied a councillor	\$ Nil
Provision of care for a child or an immediate family member of a councillor	\$ Nil
Sub-total	\$132,021

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EQUAL EMPLOYMENT OPPORTUNITY

Equal Employment Opportunity - Local Govt (General) Regulation 2005 - Clause 217 (1) (a9)

- EEO Management Plan reviewed and updated in June 2015.
- Targetted EEO training provided for specialist Contact Officers.
- Compulsory EEO, sexual harassment & bullying prevention e-learning provided for new starters within three months of employment and refresher training for all staff.
- Anti-Discrimination Board provided EEO training for all field staff.

Staff Engagement Program

- All staff engagement surveying (all staff) commenced February 2015
- “On Board” surveying of new starters at four weeks undertaken to identify any issues that need attention for our new staff.
- “Stay” surveying of staff after 12 months in the role undertaken to monitor level of engagement.
- Exit interviewing offered to staff leaving the organisation to identify any issues need attention.

Staff Training & Development

- E-learning platform further developed providing a range of e-learning opportunities for staff
- On-line induction course fully implemented
- Annual Wellness Program developed and implemented, featuring a two-day Health Fair for all staff
- Career Development Program implemented, providing tailored career development opportunities for staff
- Annual 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.

- Opportunities to increase workforce diversity via disability recruitment investigated.
- “Managing People” training Program continued.
- Two Labourers trained as Truck Drivers for long term, hard-to-fill vacancies.
- Manual handling provided for field and office staff.
- Mental health & dementia awareness sessions undertaken.
- New time management program rolled out.
- Managing Workplace Aggression and Violence guideline & training program developed.
- Alcohol and other drugs guideline and awareness training provided for all staff.
- Recruitment and Selection training course developed and piloted with Supervisor group.
- Regular meetings of Pittwater Women’s Network held.
- Health monitoring guideline developed.

Traineeships

- Two Rangers completed Cert IV in Regulatory Services.
- One Records staff member completed Cert III Business Administration

Work experience:

- Three high school students and two secondary education students completed a broad range of work experience with Council
- Four NSI TAFE Business Services students completed work experience with Place Management assisting with the Village Economies Summit.
- One Tertiary Student studying Environment Sustainability completed work experience in the Natural Environment and Education area.
- Two Engineering students provided with 6 month traineeships.

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Organisation Profile as at 30 June 2015:

Gender	Male	Female	Total
Executive level	3	0	3
Manager	9	4	13*
Principal Officers	13	13	26
Other staff	147	141	288
Total Headcount	172	158	330
Full Time Equivalent	170.21	131.81	302.02

NB: *Manager – Urban Infrastructure position vacant as at 30 June 2015

Workforce Age

Age Group	Full-time employees		Part-time employees	
	Male	Female	Male	Female
15 – 19	0	0	0	0
20 – 29	23	15	3	1
30 – 39	31	23	2	12
40 – 49	37	23	0	20
50 – 59	50	17	0	22
60 – 69	24	11	0	12
70+	1	2	1	0
Total Headcount	166	91	6	67
Full Time Equivalent	166	91	4.21	40.81

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 ending 30 June 2015.

GIPA - PUBLIC ACCESS TO INFORMATION

In accordance with Section 125, clause 7 of the Government Information (Public Access) Act 2009 and Regulations.

The Government Information (Public Access) Act 2009 creates an enforceable right to information unless there is an overriding public interest against disclosure. Council is committed to providing, as far as practicable, an open environment which enables members of the public to access information held by Council.

There are four ways government information is made available.

1. Mandatory Release

Information made available on Council's website and available free of charge including Council policies, meeting agendas and minutes, media releases, annual reports and register of government contracts.

2. Proactive Release

Additional information made available on Council's website that is considered to be of general public interest. Council conducted a review under Section 7(3) of the Government Information (Public Access) Act 2009 and proactively released information concerning Warriewood Valley, Fit for the Future and Unleashed dog exercise areas.

3. Informal Release

Specific information not requiring formal applications, such as requests for your own personal information.

4. Formal Release

The release of all other information not made available via mandatory, proactive or informal release. Statutory fees and charges apply.

During 2014 – 2015 Council received a total of 607 access applications under the Government Information (Public Access) Act 2009:

Number of Applications Received 2014 – 2015

66	GIPA Formal Access requests
541	GIPA Informal Access requests

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NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with the application	Refuse to confirm/deny if information is held	Application Withdrawal	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	5	4	0	0	0	0	0	0	9
Not for profit organisations or community groups	2	0	0	0	0	0	0	1	3
Members of the public (application by legal representative)	11	5	2	2	0	0	0	1	21
Members of the Public (Other)	17	9	1	4	1	0	0	1	33
Total	35	18	3	6	1	0	0	3	66

NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with the application	Refuse to confirm/deny if information is held	Application Withdrawal	Total
Personal Information Applications	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	35	18	3	6	1	0	0	3	66
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0
Total	35	18	3	6	1	0	0	3	66

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INVALID APPLICATIONS

Application does not comply for formal requirements (Section 41 of the Act)	0
Application is for excluded information of the agency (Section 43 of the Act)	0
Application contravenes restraint order (Section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 TO ACT

Overriding secrecy laws	0
Cabinet Information	0
Executive Council Information	0
Contempt	0
Legal professional privilege	2
Excluded Information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICATION)

Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT

Responsible and effective government	2
Law enforcement and security	0
Individual rights, judicial processes and natural justice	16
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate FOI legislation	0

TIMELINESS

Decided within the statutory timeframe (20 days plus any extensions)	66
Decided after 35 days (by agreement with the applicant)	0
Not decided in time (deemed refusal)	0
Total	66

NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)

	Access granted in full	Access granted in part	Access refused in full
Internal review	0	0	0
Review by Information Commissioner	1	4	5
Internal review following recommendation under section 93 of the Act	0	0	0
Review by ADT	0	3	3
Total	1	7	8

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LEGAL PROCEEDINGS

Description	Amount	Result	Description	Amount	Result
588A Barrenjoey Road Avalon (Avalon SLSC)	165,120	N	2 Macpherson Street Warriewood	12,934	D
20 Chiltern Road Ingleside	88,025	C	23 Albert Road Avalon	12,610	C
1416 Pittwater Road North Narrabeen	80,746	UA	115 Macpherson Street Warriewood	11,639	W
6 Polo Avenue Mona Vale	63,175	C	128 Elanora Road Elanora Heights	10,608	C
61 Whale Beach Road Avalon	60,606	UA	11 Wollombi Road Bilgola	7,546	C
373 Barrenjoey Road Newport	52,821	UA	59 Hillcrest Avenue Mona Vale	7,500	N
232-234 Barrenjoey Road Newport	49,636	O	11 Florence Terrace Scotland Island	7,397	C
2 Allawah Avenue Elanora Heights	42,076	O	45 McCarrs Creek Road Church Point	7,314	C
1754 & 1754a Pittwater Road Bayview	37,485	UA	24 Bynya Road Palm Beach	7,235	UA
5-7 Macpherson Street Warriewood	29,659	C	117 Pacific Road Palm Beach	6,942	D
41 Beaconsfield Street Newport	29,359	L	21 Bilgola Avenue Bilgola	6,897	N
173-175 Riverview Road Avalon	27,505	UA	11 Wirreanda Road Ingleside	6,578	UA
329 Barrenjoey Road Newport	27,225	C	4-6 Bangalley Way Avalon	6,330	D
306 Hudson Parade Clareville	26,253	UA	86 Bungan Head Road Newport	6,218	UA
29 & 31 Warriewood Road Warriewood	25,849	O	25 The Boulevarde Newport	6,010	N
76 Wallumatta Road Newport	21,989	C	38 Bungan Head Road Newport	5,900	O
1 Fern Creek Road / 8 Orchard Street / 12 Orchard Street Warriewood	20,604	UA	98 Alameda Way Warriewood	5,500	D
3 Seaview Avenue / 5 Foamcrest Avenue / 325 Barrenjoey Road Newport	20,308	UA	971 Barrenjoey Road Palm Beach	5,200	O
61 Herbert Avenue Newport	20,183	UA	307 Barrenjoey Road Newport	5,148	C
26 & 28 Elvina Avenue Newport	19,898	O	16 Hillcrest Avenue Mona Vale	3,903	N
2 Fern Creek Road Warriewood	19,704	UA	1752 Pittwater Road Bayview	3,710	L
232-234 Barrenjoey Road Newport	19,651	UA	63 Mona Vale Road Mona Vale	3,515	O
103 Elanora Road Elanora Heights	19,127	UA	7 Allen Avenue Bilgola	3,384	C
38-40 St Andrews Gate Elanora Heights	18,095	C	63 Avalon Parade Avalon	2,995	W
13 Peal Place Warriewood	15,958	O	58 Marine Parade Avalon	2,863	C
9 Baroona Road Church Point	14,168	N	902 Barrenjoey Road Palm Beach	2,823	C
			316-324 Barrenjoey Road Newport	2,583	O
			74 Bynya Road Palm Beach	2,430	N

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Description	Amount	Result
13 Malo Road Whale Beach	2,398	UA
86 Florence Terrace / 57 Thompson Street Scotland Island	1,945	N
5 Sturdee Lane Lovett Bay	1,674	C
29 & 31 Warriewood Road Warriewood	1,605	C
66 Old Barrenjoey Road Avalon	1,468	C
18 Macpherson Street Warriewood	1,459	O
93 Grandview Drive Newport	792	N
12 Wakooka Avenue Elanora Heights	675	D
38-40 St Andrews Gate Elanora Heights	558	C
3 Beaconsfield Street Newport	434	N
TOTAL	1,201,943	

Summary of results

W	Win	2
N	Negotiated	10
L	Loss	2
C	Continuing	19
UC	Upheld Consent Orders	10
UA	Upheld with Amended Plans	16
O	Orders Made	10
D	Discontinued	5
TOTAL		64

OVERSEAS VISITS

There were two overseas visits undertaken by Councillors staff or other persons representing the Council for the year ending 30 June 2015.

- July 2014 - The Manager Community Engagement & Corporate Strategy and in June 2015 the Corporate Development Officer, participated in the Senior Executives in Local and State Government Program at Harvard University, USA. The study program was fully funded by Council as part of its Career Development Program for staff.
- September 2014 - The Manager of Place Management, Manager of Planning and Assessment and the Mayor travelled to the United States of America for the Future Cities conference. The General Manager also attended at his own expense.

PARTNERSHIPS WITH OTHER ORGANISATIONS

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 & 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 tendering 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

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- 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 regional environmental management are conducted through:

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

PUBLIC INTEREST DISCLOSURES

Council has adopted an Internal Reporting Policy in accordance with the requirements of the Public Interest Disclosures Act 1994. The Policy provides a mechanism for Council officials to make protected disclosures about serious wrongdoing.

There were no public interest disclosures received by Pittwater Council during the 2014/15 reporting year.

PRIVACY AND PERSONAL INFORMATION MANAGEMENT

The Privacy and Personal Information Protection Act 1998 provides for the protection of personal information and for the protection of the privacy of individuals generally. It establishes twelve information protection principles which cover the collection, storage, use and disclosure of (and access to) personal information. Council's Privacy Management Plan is based on the model Privacy Management Plan issued by the Office of Local Government. A copy of this document is available on Council's website.

There were no Privacy review applications received by Pittwater Council during the 2014/15 reporting year.

RATES WRITTEN OFF

Rates/Charges written off 2014/15

Pensioners under Section 575 LGA (1993)	\$731,544
Pensioners under Section 582 LGA (1993)	\$ 31,451
Other Abandonments	\$ 25,320
Sub Total	\$788,316
Extra Charges	\$ 15,847
TOTAL	\$804,163

OUR REPORTS

SENIOR STAFF PAYMENTS

Senior Staff - Payments - Local Govt. (General) Regulation 2005 Clause 217 (1)(b)&(c)

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 2015 were as follows:

General Manager

Salary	\$ 337,595.70
Superannuation	\$ 36,880.38
Fringe Benefits Tax	\$ 9,135.13
TOTAL	\$ 386,611.21

Senior staff

Salary	\$ 418,786.15
Superannuation	\$ 78,542.49
Fringe Benefits Tax	\$ -
TOTAL	\$ 497,328.64

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 approx. \$2.6 million with approximately \$520,000 (inc. 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).

OUR REPORTS

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).

Stormwater Management Service Charge (SMSC)

Opening Balance	\$ 104,039
Actual Income Received	\$ 525,835
Actual Interest	\$ 5,249
Total Income 2014/2015	\$ 531,084
Balance In Reserve to be brought forward	\$ 104,039

Expenditure

Stormwater Management Service Charge	YTD Actuals	Complete
Infrastructure Improvements Minor Catchments	\$ 21,007	100%
Nullaburra Road Newport Drainage	\$ 7,817	100%
Iluka Road Palm Beach Drainage	\$ 18,095	100%
Bilkurra Avenue Bilgola Plateau Drainage	\$ 12,571	100%
Careel Creek Improvements	\$ 50,550	100%
Cynthea Rd Palm Beach Drainage	\$ 13,088	100%
Ismona Street Newport Drainage	\$ 6,575	100%
Whale Beach Road Drainage	\$ 6,575	100%
Asset Management - CCTV condition assessment inspection	\$ 9,560	
100%		
Capital Works & Emergency Program	\$ 24,657	100%
By the Sea Polo Road Open Channel Stage 1	\$ 19,641	100%

Oak Street Warriewood Drainage Jxyza	\$100,000	100%
Wallumatta Road Newport	\$ 12,327	100%
Prosperity Pde WW Drainage System Stage 2	\$ 72,589	100%
System Impact Assessment	\$ 13,186	100%
Mapping	\$ 4,650	100%
Community & Industry Pollution Education	\$ 19,405	100%
Quality Treatment Device Improvements	\$146,329	100%
Avalon to Palm Beach Floodplain Risk Management Study & Plan	\$ 26,814	100%

Total Stormwater Management Service Charge \$585,436

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 2014/2015 on stormwater management through Council's general funds was \$793,818. As at 30 June 2015, the average general fund expenditure since the implementation of the SMSC levy was \$776,331. This represents \$120,449 over the required long term expenditure average.

WORK ON PRIVATE PROPERTY

Local Govt (General) Regulation 2005 Clause 217 (a4)

Resolutions made during the year ending 30 June 2015 under s67(2)(b) ("Private Works") - Nil.

OUR FINANCES

FINANCIAL STATEMENTS

- STATEMENT OF FINANCIAL PERFORMANCE
- STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)
- STATEMENT OF CHANGES IN EQUITY
- STATEMENT OF CASH FLOWS

STATEMENT OF FINANCIAL PERFORMANCE (INCOME STATEMENT)

	BUDGET 2015 \$'000	ACTUAL 2015 \$'000	ACTUAL 2014 \$'000
INCOME from continuing operations			
Revenue			
Rates & annual charges	51,155	51,152	49,070
User charges & fees	15,662	17,133	15,613
Interest & investment revenue	1,438	1,323	1,508
Other revenues	3,271	3,871	3,743
Grants & contributions provided for operating purposes	4,316	4,411	2,839
Grants & contributions provided for capital purposes	7,288	12,830	3,873
Other income			
Net gains from the disposal of assets	344	248	271
Net share of interests in joint ventures and associated entities using the equity method	816	1,372	304
Total income from continuing operations	84,290	92,340	77,221
EXPENSES from continuing operations			
Employee benefits and on-costs	29,508	28,578	28,020
Borrowing costs	950	936	868
Materials & contracts	16,791	19,642	17,127
Depreciation & amortisation	9,108	8,974	8,902
Other expenses	18,584	19,669	17,559
Total expenses from continuing operations	74,941	77,799	72,476
Operating result from continuing operations	9,349	14,541	4,745
Net operating result for the year	9,349	14,541	4,745
Net operating result for the year before grants and contributions provided for capital purposes	2,061	1,711	872

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

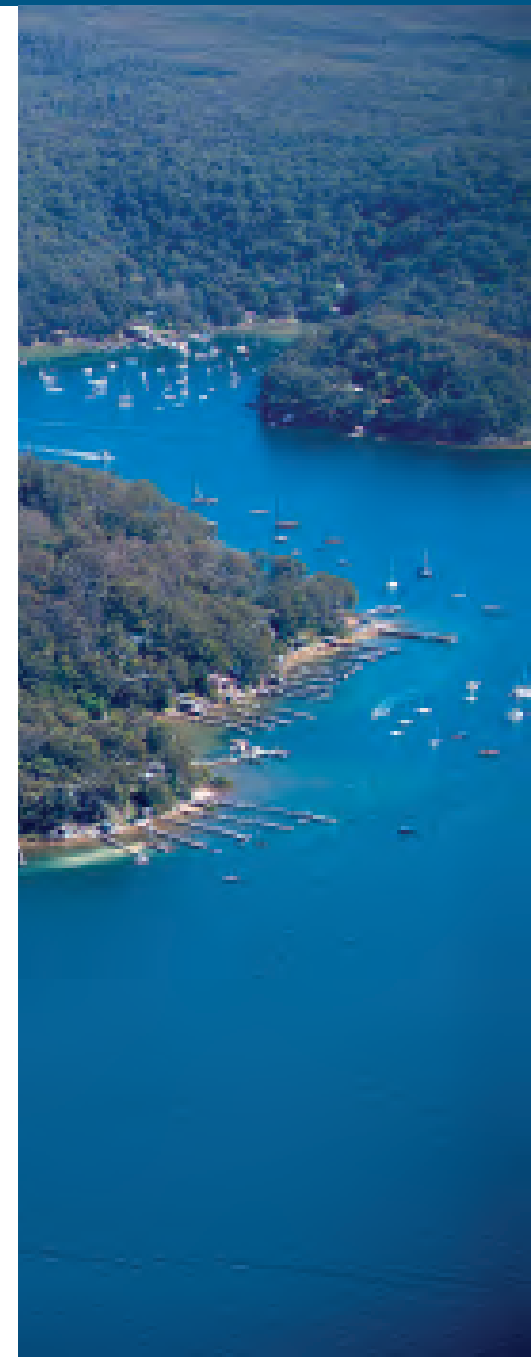
	AS AT 30 JUNE 2015 ACTUAL 2015 \$'000	ACTUAL 2014 \$'000
ASSETS		
Current assets		
Cash assets	5,503	4,821
Investments	30,500	26,500
Receivables	5,057	3,807
Inventories	125	51
Other	719	48
Total Current Assets	41,904	35,227
Non-Current Assets		
Receivables	1,065	977
Infrastructure property, plant and equipment	1,058,313	1,048,625
Investments accounted for using the equity method	6,756	5,661
Investment property	1,840	1,840
Intangible assets	2,672	2,812
Total Non-Current Assets	1,070,646	1,059,915
Total Assets	1,112,550	1,095,142
LIABILITIES		
Current Liabilities		
Payables	9,127	6,312
Borrowings	1,488	1,284
Provisions	7,787	7,684
Total Current Liabilities	18,402	15,244
Non-Current Liabilities		
Borrowings	14,174	14,011
Provisions	195	195
Total Non-Current Liabilities	14,369	14,206
Total Liabilities	32,771	29,450
Net Assets	1,079,779	1,065,692
EQUITY		
Retained earnings	1,029,751	1,015,210
Revaluation reserves	50,028	50,482
Council equity interest	1,079,779	1,065,692
Total Equity	1,079,779	1,065,692

OUR FINANCES

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2014	RETAINED EARNINGS	RESERVES	COUNCIL INTEREST	NON- CONTROLLING INTEREST	TOTAL EQUITY
2014					
Opening balance	1,011,442	50,482	1,061,924	-	1,061,924
a) Correction of prior period errors	-	-	-	-	-
b) Changes in accounting policies	(977)	-	(977)	-	(977)
Revised opening balance	1,010,465	50,482	1,060,947	-	1,060,947
c) Net operating result for the year	4,745	-	4,745	-	4,745
d) Other comprehensive income - Nil					
Total comprehensive income (c&d)	4,745	-	4,745	-	4,745
Net operating result for the year	1,015,210	50,482	1,065,692	-	1,065,692

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015	RETAINED EARNINGS	RESERVES	COUNCIL INTEREST	NON- CONTROLLING INTEREST	TOTAL EQUITY
2015					
Opening balance	1,015,210	50,482	1,065,692	-	1,065,692
a) Correction of prior period errors	-	-	-	-	-
b) Changes in accounting policies	-	-	-	-	-
Revised opening balance	1,015,210	50,482	1,065,692	-	1,065,692
c) Net operating result for the year	14,541	-	14,541	-	14,541
d) Other comprehensive income	-	(454)	(454)	-	(454)
Total comprehensive income (c&d)	14,541	(454)	14,087	-	14,087
Net operating result for the year	1,029,751	50,028	1,079,779	-	1,079,779



OUR FINANCES

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2015	BUDGET 2015 \$'000	ACTUAL 2015 \$'000	ACTUAL 2014 \$'000
Cash flows from operating activities			
Receipts			
Rates & annual charges	51,287	51,107	49,195
User charges & fees	15,359	18,077	16,958
Interest & investment revenue received	1,438	1,331	1,773
Grants & contributions	11,301	16,509	6,539
Bonds, deposits & retention amounts received	-	891	917
Other	3,600	6,839	7,656
Payments			
Employee benefits and on-costs	(30,129)	(28,469)	(28,230)
Materials & contracts	(16,251)	(19,458)	(20,759)
Borrowing costs	(950)	(936)	(868)
Bonds, deposits & retention amounts refunded	-	(894)	(832)
Other	(17,779)	(22,018)	(18,476)
Net cash provided (or used in) operating activities	17,876	22,979	13,873
Cash flows from investing activities			
Receipts			
Sale of investment securities	-	76,750	90,000
Sale of infrastructure, property, plant & equipment	1,797	1,233	1,297
Distributions received from joint ventures and associates	-	277	318
Payments			
Purchase of investment securities	-	(80,750)	(85,250)
Purchase of infrastructure, property, plant & equipment	(21,494)	(20,174)	(21,417)
Net cash provided (or used in) investing activities	(19,697)	(22,664)	(15,052)

CONT.	BUDGET 2015 \$'000	ACTUAL 2015 \$'000	ACTUAL 2014 \$'000
Cash flows from financing activities			
Receipts			
Proceeds from borrowings & advances	1,500	1,650	3,000
Payments			
Repayments from borrowings & advances	(1,277)	(1,283)	(1,179)
Repayments of finance lease liabilities	-	-	(156)
Net cash flow provided (or used in) financing activities	223	367	1,665
Net increase / (decrease) in cash & cash equivalents	(1,598)	682	486
plus: cash & cash equivalents - beginning of year	24,111	4,821	4,335
Cash & cash equivalents - end of year	22,513	5,503	4,821
Additional information			
plus: investments on hand - end of year		30,500	26,500
Total cash, cash equivalents & investments - end of year		36,003	31,321

APPENDIX

DELIVERY PROGRAM ACTIONS

Supporting & Connecting our Community

BUILDING COMMUNITIES STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To be a community that appreciates and values our bush, beach and water	Develop and implement actions to respond to the 2012-2016 Social Plan	100%	Highlights include; development of the Youth and Families Issues Paper and the KALOF Youth App; which was a collaborative project undertaken with SHOROC Councils. Furthermore, a youth mental health initiative <i>Headspace</i> on the Northern Beaches, launched by a consortium of members and the delivery of a dementia awareness and falls prevention initiative was conducted in collaboration with stakeholders. Addressing youth homelessness via the Northern Beaches Project was undertaken, as was advocacy for funding towards Bringa Women's Refuge and the Burdekin Association.
To be a community that appreciates and values our bush, beach and water	Provide interpretative information on the natural environment	100%	Active replacement of signage in locations most noticeable with the Warriewood Wetlands and the bicentennial coastal walkway. Signage has been designed for reserves with current-grant works in progress.
To be a community that appreciates and values our bush, beach and water	Regularly produce a bi-monthly E-bulletin (Cooee) to inform the community of ways they can participate in sustainable environmental actions	100%	Cooee released articles with information of local events, projects, Bushcare and schedules, community groups events, news, weed alerts and feral animal control information. Cooee is sent out via email to 2112 subscribers, hard copies available at Mona Vale and Avalon Customer Service Centres and can be accessed from the website.
To facilitate high levels of community volunteering across a wide range of activities	Continue the program to recognise outstanding members of the community	100%	Volunteer reception was held in December to acknowledge dedication of Pittwater residents who give up their time to non-government organisations and community groups. Over 110 volunteers attended this event with wide representation from community, emergency services and environmental groups. An Australia Day Awards ceremony was undertaken in January to acknowledge nominees and award and Citizen of the Year, Young Person of the Year and Sportsperson of the Year. After the Storms that lashed Pittwater in April 2015 a Thank You evening was conducted to acknowledge the enormous efforts of emergency services volunteers who assisted in the emergency and disaster recovery.
To facilitate high levels of community volunteering across a wide range of activities	Continue to assist resident community groups in writing grant applications	100%	A community grant writing workshop was held in October 2014. Extensively promoted to new and existing community groups with 35 people participating. The workshop evaluated well with the practical component being rated as most valuable to participants. Also updated; the environmental grants section of Pittwater Council's website and re-promoted via Councils Cooee newsletter publication.

Supporting & Connecting our Community

BUILDING COMMUNITIES STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To facilitate high levels of community volunteering across a wide range of activities	Hold an annual volunteer reception	100%	A well-received Annual Volunteer Civic Reception held 3 December 2014 at Mona Vale Golf Club was attended by over 110 people, including volunteers in Bushcare, community services, surf life-saving services, RFS, SES, aged care, youth and a number of key council staff.
To facilitate high levels of community volunteering across a wide range of activities	Support for volunteer program through Bushcare and Coastal Environment Centre (CEC)	100%	Bushcare workshops continued to run from the Coastal Environment Centre (CEC) which were facilitated by a representative from the Pittwater Bushcare team. Native Trees were also provided to schools in Pittwater to celebrate National Tree Day.
To support community initiatives that respond to community needs	Deliver a range of social and community development initiatives	100%	A range of social and community development initiatives were delivered to the community including the 24/7 Youth Film Festival, the KALOF Youth App, Youth Week, Seniors Week, Body Brain Balance dementia awareness and fall prevention training, the Mayors Morning Tea linking retirement village residents to community transport, the Northern Beaches Project addressing youth homelessness, and the Youth Mental Health Forum.
To support community initiatives that respond to community needs	Enhance arts access	100%	Provision of specialist support was provided to Pittwater Community Arts (PCA) to assist with the development of their strategic planning. Pittwater Artists Trail received promotional and financial support to help produce, distribute and promote the Annual Arts Trail Brochure. Ongoing bi-monthly publication of 'Pittwater Feed' to the arts community continues.
To support community initiatives that respond to community needs	Furthering artist development in Pittwater	100%	Partnership between Pittwater Council and Eramboo delivered an the artist in residence program which provided recipient Harriet Birks installation in Avalon. Presented ta NAVA talks for local artists. Support provided to Pittwater Community Arts. Presented Suzanne Davey artwork Groundswell as part of Mona Vale Long Lunch.
To support community initiatives that respond to community needs	Provide a range of demographic information to the community	100%	Council continues to provide statistical information and local demographical information via the Council website. A reporting function was added to provide life stages data to the community.

Supporting & Connecting our Community

BUILDING COMMUNITIES STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To support community initiatives that respond to community needs	Support access to a range of parent support initiatives and programs	100%	Staff continue to promote parenting programs and family support services delivered in the region via the Child and Family Interagency and Peninsula Youth Services Inc.
To increase social cohesion by encouraging and facilitating involvement in community organisations, networks, events and activities	Develop and implement actions to respond to the Arts Paper (as part of Social Plan 2012-2016)	100%	Council applied innovative ways to provide more widely accessible cultural spaces. With the commission of Suzanne Davey's suspended artwork "Groundswell", Council responded to the community's request to increase arts and cultural activities, moving to a more coordinated approach also enabled a variety of community-driven participation based events that transformed the atmosphere of Mona Vale into a vibrant centre.
To increase social cohesion by encouraging and facilitating involvement in community organisations, networks, events and activities	Facilitate a number of outdoor events e.g.: food and wine festival, market days	100%	<p>Activity in Mona Vale proved a huge success in the 14/15 period with the Mona Vale Long Lunch held in Bungan Lane as part of the Village Economies Summit.</p> <p>Mona Vale annual market day was held in conjunction with the Mona Vale Chamber on the 2 November 2014 and attracted around 8000 visitors.</p> <p>A series of market activities have included:</p> <ul style="list-style-type: none"> - Pittwater Food and Wine fair (held on Sunday 3 May 2015). - Five Palm Beach markets. - Three pop up twilight markets held October & November at Library Laneway. - A Family Friendly Christmas pop-up bar event was held at Robertson Road for and was extremely popular with families. - A number of pop-up events were held as part of the Mona Vale Place Planning which included an American diner at Library-laneway, a Saturday pop-up bar in conjunction with Edison's, an Open Air Movie at Village Park - and a coffee and chocolate experience at Library Laneway.

Supporting & Connecting our Community

BUILDING COMMUNITIES STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To increase social cohesion by encouraging and facilitating involvement in community organisations, networks, events and activities	Promote civic events (Australia Day, Dog Day by the Bay and Food & Wine Fair) and conduct evaluation to measure effectiveness	100%	Dog Day by the Bay is a free community event, which attracted up to 3000 visitors. It promoted responsible pet ownership, dog training, obedience and dog park etiquette. The 100 year ANZAC commemorative celebration at Pittwater Rugby Park was put together in conjunction with the RSL and Federal Government. It was one of the largest ANZAC Day celebrations in NSW and required high level event management and communication to coordinate dignitaries such as the Prime Minister and NSW Premier. An estimated 5000 people attended which involved a march along a major road for the community to witness.
To increase social cohesion by encouraging and facilitating involvement in community organisations, networks, events and activities	Work with youth organisations and young people to develop strategies for delivering a range of youth programs and activities	100%	Staff were involved in a number of regional activities which have involved Northern Sydney Councils and Local Community Organisations to undertake Northern Beaches Project and the Empowering Youth Minds Mental Health Youth Forum. Staff represented on the Peninsula Youth Services Executive, the headspace Consortium, and the Community Drug Action Team. Staff have been involved with young people in a collaboration with Warringah, Mosman and Manly Council on the KALOF Youth App and the 24/7 youth film festival. Council has consulted with young people and successfully delivered a number of Youth Week activities.
To maintain Pittwater as a safe community	To respond to a range of community safety issues	100%	Staff continue to liaise with the Local Area Command on local safety issues through representation at the Connecting Communities Reference Group and initiatives such as Mental Health Awareness Training for Council staff. In addition, staff involvement on the Community Drug Action Team and the 'Stop the Supply' campaign, attend the Northern Beaches Domestic Violence Network meetings, and the Annual White Ribbon Day Breakfast is ongoing.

Supporting & Connecting our Community

BUILDING COMMUNITIES STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To be a community that respects and values cultural diversity	Promote Indigenous culture to the wider community	100%	Over three days in September 2014 Pittwater Council presented its first Village Economies Summit. The Summit included: launch by Professor Ed Blakely; seminar; and Mona Vale Long Lunch community day. The seminar brought together a dynamic program of speakers, who presented on place-making, tourism, place-branding and creative and wellness industries. Presenters and participants applied their collective experience to Mona Vale, discussing the opportunities for developing Mona Vale's liveability, brand and prosperity. Mona Vale Long Lunch was a free community event, which put into practise many of the place-making theories presented as part of the seminar. Bungan Lane, Library Lane and Village Park became dedicated pedestrian spaces for the day, and were populated with food trucks, art installations, free workshops, market stalls, hula hooping and music.
To be a community that respects and values cultural diversity	Provide a range of community events that celebrate diversity and where we live	100%	Provided a range of community events, which included a range of markets, annual events and pop up events are held on an annual basis that appeal to the wider community.
To be a community that respects and values cultural diversity	Provide administrative support for citizenship ceremonies and liaise with the Department of Immigration for Citizenship ceremonies and enquiries	100%	Four Citizenship Ceremonies successfully conducted in August 2014 - 54 new citizens attended; November 2014 - 53 new citizens attended; January 2015 - 37 new citizens attended; and April 2015 - 46 new citizens attended.
To be a community that respects and values cultural diversity	Provide event support and execution of citizenship ceremonies	100%	Council continues to conduct citizenship ceremonies on a quarterly basis with a total of 190 residents being welcomed as Australian citizens of Pittwater this past year.
To encourage a fit and healthy community with access to appropriate health services	Participate in the planning for a future of Mona Vale hospital and the new regional hospital at Frenchs Forest	100%	Supported the Northern Beaches Palliative Care Working Party in lobbying for improved services on the Mona Vale Hospital Campus.

Supporting & Connecting our Community

BUILDING COMMUNITIES STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To encourage a fit and healthy community with access to appropriate health services	Support the implementation of a Northern Beaches <i>Headspace</i>	100%	Pittwater Council representatives sit on the Consortium of the youth mental health initiative, headspace. The Consortium has been meeting regularly over the last 18 months and, in December 2014, headspace was opened to clients. The service was officially launched by the Prime Minister in early 2015.
To have accessible social infrastructure	Review and support the capacity of existing community organisations to deliver services	100%	Strong relationships have continued with the community sector and support provided when required. Council staff have this year successfully lobbied for the continuation of funding to the Burdekin Association and the Bringa Women's Refuge. Staff continue to maintain and support a range of organisations delivering services to the Pittwater Community through representation on a number of community sector interagency, including Peninsula Youth Services Incorporated, the headspace Consortium, the Child and Family Interagency, and the HACC Forum.
To have accessible social infrastructure	Support a range of local community organisations	100%	Strong relationships were maintained with all the community groups and a range of support provided, 40% of community centre bookings are from community groups, who are offered discounted fees for hiring of council's community centres.
To ensure the community has access to a range of facilities for social and cultural participation for people with all abilities	Provide a quarterly school holiday recreation information brochure on activities available for children age 5-18 years	100%	Quarterly School Holiday Recreation Program has been produced for the July, September, December & April School Holidays. These brochures were distributed to community centres, libraries, customer service, community noticeboards and on the council website. Programs were also placed on the school's websites. All programs were well attended.
To ensure the community has access to a range of facilities for social and cultural participation for people with all abilities	Support and encourage a variety of artistic exhibitions within Pittwater	100%	Advice and support provided to Avalon Chamber of Commerce Arts Committee toward the development of "the Art Carnival" which included site visits, and inclusion of financial support through Enliven Pittwater. Installation of 'art rails' in Mona Vale Library to provide easy facilitation of art exhibitions in this space. Bicycle Parking Design Competition was managed to encourage youth art outcomes for Elanora Heights village centre. Street art project in partnership with Modus operandi Brewing and Sydney street art supporting an arts outcome in Harkeith Lane in May 2015.

Supporting & Connecting our Community

BUILDING COMMUNITIES STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To ensure the community has access to a range of support services	Management, Development and Maintenance of Mona Vale General Cemetery in accordance with the Plan of Management	90%	The exit road works have been completed with landscaping to come once a suitable Landscape Plan has been finalised. Garden C refurbish has also been completed along with the installation of a 100m bed of gardenias alongside the entry road to protect new graves from cars. Telephone line (with trench of over 140m) has been installed to the office and Wi-Fi has been connected to improve internet connection and communication with Depot. Tree works are underway - dead wooding completed.
To ensure the community has access to a range of support services	Provide and promote widely accessible information on support services	100%	Staff distributed promotional information for various community service providers, programs and projects. This is achieved through networks, the media unit, customer service and community facilities and libraries. Council has partnered on a Youth App with Warringah, Manly and Mosman Councils to provide awareness of support services to young people in the region.
To ensure the community has access to a range of support services	Support local organisations to meet the needs of older residents and carers	100%	Council is represented at local community network meetings and forums including Home & Community Care and the aged and disability networks. Council has developed and delivered an awareness training program to seniors in collaboration with local service providers on dementia awareness and falls prevention. A Mayor's Morning Tea was held with local retirement village staff and residents to raise awareness of local activities and transport options. Council staff lobbied government for appropriate accommodation for services in Pittwater including Easy Transport and Food Services.
To ensure the community has access to a range of support services	Work with regional community service providers to deliver increased outcomes to the Pittwater community	100%	Opportunities have been continually monitored to ensure increased access of services for the Pittwater community. This includes lobbying relevant Government agencies for adequate funding for local and regional services, and involvement with community sector agencies and Northern Sydney Councils on working parties, inter-agencies, and forums including the Northern Sydney District Youth Forum, and the Northern Sydney Ageing Strategy.

Supporting & Connecting our Community

BUILDING COMMUNITIES STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To ensure the community has access to a range of support services	To finalise a model and Business Case for a Youth & Families Team	100%	The Youth and Families Issues Paper was finalised and, staff put together a Key Partnership Group comprising of representatives from the local services and community sector. Council staff, young people, and parent representatives worked with the Australian Centre for Social Innovation on an appropriate model of service delivery for the Youth and Families Team to the Pittwater Community. Key Partnership Group recommendations have been reviewed to develop a plan for service delivery. The Australian Centre for Social Innovation has continued to support the project through connecting staff with organisations that deliver programs that meet the recommendations of the group. Recruitment for the Youth and Families team commenced in May 2015.

Supporting & Connecting our Community

RECREATIONAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To improve multi-use recreational facilities and services through ongoing public / private partnerships	Deliver the Plan of Management of Sydney Lakeside Holiday Park	100%	The Sydney Lakeside Holiday Park continues to be upgraded as per the plan of management. Upgrades include improvement to amenities and games rooms. Majority of works have been completed over the last three years resulting in the park maintaining an excellent rating of 4.5 stars.
To improve multi-use recreational facilities and services through ongoing public / private partnerships	Effectively manage all operations associated with Currawong State Park	100%	Ongoing works are continuing to develop the Currawong State Park. The Conservation Management Plan has now been completed and Midholme restoration finalised. We will continue to upgrade the site and increase visitation.
To improve multi-use recreational facilities and services through ongoing public / private partnerships	Establish and appoint the Currawong Trust Board and develop a masterplan for the site as a whole	90%	Currawong Trust Board has now been appointed and a Management Plan has been completed. We are now in the process of developing a Masterplan for the whole site.
To improve multi-use recreational facilities and services through ongoing public / private partnerships	Manage the general operations of Sydney Lakeside Holiday Park	100%	An agreement has been entered into with NRMA with the view to making the Holiday Park 5 star rated. We have continued to upgrade the facility and increase its effectiveness as a business.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Manage the pump-out facility for boats at Careel Bay wharf	100%	Council liaises with Careel Bay Marina to ensure that the pump-out facility works efficiently. Any repairs are carried out in a timely manner.

Supporting & Connecting our Community

RECREATIONAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Management/maintenance of recreation facilities	100%	Design completed and contractor engaged to provide irrigation for picnic area at Winnererremy Bay. New flying fox play equipment was installed at Winnererremy Bay.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Ongoing maintenance and servicing of recreational facilities	100%	Playgrounds are inspected and maintained in accordance with Australian standards. Car park upgrade has been carried out to the car park at Avalon Beach. Selective herbicide spraying has been carried out to high usage recreational reserves i.e. Governor Phillip Park, Apex Park, Bilarong Reserve, Winnererremy Bay and sports fields. Fertilisation and top dressing of sports fields has been completed.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Progressively implement Plan of Management (POM) recommendations	100%	The major action from Plans of Management was the Mona Vale Skate Park. Collaboration with a community working group comprising of young people and key user groups progressed a concept design. This has now been approved by council and the funding secured.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Provide planning, design, investigation and enhancement of recreation facilities	100%	Ongoing. Landscape improvements completed at Mona Vale Beach. Upgrades to Bilarong Reserve walking/cycling trail completed with Winnererremy Bay playground also upgraded.
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Provide planning, design, investigation and management of recreation facilities	100%	Design and installation completed at Winnererremy Bay with a New flying fox play equipment installed.

Supporting & Connecting our Community

RECREATIONAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To develop, manage and maintain recreational facilities to best practice standards in a cost effective and sustainable manner	Undertake regular patrols and respond to community requests for enforcement of use restrictions on public reserves	100%	Regular patrols of all public reserves undertaken by Council's Rangers and all merit requests completed within target service standards.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Develop walking networks as per the Plans of Management e.g. Coastal Walkway, Crown to the Sea project, Warriewood Wetlands etc.	90%	Plans developed for extension to the walking trail between Nth. Bilgola Beach and The Serpentine.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Finalise design and secure funding for Kitchener Park Mona Vale	100%	Council funding has been secured. Community working party has been formed and is working with the consultant for the design of the Mona Vale skate park.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Finalise Lot 3 and Church Point rezoning	50%	Lot 3 is not to be rezoned. It has been put on-hold indefinitely.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Promote the utilisation of community buildings	100%	Current utilisation of the community centre network is continuing.

Supporting & Connecting our Community

RECREATIONAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	Provide and maintain a network of community centres available to the community	100%	Approx 16,000 bookings in the community centre network and continue to be in high demand. 99.5% of all bookings are now carried out online. There is a very diverse range of activities for people of all ages, abilities and interests. The community centres have been booked every day of the year, with the exception of Christmas Day. The total number of different hirers which include community members and groups was 250. Council gave ongoing support to all hirers and implemented a risk management framework.
To provide a diverse range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests	To plan for accessibility across Council's recreational facilities	100%	Accessibility audit for council's larger reserves (including beaches) has been completed.
To reduce energy and water consumption within Council's activities and buildings in order to lead by example	Implement Council's Energy Saving Action Plan	100%	The NSW OEH no longer required Council to complete a formal Energy Management Plan (previously called 'Energy Savings Action Plan'). Council is continuing to complete energy saving initiatives under our Special Rate Variation & Revolving Energy Fund programs. From previous years we have reduced our power costs by \$325,000.
To reduce energy and water consumption within Council's activities and buildings in order to lead by example	Install and promote energy efficient public lighting at high profile locations in Pittwater	100%	Energy efficient lighting has been retrofitted at Pittwater Golf Centre driving range, Additional LED lighting has been installed on Narrabeen Creek walk way and Avalon Recreation Centre. Solar Lighting has been installed at Paterson's Lane and Palm Beach Wharf. Rainwater reuse schemes have been installed at Currawong.
To reduce energy and water consumption within Council's activities and buildings in order to lead by example	Progressively incorporate integrated and sustainable water, energy and waste initiatives into infrastructure, buildings and facilities	100%	<ul style="list-style-type: none"> - New bin stands and concrete pads have been installed in all public reserves. New solar or energy efficient lighting has been installed at Currawong, Pittwater Golf Centre, Sydney Lakeside Holiday Park, South Avalon Reserve, etc. - Rainwater reuse and water tanks have been installed at Currawong. - Council's Sustainability Principal Officer has implemented reduced/reuse food initiatives to reduce waste across Council's buildings.

Supporting & Connecting our Community

RECREATIONAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To encourage and support volunteer participation in a range of recreational activities	Provide lifeguard services and support for lifesaving activities	100%	Lifeguard services commenced at the start of the swimming season in accordance with the contract. Council has met surf club presidents in September to discuss the upcoming season and any issues in regard to providing the volunteer lifesaving service.
To realise and enhance the recreational potential of civic and open spaces	Adopt the Open Space, Bushland and Recreational Needs Strategy	100%	Strategy has been adopted by Council.
To use recreational opportunities to encourage a fit and healthy community for all abilities	Investigate opportunities to implement cycle ways into open space and bushland	100%	Upgrades to cycleway through Billarong Reserve (stage 1) have been completed. Application for grant was successful and work will be undertaken in the 15/16 year.

Supporting & Connecting our Community

TRAFFIC & TRANSPORT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To promote innovative and flexible transport systems that provides alternative transport options, such as energy efficient vehicles	Continued promotional campaign for increased use of Public Transport and Park and Ride facilities	90%	Park and Ride facilities are operating at peak capacity. The Bus Rapid Transit will require additional parking demands and this will be investigated further.
To promote innovative and flexible transport systems that provides alternative transport options, such as energy efficient vehicles	Implement education program to promote opportunities and advantages of reduced private motor vehicle usage	100%	This has been rolled over to 15/16 with the Bike Plan, Active Travel Strategy and Mona Vale Pedestrian Access and Mobility Plan projects.
To create an active transport connectivity network (including roads, pathways, cycleways)	Annual Review of Walks and Rides Masterplan	100%	Walks & Rides Masterplan has been reviewed and the Priority Footpath Schedules updated to reflect footpath construction in 2014/2015
To create an active transport connectivity network (including roads, pathways, cycleways)	Continue implementation of pedestrian access improvements including boardwalks and tracks through bushland areas	90%	Bushland track upgrades have been carried out in Bilarong Reserve and Hitchcock Park
To create an active transport connectivity network (including roads, pathways, cycleways)	Implement Capital Improvement Delivery Program for Traffic and Transport Infrastructure	100%	Capital Improvement Program is progressing ahead of schedule in these areas.
To create an active transport connectivity network (including roads, pathways, cycleways)	Implement Pittwater Roads & Traffic Master Plan (Stage 2)	100%	Works in accordance with the Capital Improvement Program (including footpath, bus stop upgrade and pedestrian access ramps) have been constructed.

Supporting & Connecting our Community

TRAFFIC & TRANSPORT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To create an active transport connectivity network (including roads, pathways, cycle ways)	Maintain and service Traffic and Transport Infrastructure	100%	Maintenance of traffic and transport infrastructure is continuing as per estimates.
To create an active transport connectivity network (including roads, pathways, cycle ways)	Participate in SHOROC Transport Working Group	100%	SHOROC (Shore Region of Councils) transport working group involvement has included work with respect to Bus Rapid Transit and Mona Vale Road upgrade.
To create an active transport connectivity network (including roads, pathways, cycle ways)	Provide planning, design, investigation and management of Traffic & Transport Infrastructure	100%	Walks and Rides Masterplan is used to ensure best use of funds are achieved. Works in line with the program have been completed.
To advance an effective and efficient public transport system that services the Pittwater community providing fast connections to village centres, local transport nodes and adjoining regional centres	Continue to lobby state and federal agencies to improve public transport both to the city and cross city	100%	Lobbying has generally been undertaken through SHOROC (Shore Region of Councils). Transport for NSW are planning a Bus Rapid Transit and associated infrastructure.
To improve road and footpath safety to encourage use by community	Maintain road reserve infrastructure	100%	Maintenance and capital construction on road reserves is progressing ahead of schedule.

Supporting & Connecting our Community

TRAFFIC & TRANSPORT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To improve road and footpath safety to encourage use by community	Ongoing program of works to improve Pedestrian Mobility and access in commercial precincts and bus stops	100%	Program has progressed with significant planning and minor construction for bus stops and pedestrian access ramps
To improve road and footpath safety to encourage use by community	Provide management of works by property owners and developers in the public road reserves	100%	Ongoing process. Private development works are continuing to be monitored to ensure quality is acceptable.
To improve road and footpath safety to encourage use by community	Undertake road restoration	100%	Road restorations continue to be undertaken as orders are received. Some issues with contractor timeliness have occurred but have been brought back into control.

Valuing & Caring for our Natural Environment

BEACH & COASTAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To protect marine biodiversity	Partner with Sydney Coastal Councils Group and relevant State agencies to develop appropriate projects, programs and educational tools to conserve marine biodiversity in the Sydney Metro area, in particular in the Northern Beaches	100%	Participated in workshops and provided responses to the NSW Marine Estate Management Strategy and Department of Primary Industries Hawkesbury Shelf Marine Bioregion Project. Prepared submission to the NSW Government Trade & Investment, Regional Infrastructure and Services Division of Resources and Energy on applications for Mineral Exploration Licences.
To responsibly manage the risks associated with the coastal environment, including risks exacerbated by global warming	Develop, implement and review Coastal Zone Management Plans in accordance with State Government guidance	85%	The draft Coastal Zone Management Plan (CZMP) for Bilgola Beach and Basin Beach (Mona Vale) was brought forward in accordance with state government priorities to fast track Coastal Zone Management Plans for authorised locations. A community workshop was held during the development of the plan.
To responsibly manage the risks associated with the coastal environment, including risks exacerbated by global warming	To maintain and apply a coastal risk management policy	100%	Advice on development with the coastal zone provided to residents as required. Continued discussions on coastal matters as a participant of the Sydney Coastal Councils Group and with state agencies.
To provide for the sustainability of beaches, headlands and estuaries	Liaise with the Department of Primary Industries in management and monitoring of Intertidal Protection Areas and other rock platforms in the Pittwater area. Enforce the restrictions on collection of intertidal invertebrates	100%	Council responds to all reported breaches and officers have been trained by the Department of Primary Industries to maintain officer status. Council is also seeking renewal of the appropriate authorisation for all officers to continue the monitoring process.

Valuing & Caring for our Natural Environment

BEACH & COASTAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide for the sustainability of beaches, headlands and estuaries	Provide effective sand dune management	100%	Bush regeneration contractors completed works at North Palm Beach, Avalon Beach, Newport Beach, Mona Vale Beach and Warriewood Beach. Dune fencing work has been carried out at North Palm Beach and Avalon Beach.
To provide for the sustainability of beaches, headlands and estuaries	To consider regional sustainability initiatives relating to adaptive planning of the coastal zone	100%	Through the Sydney Coastal Council Group, "A Guide to Monitoring and Evaluating Coastal Adaptation" was launched as a new council resource. Staff participation in Office of Environment & Heritage workshops relating to the NSW Coastal Reforms as a precursor to inform the development of coastal legislation amendments.
To protect and maintain a healthy coast (beaches, dunes, headlands and estuaries)	Provide planning, design, investigation for the management of issues arising from beaches, coastline and estuaries	100%	The draft Pittwater Estuary Mapping of Sea Level Rise Impacts was reviewed and community consultation undertaken. s149 planning notation also reviewed following the release of NSW Planning Circular. Further announcements on the NSW Coastal Reforms occurred in November with impacts on the preparation of the Coastal Zone Management Plan. The draft Coastal Zone Management Plan for Bilgola Beach and Basin Beach (Mona Vale) was brought forward and prepared. Beach erosion inspections following significant storm/tidal events were undertaken as required.
To provide and maintain coastal infrastructure and public facilities	Ongoing maintenance and servicing of beach, coastal and estuary facilities	100%	Servicing of coastal and estuary facilities continues as per program with minimal complaints.
To provide and maintain coastal infrastructure and public facilities	Ongoing upgrade of beach, coastal and estuary facilities	100%	Rock pools are cleaned weekly in the swimming season and fortnightly outside this period. Beaches are cleaned fortnightly throughout the swimming season.
To provide public access to beaches, headlands and estuaries	Implement recommendations from the disability audit at each of the beach reserves	100%	Bicycle racks installed at Avalon Beach Reserve as per the recommendation from the disability audit.

Valuing & Caring for our Natural Environment

BEACH & COASTAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To promote and enhance vegetation's role in the water cycle	Promote the principles of integrated water cycle management in planning and design for land use management	100%	Riparian corridor and catchment management considerations were incorporated into the investigations supporting the Ingleside Precinct Planning Process.
To effectively manage stormwater and flooding including the impacts of climate change	Develop and implement an interim Stormwater Management Plan for a 10 year program for all catchments (Water quality and quantity)	100%	A draft Stormwater Management Strategy focusing on water quality and action plan was developed for internal consultation. Project staging of mainstream and overland flow impacted areas continued under Council's Floodplain Management program.
To effectively manage stormwater and flooding including the impacts of climate change	Implement Capital Improvement Delivery Program for Stormwater and Flood Mitigation Infrastructure	70%	Stormwater improvement works completed at end of financial year. Major portion of this work responded to failed infrastructure.
To effectively manage stormwater and flooding including the impacts of climate change	Maintain and service Stormwater Management Infrastructure	80%	Stormwater upgrades have been undertaken particularly where isolated nuisance flooding has occurred.
To effectively manage stormwater and flooding including the impacts of climate change	Mitigate flood risks through the management of the Narrabeen Lagoon Entrance in line with the Narrabeen Lagoon Floodplain Risk Management Study and Plan in collaboration with Warringah Council	100%	Warringah Council initiated the planning phase for the next entrance clearance operation. Pittwater Council's business case for the project was completed. Input was provided by Pittwater Council on the consultancy brief for the Review of Environmental Factors of the project.

Valuing & Caring for our Natural Environment

BEACH & COASTAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To effectively manage stormwater and flooding including the impacts of climate change	Provide planning, investigation design and Management of Stormwater Drainage Infrastructure	100%	Stormwater upgrades have been undertaken particularly where isolated nuisance flooding has occurred.
To achieve an integrated sustainable approach to water cycle management	Monitor and update integrated Urban Water Management framework as required to align with agency requirements	100%	No changes were required to the Integrated Urban Water Management Framework. A response was provided to NSW Health in relation to listing private water suppliers or water carters in the Local Government Area.
To manage catchments effectively to improve the health and biodiversity of eco-systems	Support catchment action planning initiatives consistent with State Government's Local Land Services	100%	Participated in the newly formed State Government's Local Land Services (SGLLS) Local Government Advisory Group and technical officer meetings relating to climate change/ catchment issues. A core focus of the meetings has been in seeking input into the development of the (SGLLS) Local Strategic Plan.
To sustain suitable environmental flows and water quality to support healthy terrestrial, aquatic and groundwater dependent eco-systems	Apply water management principles to land use planning impacting groundwater, wetland, creeks and waterway areas	100%	Water management is being considered in investigations for the Ingleside Precinct area. Development assessments continue to apply water management related development controls.
To sustain suitable environmental flows and water quality to support healthy terrestrial, aquatic and groundwater dependent eco-systems	Provide planning, design, investigation for further water efficiency at council sites	100%	Water usage metering continued at 20 locations throughout council facilities.

Valuing & Caring for our Natural Environment

BEACH & COASTAL MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To protect, enhance and conserve catchment zones, native aquatic vegetation and riparian corridors	Maintain and apply a water management policy consistent with the Water Management Act	100%	Ongoing application of water management policies as they relate to development proposals, particularly in the Warriewood Land Release area through the application of the Warriewood Valley Water Management Specification.
To foster proactive participation in planning and managing for a sustainable water future	Partner with Sydney Water with their Water Saving initiatives and in the upgrade of their Water Supply & Sewerage network	100%	The Business Partnership Program concluded resulting in water savings across businesses. An issues paper advocating a long term management solution for effluent discharge from Warriewood Waste Water Treatment Plan was discussed with Sydney Water. A submission was prepared in response to the Independent Panel and Regulatory Tribunal – Review of the Operating Licence for Sydney Water Corporation. Attendance at Sydney Water stormwater forum and a Metropolitan Water Directorate’s Stakeholder Forum.
To improve the water quality of creeks, waterways and receiving waters	Continued liaison with State agencies for water quality monitoring and reporting	100%	Council continued to provide responses to agencies on an as required basis. A submission was provided to Sydney Water’s Review of Sydney Water’s sewage treatment Environment Protection Licences (EPLs).
To improve the water quality of creeks, waterways and receiving waters	Council to maintain an ongoing database of all sewage management systems within the Local Government Area	100%	Annual inspection program of high risk installations completed and scheduled medium and low risk inspections as required. Registration is current for all units.
To reduce erosion and sedimentation in creeks, estuarine communities and watercourses	Undertake monitoring and impact assessments of stormwater systems	100%	This action was considered as part of the review of the Stormwater Management Plan. Investigation of stormwater/catchment impacts in liaison with Environmental Compliance, as required.

Valuing & Caring for our Natural Environment

FLORA & FAUNA MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To conserve, support and enhance native biodiversity (flora & fauna) through appropriate land use and development controls and enforcement	Enforce breaches of environmental legislation	100%	There were 102 pins issued in the last financial year enforced through penalty infringement notice. There were no or court prosecutions.
To conserve, support and enhance native biodiversity (flora & fauna) through appropriate land use and development controls and enforcement	Enforce relevant legislation	100%	The unit responds to all reported breaches and utilises the available enforcement tools including infringements and prosecution to maintain and preserve the environment.
To conserve, support and enhance native biodiversity (flora & fauna) through appropriate land use and development controls and enforcement	Review and develop natural resource management controls for integration into Council's DCP & LEP	100%	Natural Environment and Education (NEE) staff were required to contribute to a minor DCP review undertaken by Planning & Assessment in 2014-15, in particular with the streamlining of DCP controls related to the Warriewood Valley, and a review of all B4 natural resource controls for the LGA (the proposed amendments will be incorporated into the next "major" review). In addition, NEE staff also assisted with reviewing the referral system and templates to planning staff.
To maintain Pittwater's tree canopy	Implement a Tree Planting and Retention Plan	100%	Tree planting has been carried out in Woorarra Ave, Iluka Ave, Koorangi Ave, Bungoona Ave, Amaroo Ave, Wongala Ave, Coolangatta Ave Maralinga Ave in Elanora Heights.
To maintain Pittwater's tree canopy	Implement the Pittwater Tree Preservation and Management Order	100%	Tree removal requests are managed with in service standard. Tree planting has been carried out in a number of residential streets in Elanora heights.

Valuing & Caring for our Natural Environment

FLORA & FAUNA MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To protect threatened species and habitats	Co-operate with the National Parks and Wildlife Service in the preparation of recovery plans for priority action statements for threatened fauna and flora	100%	Council continues to work with the NSW Office of Environment and Heritage; however the ability for the former National Parks and Wildlife Service to prepare priority action statements has been diminished. Staff managed a threatened species database/mapping which is updated as new sightings occur. This data is regularly submitted to OEH for inclusion in the NSW BioNET Atlas. This database/mapping ensures PAS actions are incorporated into Council planning.
To manage catchments, habitats, corridors and ecosystems effectively	Manage the volunteer Bushcare groups across Pittwater area and develop additional groups i.e. Corporate groups	100%	Three new Bushcare groups – Porters Reserve, Kundibah Reserve and Mona Vale Basin - formed this year. Current groups have remained stable and group numbers are growing. There are 42 Bushcare groups with four or more members. Of 16 new volunteers to join the program this year, 11 are volunteering with more than one group. 33 groups meet on a monthly basis. Nine groups meet bi-monthly or spontaneously (e.g. no regular monthly commitment). Bushcare also continues to support partner organisations such as Local Land Services, PNHA and PEF with corporate and community field days, and plans and organises corporate field days with Westpac, Telstra, Qantas, Built Construction, Ferris Wheels, Rotary Youth, Pittwater YHA, NSW Parks and Wildlife and Optus RockCorps.
To manage catchments, habitats, corridors and ecosystems effectively	Ongoing partnership with the Rural Fire Service, particularly in provision of environmental assessment	100%	A Review of Environmental Factors or Hazard Reduction Certificate has been completed for all medium – high priority 2014/15 hazard reduction works and is available in the RFS BRIMS (Bush Fire Risk Management System). NEEs Hazard Reduction Checklist and the RFS Bushfire Risk Information System (BRIMS) is continuously updated to show all works being completed. Council has also undertaken manual hazard reduction works on over 90 hectares of bushland across the LGA within Councils reserves. Staff represented Council at the Bushfire Management Committee meetings. In addition Council staff assisted in the development of the annual hazard reduction program for the current year.
To manage catchments, habitats, corridors and ecosystems effectively	Targeted noxious weed management on public land	100%	Council successfully implemented a large and diverse bushland management program of which noxious and environmental weed control was a core restoration component. A total of 69 individual contracts were managed and completed, including those in major reserves, habitat management, maintenance sites, wildlife corridors, wetlands and riparian areas and bushland upgrade projects. A number of additional grant-funded contracts were undertaken, some of which concluded in June 2015 and others of which are ongoing.

Valuing & Caring for our Natural Environment

FLORA & FAUNA MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To conserve and enhance native flora and fauna	Assess development applications against controls relating to the natural environment in the DCP & LEP. Review Council's part five assessments where an REF is required.	100%	A total of 511 development applications and 149 Section 96 modifications were assessed by Natural Environment and Education (NEE) staff in 2014-15. Five Review of Environmental Factors (REF's) were completed as part of hazard reduction burn preparations during the year.
To conserve and enhance native flora and fauna	Conduct private property inspections under the noxious weed program	100%	a Total of 163 initial inspections were undertaken for reportable noxious weeds during the 2014-15 financial year. These ranged from individual customer generated complaints to targeted weed inspections to compliment Natural Environment and Education (NEE) grant programs. All inspections required follow up inspections after initial correspondence was issued to ensure a level of compliance reached.
To conserve and enhance native flora and fauna	Develop and implement a representative program for monitoring of flora and fauna	100%	Microbat surveys have been conducted in a number of sites. Two roosts have been found - one for the Little Bentwing Bat (threatened species) and the other for the Large eared Pied Bat (federally listed as threatened). These are highly significant as they are the only known roosts in Sydney. Eastern Pygmy Possum (EPP) surveying has also been expanded beyond the initial discovery site in Ingleside Chase to other potential sites throughout the LGA (e.g. Bangalley, Turimetta and North Mona Vale Head, Angophora and Attunga Reserves). No EPPs have been discovered highlighting the significance of the population within the Ingleside heath. Fauna surveys have also been undertaken as part of a NSW Environmental Trust Grant. Swamp Rats have been discovered for the first time and other significant species not expected within these reserves such as Swamp Wallabies. All surveying has been undertaken by professional contractors and qualified Council staff. Bird surveying continues within Warriewood Wetlands and Deep Creek Reserve. A formal program is being developed in conjunction with PNHA to expand monitoring into other reserves. The community volunteer bird survey will be further refined. The numbers of Grey-headed Flying-foxes in the camps at Cannes Reserve and Warriewood Wetlands have been monitored on a fortnightly basis and reported to OEH. In addition fauna sightings are reported on a monthly basis as part of bush regeneration contractor reports.

Valuing & Caring for our Natural Environment

FLORA & FAUNA MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To conserve and enhance native flora and fauna	Implement control programs for pest animals in the Pittwater area	100%	Council continued to undertake an integrated wild rabbit control program in 2014-15. Cage hires to residents continued at a significantly reduced rate indicating a lower number of wild rabbits in the environment. Council staff were trained in the use of Pindone poison and a program undertaken in Nov-Dec 2014 in-house - not using private contractors has attracted a significant cost saving to Council. Shooting continued monthly outside school holidays and has proven very successful with approximately 750 rabbits shot in 2014-15. No warrens have been reported on public lands indicating previous treatments have been successful. Calicivirus has been released throughout the LGA in both March and May 2015 in conjunction with the Local Land Services. A pilot community-based Indian Myna control program has been developed and implemented by Council in conjunction with Pittwater Natural Heritage Association and initial results successful. Fox sightings in the past year are frequent and nine have been shot by contractors in the past six months.
To conserve and enhance native flora and fauna	Promote natural resource management on private property for example plant giveaways, targeted environmental programs	100%	Council's application for involvement with the extended Habitat Stepping Stones project was approved at the end of May by Australian Research Institute for Environment & Sustainability (ARIES). This six-month project aims to actively engage the community in improvement and creation of wildlife corridors through planting of native trees, shrubs and groundcover, placement of habitat features such as logs, rocks and hollows, and provision of water supply, e.g. ponds. Natural Environment and Education staff, a Pools to Ponds project was implemented through the Coastal Environment Centre which promotes backyard biodiversity. Approximately 5,000 tubestock were supplied to residents through 15 native plant giveaway events held in 2014-15, and a further 2,500 supplied to residents and volunteers on request.
To conserve and enhance native flora and fauna	Publicise organisations which rescue and rehabilitate sick, injured or orphaned animals in Pittwater	100%	Council continue to promote WIRES, Sydney Wildlife and Southern Cross Wildlife Care and their events and training courses in Council's Cooe publication, website and social media. Sydney Wildlife continues to provide support Council by providing educators and native animals for display at the Coastal Environment Centre's school holiday, community biodiversity, primary and kindergarten programs.

Valuing & Caring for our Natural Environment

FLORA & FAUNA MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To develop and maintain an effective wildlife corridor network	Encourage community involvement in improving wildlife corridors through programs such as plant giveaways	100%	A total of 15 native plant giveaways were held in 2014-15, including full day events for National Tree Day, Pittwater Food and Wine Festival, and at local markets. Four plant giveaways were linked to current grant funded projects as well as four "pop-up" giveaways in June to provide replacement vegetation to residents who lost trees in the April storm event. Approximately 5,000 tubestock supplied to residents through native plant giveaway stalls, and a further 2,500 supplied to residents and volunteers on request.
To sustainably manage urban forest and native bushland	Review and audit the environmental management within all Council's activities and Council areas	100%	All Part 5 and development applications have been assessed and audited by the Natural Environment Business Unit. Sustainability assessments have been developed for the project management system and Council reporting on these assessments included review of environmental sustainability.

Enhancing our Working & Learning

ECONOMIC DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To attain state-of-the-art telecommunications infrastructure including broadband access for the entire Pittwater area	Monitor national broadband initiatives and capacity available within Pittwater	100%	Attended a number of meetings with NBNCo on the program for implementation of NBN infrastructure in Pittwater. Worked in partnership with Chambers of Commerce, NBNCo and Pittwater Business Ltd to develop workshop for businesses in August 2015.
To promote and encourage local employment opportunities	Develop a calendar of business seminars/events for local and regional businesses	100%	Collaboration with the Business Enterprise Centre Business Advisor and ensure local business access to the Small Biz Bus for business advice and participation in northern beaches Business Mentoring Programs.
To promote and encourage local employment opportunities	Encourage and facilitate a range of Business Mentoring Programs	100%	Over the past 12 months staff continued to engage with education providers such as NSI TAFENSW to grow key worker local employment in relevant sectors such as trades and services. Opportunities for work / event experience were provided with TAFE students support for the Village Economies Summit 2014.
To promote and encourage local employment opportunities	Investigate and lobby as appropriate the potential development of one or more of the following; business incubator, business accelerator and or business enterprise centre	100%	Continued support and promotion of the Smart Business Hub Association through Newportnet.com. Explored Business incubator and co-working models as part of Mona Vale place planning. Development of Tourism in Pittwater - Emerging Issues paper which looks at the potential of both marine and creative industries and their role in tourism.
To promote and encourage local employment opportunities	Seek funding opportunities from relevant NSW and Federal Government agency programs to support economic development and employment growth of local SMEs	100%	Contact made with National Parks & Wildlife Service and Destination NSW related to funding opportunities through these agency programs to support economic development and employment growth of local SMEs. Support provided by NPWS of \$15,000 for July 2015 tourism - related study.

Enhancing our Working & Learning

ECONOMIC DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To work with other councils and authorities to increase sub-regional employment opportunities	Investigate potential sub-regional employment opportunities	100%	Continual promotion of benefits of working locally through key employment groups and business networks. Participation and chair of SHOROC Economic Development Working Party with a focus on regional employment opportunities.
To support new and existing businesses that are compatible with Pittwater's values, vision and community aspirations	Develop and implement actions from the 2012-2016 Economic Development Plan	100%	NSW Biz Bus in Mona Vale March 2014. Attended Small Business Friendly Council's conference April 2015 and continuing to report quarterly to Commissioners Office. SME Referrals to Sydney Business (Business Enterprise Centre), Paper given at ICTC / Mainstreet Conference July 2015. Maintained contact with Economic Development Network on Enliven Pittwater Strategy. Board representative for Pittwater Business Ltd
To support new and existing businesses that are compatible with Pittwater's values, vision and community aspirations	Investigate opportunities to facilitate structured clusters and networks particularly in the marine health and creative industries	100%	A number of business events delivered over past 12 months including: Village Economies Summit, Visual Merchandising, Designing a business, Place Making, Exporting, Doing Business with Hong Kong and the first Village Economies Summit. Later in 2015 - NBN and Young Entrepreneurs seminar events August / Sept 2015
To support new and existing businesses that are compatible with Pittwater's values, vision and community aspirations	Provide updated economic data to local businesses and the wider community	100%	Development of Tourism in Pittwater - Emerging Issues paper which looks at the potential of both marine and creative industries and their role in tourism. Data also provided via Business In Pittwater website and at seminar / event briefings.
To foster business opportunities through innovative technologies	Maintain a business online portal	100%	Ongoing development / maintenance of partnership programs / networking with key stakeholders including, Pittwater Business Ltd (PBL), Mona Vale and Avalon / Palm Beach Chambers of Commerce especially oriented to Place Planning in Mona Vale Town Centre.
To foster and encourage local and regional training and apprenticeship opportunities	Maintain a business website	100%	Continue to manage and maintain the Business in Pittwater website with regular news items and seminar information. Maintain business database. Promote local and metro business events, policy changes, training opportunities and topical areas of interest for business.

Enhancing our Working & Learning

ECONOMIC DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To foster and encourage local and regional training and apprenticeship opportunities	Work with businesses and education and training providers to promote opportunities for a range of career and training pathways	100%	Ongoing development / maintenance of partnership programs / networking with key stakeholders including, PBL, Mona Vale and Avalon / Palm Beach Chambers of Commerce especially oriented to Place Planning in Mona Vale Town Centre
To encourage diverse retail and commercial opportunities within town and village centres	Monitor the health of Pittwater's employment areas	100%	Audit of employment centres is complete. Information has been circulated within Council.
To encourage diverse retail and commercial opportunities within town and village centres	Support initiatives that encourage diversity within our Town and Village Centres	100%	Initiatives which supported diversity across our towns and villages included a diverse range of activations developed and implemented by Enliven Pittwater or in partnership with key stakeholders. These included three social media business forums (one in each town and Village), several pop up events, outdoor cinema, late night Christmas shopping in Newport and Avalon, December 2014, Mona Vale Market Day event management support, and promotional support via social media channels and the Enliven Pittwater App support and promotion.
To promote opportunities for sustainable tourism	Contribute to the development of a regional Tourism Strategy	100%	Contribution to the SHOROC Economic Development Working party, chaired by Pittwater Economic Development Coordinator
To support and promote local and regional business networks	Develop and maintain a partnership program with key stakeholders including, business groups and Chambers of Commerce	100%	Staff continued to engage with education providers such as NSI TAFENSW to grow key worker local employment in relevant sectors such as trades and services. Opportunities for work / event experience were provided with TAFE students support for the Village Economies Summit 2014.

Enhancing our Working & Learning

COMMUNITY EDUCATION & LEARNING STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To have well-resourced public schools	Ongoing development of school based environmental program	100%	Support has continued to be provided to the Peninsula Community of Schools (PCS) including all actions underlined below. All events and projects have been highly successful with the highlight being the project green sea turtle events. Held for World Environment Day these involved all state schools both primary and secondary in both Pittwater and some of Warringah LGA. With a total of 80 participants on World Environment Day 5 June and 150 community members on 6 June Open Day it was a very successful partnership.
To have well-resourced public schools	Update curriculum linked school environmental excursions for high school and primary school	100%	All programs updated to meet the needs of the national curriculum. New primary school program for 2014. High School geography program updated for 2015 to include the new Coastal Management Zone planning for Warringah Council.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Continue to provide Education Programs on a range of topics (including animal care and ownership, compliance advisory service, parking, food handling, builders advisory service, sustainability, tree management)	100%	Additional programs including Companion Animal De-sexing, food handling classes, builders/swimming pool education and compliance, conducted during the remainder of the year. All market days were attended and the Avalon boot sale conducted.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Develop and implement community events and programs, focusing on environmental sustainability issues	100%	Sustainability programs and events have been delivered in this reporting year. Sustainability encompasses a range of our community education programs but specifically there have been one grant workshop and a sustainable coffee workshop held at the Coastal Environment Centre for the community. Target audience of 70 for the reporting year from these two events.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Promote alternative transport options	75%	This will be rolled over to 15/16 with the Bike Plan, Active Travel Strategy and Mona Vale Pedestrian Access Mobility Plan underway.

Enhancing our Working & Learning

COMMUNITY EDUCATION & LEARNING STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To encourage a range of education programs that raise awareness of significant issues affecting the community	Provide guided tours (walks/ talks) of Pittwater's natural environment	100%	A total of 71 separate events delivered across the financial year to a total of 1838 people. This has included a number of new events and initiatives including Green Sea Turtle day, sustainable coffee workshop and stream watch water bug watch field days.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Provide information to residents of State and Federal incentives and programs to encourage environmentally sustainable actions	100%	Information on State and Federal incentives and programs were updated on Council's website and promoted via Council's Cooee newsletter. Four sustainability pop up workshops including green cleaning, love food hate waste, natural baby care and clothing re-use were delivered to encourage environmentally sustainable actions. As part of the pop up program, 372 people committed to implementing a sustainable action e.g. use non-chemical cleaners. A further two large scale public events were delivered including 'Ask a Sustainability Expert' and 'Sustainability Lane' at the Pittwater Food and Wine Fair which provided access to expert advice and information to help encourage sustainable living.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Provide information to the community on road safety issues through annual calendar	100%	Pittwater Council worked in partnership with eight other councils to deliver a road safety calendar to our communities. This calendar contained information relating to a range of road safety issues, such as driver fatigue and pedestrian safety. Over 1,500 calendars were distributed throughout Pittwater.
To encourage a range of education programs that raise awareness of significant issues affecting the community	Provide innovative and informative programs to promote school zone safety	100%	Pittwater Council worked with all local schools to deliver road safety messages relating to road rules and pedestrian safety through a variety of methods, such as electronic flyers and signage around schools.

Enhancing our Working & Learning

COMMUNITY EDUCATION & LEARNING STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To encourage a range of education programs that raise awareness of significant issues affecting the community	Targeted stormwater education within communities and schools e.g. drain stencilling and field days	100%	Stormwater program provided school education to 598 students in local Pittwater schools both Primary and High Schools. This included stormwater education activities and drain marking using the "Drain is just for Rain" curb markers in our local schools. Community stormwater education program partnered with the Australian Museum to establish Streamwatch community monitoring groups operating in four sites in the LGA. These are at Irawong Reserve and on McCarrs creek. The community stormwater program has also branched into community education at pop up stalls at the local Beaches Market at North Narrabeen. This has been trailed on two successful occasions and will be repeated in the next reporting year. Total reach has been 178 people for the reporting year. Drain curb markers have been logged and mapped with a total of 244 markers in the area at this stage. A further 250 markers were purchased in the reporting year and will be placed in the next reporting year. Using the data from the mapping process there is now an opportunity to develop catchment and sub catchment based community engagement programs for the 15-16 reporting year
To increase awareness and participation in education learning opportunities through information dissemination	Improve the information technology within the CEC	100%	The CEC is now equipped with a Microsoft Surface which can be used both in the presentation space and as an educational tool. Wi-Fi has been successful and is utilised by members of the public, venue hirers and staff. Development of a digital program continues which is at the research stage. A number of films have been professionally produced highlighting the CEC as well as the education programs we undertake.
To increase awareness and participation in education learning opportunities through information dissemination	Provide information on education and learning opportunities within Pittwater	100%	A Community Centre Activities Program is produced each quarter and distributed to all homes in Pittwater, Council's community centres, libraries and customer service. All activities, which include education and learning programs, running in our community centres have also been promoted in Pittwater Life, local media, community noticeboards and council's website.
To maximise the use of community facilities to encourage education and learning opportunities	Promote the availability of Council's community centres for engagement and educational purposes	100%	Combined Community Centre Activities program produced and distributed to all homes in Pittwater. In addition, all activities have been promoted in Pittwater Life, local media, Council's community centres, noticeboards, Council's website, etc.

Enhancing our Working & Learning

COMMUNITY EDUCATION & LEARNING STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Encourage the use of Mona Vale Library for educational purposes	100%	Three HSC lock-ins were held with up to 100 students attending each session; weekly drop-in technology help with Duke of Edinburgh students in school term time; four school visits.
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Promote Mona Vale and Avalon Community libraries as centres for the development of literacy and learning	100%	123 pre-school storytime sessions with 20-30 children attending; 12 school holiday activities; monthly Lego club.
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Provide a public library service at Mona Vale	100%	New Library Management System installed. 222,574 visits to Mona Vale Library; 277,574 loans of physical items from Mona Vale Library; 76,000 visits to library website; 823 downloads of eAudio; 220 eJournals downloaded; 3415 information searches through online databases; 6,384 Internet hours used by public; 60 Home Library members visited.
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Provide quality library services and events	100%	11 author talks; three literary lunches; seven movie nights & four school holiday movies ; Pop-up library for Long Lunch event; Sister City event; Reading Hour event; History Week talk; five events for Library 10th birthday; Volunteers' Christmas party; Library Expo in May for Library & Information Week.

Enhancing our Working & Learning

COMMUNITY EDUCATION & LEARNING STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To enhance local library services, that act as key learning centres for the community, as a gateway to quality knowledge and information	Support Avalon Community Library Association to provide a community library service at Avalon	100%	One full-time and four casual staff provided to assist operation of Avalon Library and coordinate volunteer workforce. Hardware & software provided for library operations and annual grant to fund collection. Extensive support provided by library IT staff during transition to WorldShare Management systems
To promote lifelong learning opportunities	Develop and maintain partnerships to increase the range of learning programs available within Pittwater	100%	Partnerships continue to be developed and maintained with the following groups:- U3A, Computer Pals, Healthy Lifestyle, Peninsula Bridge Club, Avalon Active Seniors, Narrabeen Seniors Club, Mental Health groups, North Sydney Health, Northern Beaches Interchange, Northern Beaches Creative Leisure and Learning, Aboriginal Support Group, Learner Driver Programs, C3 Church, Boomerang Bags AA & AI anon groups. There are also three community kindergartens that operate out of Pittwater Council Community Centres. There has also been an increase in the number of language classes being offered in 2014/2015.
To promote access to online education and learning resources	Provide and promote curriculum support to local Schools at Mona Vale Library	100%	21 online databases provided to support school curriculum and other learning; provide HSC collection of 660 items.
To provide opportunities to appreciate the history, heritage and natural diversity of Pittwater	Preserve and provide access to Pittwater's historical resources	100%	2,568 digital photographs accessible through Pittwater Image Library; 15,000 newspaper clippings digitised. Local Studies collection available throughout library opening hours; online enquiries through library website.
To ensure access to information and resources for the whole community	Develop and implement actions that respond to the Library Strategic Plan	100%	New PCs purchased to replace existing ones. New WI-FI access points ordered for installation in 2015-16.

Enhancing our Working & Learning

COMMUNITY EDUCATION & LEARNING STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To ensure access to information and resources for the whole community	Provide, maintain and promote annual events calendar	100%	The calendar of events via Council's website is regularly updated to ensure the community are aware of current Council and community events and activities. Members of the community are also able to submit events that need promotion. The e-newsletter also provides an overview of the events each month that may be of interest.
To promote the CEC as an environmental learning centre	Continue to collect statistics on CEC user numbers for events, community programs, school programs, etc.	100%	Statistics collected on a monthly basis and recorded in an end of month report sent to Finance and Natural Environment and Education managers. All statistics collected and compiled into an annual report.
To promote the CEC as an environmental learning centre	Develop and seek alternative funding sources for CEC	100%	In the 2013-14 reporting year The CEC has been successful in gaining alternative sources for funding. The CEC has entered into a 1 year sponsorship agreement with the NRMA. Through this the CEC will receive approximately \$60,000 of sponsorship including \$30,000 direct funding for programs and in kind contributions. In addition the CEC has been successful in gaining grant funding for schools programs through the local land services grant and for a community education project directed at local surf clubs nippers programs totalling approx. \$60,000.
To promote the CEC as an environmental learning centre	Encourage and support local community groups in environmental and sustainable actions	100%	Community support for local community and environmental groups has been provided in the form of sharing event information via social media and use of the CEC community notice board. In addition the CEC provides venue hire for local community and environmental groups such as U3A, Northern Beaches Greens, Australia Tibet Council, Bird Life Australia and Sea Bird rescue either in kind or at reduced rates for these groups to deliver workshops.
To promote the CEC as an environmental learning centre	Review CEC Business & Strategic Plan, including evaluation mechanism	90%	This project will require further programming time for the 2015-16 reporting year.

Integrating our Built Environment

LAND USE & DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To deliver a comprehensive suite of development controls that improve the livability of the area	Monitor and apply development controls relevant to tree planting and landscaping in the public domain	100%	Ongoing advice and feedback provided in line with development controls on the appropriate trees and landscaping in the public domain.
To deliver a comprehensive suite of development controls that improve the livability of the area	Ongoing review of Council's planning process to improve service	100%	A review of the Warriewood Valley DCP controls has completed exhibition and is due to be reported back to Council in Sept/October 2015.
To deliver a comprehensive suite of development controls that improve the livability of the area	Ongoing review to cut unnecessary red tape in Council's assessment and determination processes	100%	Ongoing work to cut red tape including preparation of P21 DCP review.
To protect environmentally sensitive areas and support the quality of beach, bush and water	Manage construction certificate process, Principal Certifying Authority process, building site service and management, and inspection and orders process	100%	All certificates are processed within the target timeframe, all critical phase inspections carried out as specified and each building site is inspected at notice of commencement stage. Notices and orders issued where appropriate.
To reduce Pittwater waste to landfill and maximise recovery and use of recycled materials	Promote participation by commercial groups in recycling programs	100%	Additional promotion through the introductory program linked to Notice of Commencement inspections for individual building sites as well as the continuing community education through market days and events.
To reduce Pittwater waste to landfill and maximise recovery and use of recycled materials	Reduce the volume of putrescible material going to landfill by promoting composting, worm farming.	100%	Council continues to participate in the compost revolution where compost and worm farms are offered to residents both mainland and off shore at a subsidised price following participation in an online tutorial workshop. Three workshops further where held to promote composting and word farming.

Integrating our Built Environment

LAND USE & DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To reduce litter and illegal dumping and promote sustainable waste management practices	Provide innovative and targeted education program to promote waste minimization supported by active enforcement of controls	100%	Developed new procedures for the investigation of rubbish dumping linked to the enforcement process and timely removal to discourage additional dumping in isolated locations.
To actively participate in the development of new technology in waste management	Participate in and promote the SHOROC waste initiatives	100%	Council participates in the continuing Alternate Work Treatment (AWT) tender development process for the Kimbriki waste facility.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	(DCP Project) Incorporate appropriate land use management controls into DCP	100%	On-going review of land use management controls in P21 DCP.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Continue to lobby State Government to employ beyond BASIX	100%	Ongoing lobbying occurs at quarterly meetings with Department of Planning staff. Investigations are continuing in relation to the Ingleside Precinct Planning Process and opportunities to go beyond BASIX.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Effective management of planning related legal matters	100%	Close monitoring of all appeal matters with a view to ensuring a strong defence of Council's decisions are efficient and cost effective handling of appeals.

Integrating our Built Environment

LAND USE & DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Effectively manage Warriewood Valley Land Release process	100%	Effective management of the land release process for the Warriewood Valley Land Release area.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Implement recommendations from the Warriewood Valley Strategic Review	95%	Exhibition of the proposed changes to development controls (Pittwater 21 DCP) and the statutory provisions (Amendment to Pittwater LEP 2014) have been completed.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Implement works proposed as part of the Warriewood Release Area including the multifunction corridors and landscape amenity buffers	100%	The creekline corridor project at 23B Macpherson Street Warriewood completed and shared pedestrian cycleway including lighting constructed from 23B Macpherson Street to Rocket Park.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Prepare new Standard Instrument Local Environment Plan	100%	The Pittwater LEP 2014 was published in May 2014.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Progress the Ingleside Precinct Planning Process with the State Government	70%	Progressing the Ingleside Precinct Planning Process with State Government.

Integrating our Built Environment

LAND USE & DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Provide an effective development application assessment and determination service	100%	1,113 DAs determined (including 612 tree DAs) 149 S96 determined 7 Review's determined 126 Building Cert's determined
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Provide an effective Planning Proposal (rezoning) assessment system	100%	Progression of planning proposals.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Provide quality evidence and accurate document management	100%	Council staff handled 25 appeals with strong representation of Council's decision.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Respond to Council purchase or divestment of land as required through necessary and appropriate amendments to the LEP	100%	No planning proposals associated with Council's purchase or divestment of land were undertaken during this period.
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Review and update Pittwater 21 DCP to align with the new Pittwater Standard Instrument LEP	100%	Pittwater 21 DCP has been updated to align with Pittwater Local Environment Plan (PLEP) 2014.

Integrating our Built Environment

LAND USE & DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To establish land uses that respond to environmental, cultural, social and economic needs in a sustainable manner	Undertake a review of 1200m2 minimum subdivision lot size requirement on P21 DCP	100%	Project completed. As resolved by Council the 1200m2 policy has been removed from Pittwater 21 DCP.
To identify and conserve Pittwater's heritage	Effectively protect and manage Aboriginal heritage in Pittwater and continue to support the Aboriginal Heritage Office	100%	On-going support of the Aboriginal Heritage Office.
To identify and conserve Pittwater's heritage	Effectively protect and manage European heritage in Pittwater	100%	Community Based Heritage Study has been adopted by Council.
To identify and conserve Pittwater's heritage	Implement recommendations from the Community Based Heritage Study	100%	Community Based Heritage Study has been adopted by Council. Change to Pittwater LEP progressing.
To effectively respond to state and regional planning initiatives	Implement State Government e-planning initiatives to maintain and improve Council e-planning system	100%	Ongoing work to upgrade our e-planning systems. Introduction of electronic lodgement of development applications. Upgrade of assessment systems.
To effectively respond to state and regional planning initiatives	Monitor legislative and regulatory reforms relating to land use planning and respond and advocate on behalf of Council	100%	Submissions made on the following: 1. NSW Boating Plan 2. Mooring review 3. Your Future Central Coast 4. eZone Review - North Coast NSW 5. SEPP 65 Review.

Integrating our Built Environment

LAND USE & DEVELOPMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To effectively respond to state and regional planning initiatives	Respond to new Planning Act. Inform the community and advocate on behalf of Council	Not Progressing	The new Planning Act has not been progressed through the NSW Parliament and as such no action has been undertaken in relation to this action.

TOWN & VILLAGE STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To improve streetscape and recreational qualities of the centres	Implement town and village Improvement Program	100%	Design signage throughout centres and LGA. Initial consultation and preparation for development of Pittwater Bike Plan. Kalang Road, Elanora Heights - delivery of streetscape works. Assessment and reporting on landscape architectural items for DA's with Village Centres and within Warriewood Valley Land Release Area.
To improve streetscape and recreational qualities of the centres	Ongoing maintenance and servicing of town & village facilities	100%	Mulching and replanting of gardens in village centres is carried out at a minimum of every six weeks. All litter in village centres is removed daily and lifted pavers repaired. Pavement steam cleaning has been carried out in Avalon Village.
To improve streetscape and recreational qualities of the centres	Provide professional planning, design, investigation to enhance the image and improve the town & village infrastructure	100%	Fence wrap commissioned and installed at building site on Kalang Road, Elanora Heights providing exposure to local artwork and providing a unique streetscape and exposure for the local artist . Village Park Mona Vale- development of concepts for consultation through Mona Vale Place Planning process Feb - June 2015. Further engagement, design refinement and project management of streetscapes works for Kalang Road Elanora. Mona Vale Beach Reserve - design and delivery of construction works for open space facilities.
To enhance access to our village centres through improved public transport, parking, cycling and walking opportunities	Incorporate car parking and traffic management issues in Masterplans	100%	Traffic and parking advice provided as requested.

Integrating our Built Environment

TOWN & VILLAGE STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide adequate parking to meet the needs of businesses and customers	Ongoing enforcement program to achieve effective car parking utilising technology	100%	Council employs an electronic infringement system that is updated and maintained to current industry standards. During the 2014/15 financial year 23,657 parking offence infringements were issued.
To provide adequate parking to meet the needs of businesses and customers	To manage the multideck construction at Mona Vale car park as well as the development of additional overflow parking	100%	Carpark construction and minor rectifications works completed.
To ensure that Pittwater's villages remain vibrant as social, cultural and economic hubs	Completion of Avalon Village Centre Masterplan	Not Progressing	Not yet commenced. This action is for the 16/17 Delivery Program and Budget.
To ensure that Pittwater's villages remain vibrant as social, cultural and economic hubs	Develop a strategy to enhance the public domain in local villages and town centres to stimulate social, cultural and economic activity	100%	Enliven Pittwater Strategy delivered a total of 30 'quick win' activities over the past 12 months that have met the eight Enliven Pittwater objectives.
To ensure that Pittwater's villages remain vibrant as social, cultural and economic hubs	Undertake Mona Vale Village Centre Masterplan. Review status of Narrabeen Masterplan.	70%	Continued delivery of comprehensive engagement process for Mona Vale Place Plan. Delivered the Urban Talk Series which included 16 engagement activities, four Urban Talk panels with 17 speakers, eight workshops and over 1300 community comments submitted throughout series. Production of the Imagine Mona Vale Engagement Summary document - encapsulating feedback on the vision for Mona Vale over past 18 months.
To make our village centres safe	Maintain and manage Council's CCTV system	100%	A full review is being undertaken around the sustainability and usefulness of Council's existing CCTV network. To be completed by the end of 2015.

Leading an Effective & Collaborative Council

CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To ensure effective and cooperative management by providing equitable and transparent business processes	Develop Business Unit operational plans	100%	Business Units have completed the operational planning process which has been included in the reporting framework.
To ensure effective and cooperative management by providing equitable and transparent business processes	Manage Council Road Safety Fleet Guidelines	100%	An internal working group has been established to review accidents and fleet issues. Accident report forms have been assessed and high risk staff sent on driver training courses.
To ensure effective and cooperative management by providing equitable and transparent business processes	Undertake process improvement reviews across Council by providing and implementing an efficient Internal Audit Plan	100%	Appointment of an Internal Auditor affected in March after a considerable delay. The new Auditor has reviewed the Audit Manual and Plan and also undertaken work on a Fraud Policy; review of the Development Application processes and on Parking Meters.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Continue to integrate information systems	100%	All systems are integrated as far as the organisations current requirements.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Effectively Manage Council's Workshop	100%	Council's workshop is operating effectively with turnover of plant repairs being undertaken.

Leading an Effective & Collaborative Council

CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Maintain an accurate Property Register	100%	An accurate and up to date property register has been maintained.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Maintain an effective record management system	100%	Upgrade of ECM to 4.03 in June. Training material developed as part of training. In house training provided to all staff prior to going live and drop in sessions provided after upgrade. Review of workflows and security within ECM undertaken as part of upgrade.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Manage Council's IT network and infrastructure	100%	Council's IT network is maintained highly efficiently with a weighted average uptime of approximately 99% with the network being monitored continually.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Periodically test council's IT Business Continuity Plan	100%	Council has full IT disaster recovery systems in place that are updated constantly as technology changes. 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.
To create, acquire, maintain, enhance and manage assets in line with best practice, use of technology and innovation	Review and update all Council's procedures regarding Council's information systems and infrastructure e.g. networks, backups	100%	The following systems have been reviewed: <ul style="list-style-type: none"> -backup systems and presently preparing for upgrade as well as increased capacity. -storage systems and have increased capacity - currently replacing older network switches - building redundant fibre network between Boondah, Mona Vale and CEC.

Leading an Effective & Collaborative Council

CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To engage proactively with the community in a way that is consistent, appropriate and effective	Develop, undertake and report on the community survey	100%	A community survey was undertaken by an independent consultant with a random sample of 400 residents by telephone in July 2014. Overall 91% of residents were satisfied with Council's overall performance. This is slightly higher than 2010 results and above NSW LGA benchmarks.
To engage proactively with the community in a way that is consistent, appropriate and effective	Maintain the community consultation database	100%	Over the year Council has continued to focus on growing the audience of About Pittwater our monthly online newsletter. Council continues to ensure the inclusion of Your Say articles of interest and engaged with the community in a way that is appropriate and effective and that allows community input across a range of projects and policies on consultation throughout the year.
To engage proactively with the community in a way that is consistent, appropriate and effective	Ongoing review and management of Council's reference groups	100%	Early this year a review was undertaken on Council's four community reference groups including Connecting Communities, Natural Environment, Sustainable Towns and Villages and Leading and Learning. The review involved member feedback via a survey and discussion at meetings and resulted in the reappointment of the groups via an Expression of Interest process for a new term. The newly formed groups were welcomed at an inaugural joint meeting and each group continues to meet on a quarterly schedule discussing a number of topics of relevance to each specific group as defined by the objectives of the relevant strategies of the Community Strategic Plan.
To engage proactively with the community in a way that is consistent, appropriate and effective	Provide an efficient and effective service to respond to general planning enquiries	100%	Efficient and effective service provided by assistant planners to respond to planning related enquiries.
To engage proactively with the community in a way that is consistent, appropriate and effective	Provide effective pre-lodgement advice and related customer service	100%	51 pre-lodgements were undertaken.

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CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To engage proactively with the community in a way that is consistent, appropriate and effective	Review and monitor the commercial delivery of complying and development certificates	100%	Assessment of all Council applications within service standard requirements. Enforcement action instigated where private certificates have been found to be non-compliant. This has involved the issue of notice orders and commencement of legal proceedings.
To engage proactively with the community in a way that is consistent, appropriate and effective	Review mechanisms to enhance feedback to the community on larger community projects	100%	The major projects page on Council's website has been updated to provide ongoing information about key projects. A photo gallery page has also been created so that the community can see the progress being made on projects where possible. Reports on large community projects are a regular feature in our monthly e-newsletter to residents. Council has continued to embed an improved project management framework and improve project documentation and community consultation on major projects.
To provide effective, efficient and courteous customer service in accordance with Council values	Develop and implement targeted skills training and behaviours to support Council's values	100%	E-Learning and face to face training provided to staff on numerous behavioural areas including respectful workplace behaviour and EEO principles. Management and Supervisory training provided to supervisory staff.
To provide an effective, efficient and courteous customer service in accordance with Council values	Monitor compliance with the Customer Service Charter Guidelines	100%	Post call surveys introduced to customers calling the main Council line since February 2015 resulted with an average of 94%. Customers who chose to be contacted about their request via email are provided with an email immediately upon creation of their request and upon finalisation of their request. Customers are offered a quick survey in this finalisation email regarding the customer service standard they received. Early data shows 82% of customers are either partially or completely satisfied. Customers are now able to track their request through Council's website by entering their email and their request number. Customer service charter of replying to customers within 10 working dates reached 94.5% of time. 80% of customer requests through our Customer Request Management system met within required timeframes.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide an effective, efficient and courteous customer service in accordance with Council values	Provide an effective customer service	100%	Avalon Front Counter traffic = 5,340. Mona Vale Front Counter traffic = 10,890. Total = 16,230. Main Line = 60,821 answered. 1,865 abandoned (2.96%). 79.09% answered < 20 seconds. Transfer Queue = 14,889, 501. abandoned (3.14%), 82.66 answered < 20 seconds. Total Calls to Council's main line = 75,710. 2366 abandoned (3.1%). 80.87% answered < 20 seconds.
To provide leadership through ethical, accountable and legislative decision-making processes	Chair Development Unit, PAMP, JRPP Panel Review Unit meetings	100%	In 2014-15, 21 Development Unit meetings were chaired. Two JRPPRU meetings were chaired. One PAMP meeting was chaired.
To provide leadership through ethical, accountable and legislative decision-making processes	Conduct ongoing Councillor induction/training programs	100%	The majority of Councillors have successfully obtained their Company Secretaries qualification. In addition several councillors have attended various conferences and workshops throughout the year. Regular briefings on Council matters has also assisted Councillors to gain the skills required to assist them to make ethical and accountable business decisions.
To provide leadership through ethical, accountable and legislative decision-making processes	Continue integration of all Council plans within the integrated planning and reporting framework	100%	The development of the Delivery Program & Budget 2015-2019 was completed in consultation with key stakeholders, including organisational business unit's, the community, residents and Councillors.
To provide leadership through ethical, accountable and legislative decision-making processes	Continued implementation of Pittwater's branding into all Council activities	100%	The brand refresh has delivered a subtle yet striking new look for Council and has been received very well by staff and the community. The rollout of branding guidelines, design templates, Council staff being able to use and uphold the brands integrity is an ongoing project. Branding activities including mini films, photography and robust social media activities, have all contributed to a refreshed profile for Pittwater Council.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide leadership through ethical, accountable and legislative decision-making processes	Develop and implement leadership and cultural development programs for Council Staff	100%	A 'Managing People' leadership program for key senior officers was conducted in February 2015. High potential staff participants attended Harvard Business School leadership short course in June 2015. A staff engagement program commenced in February 2015 to gather survey data feedback on effectiveness of Council's leadership and management. Council's core values integrated into all major human resources programs to continue the focus on positive and constructive behaviours across the organisation.
To provide leadership through ethical, accountable and legislative decision-making processes	Produce Council's strategic reporting, delivery program and budget	100%	The development of the Delivery Program & Budget 2015-2019 was completed in consultation with key stakeholders, including organisational business unit's, the community, residents and Councillors.
To provide leadership through ethical, accountable and legislative decision-making processes	Provide accurate and timely meeting, agendas and minutes	100%	Approximately 100 meetings of the council and its committees were held throughout the year. Agendas and minutes were produced of a high standard and all deadlines met.
To provide leadership through ethical, accountable and legislative decision-making processes	Provide strategic and operational HR advice and support to management	100%	Strategic and operational advice was provided by the HR business partners to Business Unit Managers on an ongoing basis. Positive feedback was received on the quality of service provided from all business partners.
To provide leadership through ethical, accountable and legislative decision-making processes	Provision of administrative support to elected Councillors and executive	100%	Administrative support continues to be provided to Councillors and Executive through coordination of meetings, correspondence, briefings and scheduling of meetings and other activities.
To provide leadership through ethical, accountable and legislative decision-making processes	Report on and review KPI targets	100%	Council's application of KPIs is currently under review with existing KPIs being measured at the strategy level for progress against each key direction and the Community Strategic Plan.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide leadership through ethical, accountable and legislative decision-making processes	Review format, location and information provided at Council meetings	100%	The new Council meeting sound system was commissioned and operating more effectively than the previous system. The updated Council report template has been well-received. A review of the Electronic Minute taking processes will be undertaken in the next reporting year due to cessation of support from the software developer.
To provide leadership through ethical, accountable and legislative decision-making processes	Undertake lobbying priorities as listed in Pittwater 2025	100%	Council has continued to advocate for Pittwater with state government on issues such as the upgrade to Mona Vale Road, Rapid Bus Transit system, health precinct at Mona Vale, development of a draft structure plan for the Ingleside Land Release area, Metropolitan Subregional Plan and amendments to the 10/50 Vegetation Code. Council has devoted many resources to complete a Fit for the Future submission to IPART.
To provide leadership through ethical, accountable and legislative decision-making processes	Undertake the role of Public Officer	100%	Limited work required to be undertaken in accordance with the role. However a number of legal documents have been executed under the GM delegation throughout the year.
To facilitate timely, understandable and accurate information to the public	Assist with the enhancement of Council's mobility plan	100%	Council's Information Technology Unit is continually focusing on all areas of mobility and responding to any requests for assistance.
To facilitate timely, understandable and accurate information to the public	Complete an initial audit of all existing information management systems for consistency	100%	Audit of the information management systems has been undertaken and is finalised.
To facilitate timely, understandable and accurate information to the public	Conduct audit of existing signage for public safety and interpretation	100%	Audit of coastal signage has been completed.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To facilitate timely, understandable and accurate information to the public	Council to provide information packs to new rate payers	100%	New resident kits issued weekly.
To facilitate timely, understandable and accurate information to the public	Issue accurate and timely planning certificates	100%	2,647 Planning Certificates issued with an average delivery time of one day.
To facilitate timely, understandable and accurate information to the public	Maintain an on-line tool to provide the community with up to date information about relevant infrastructure projects	100%	Council continues to ensure that projects are represented on the Your Say portal and Major Projects webpages of Council's website. The Your Say Portal and Major Projects webpages have had a continual focus on ensuring high quality, timely and well written material about Council's plans and projects is available and the community are able to have their say. The main corporate website refresh included elements of the Mona Vale Place Planning website to improve usability and consistency of branding as well as improved layout and fonts for legibility.
To facilitate timely, understandable and accurate information to the public	Maintain Council's corporate registers e.g. Policy, Pecuniary Interests & Delegations Register	100%	All Corporate registers have been maintained on an ongoing basis as required.
To facilitate timely, understandable and accurate information to the public	Maintain up to date and accurate planning information systems	100%	Accurate and up to date planning information systems are maintained and any changes are able to be electronically updated.
To facilitate timely, understandable and accurate information to the public	Ongoing maintenance of DA software	100%	On-going work with e-planning software providers to upgrade planning related software.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To facilitate timely, understandable and accurate information to the public	Promote innovation and efficient use of Information Technology within Council	100%	In promoting innovation within IT, undertakings such as introducing more fibre networks for remote sites, boosting internet pipes, introducing cheaper mobile devices and broadening our internal Wi-Fi network have been facilitated.
To facilitate timely, understandable and accurate information to the public	Provide an effective media relations service	100%	The community relations team effectively responded to all media enquiries within four hours, and in cases that required significant research or liaison with other business units, within 24 hours. During the storms we provided a much quicker responses for urgent matters. Over the past year, the team has had the added demands of Fit for the Future, but have at all times upheld a commitment to delivering timely, accurate and wherever possible, positive coverage for Council.
To facilitate timely, understandable and accurate information to the public	Provide effective access to Council information by developing, maintaining and enhancing electronic and written communication	100%	All minutes, agendas, development applications, building certificates and complying development certificates placed on Council website. Business papers continue to be made available at customer service centres and libraries and provided to residents groups upon request.
To facilitate timely, understandable and accurate information to the public	Review website and assess for usability and access to information	100%	Council's website has been successfully updated with improved usability and access.
To facilitate timely, understandable and accurate information to the public	To provide effective management of public access applications and proactive release of information in accordance with the requirements of the GIPA legislation	100%	From 1 July 2014 to 30 June 2015 Council received 68 formal applications under the GIPA Act. All formal applications have been completed within statutory timeframes. Council also received and processed 565 informal applications under the GIPA Act. During this period Council proactively released information regarding Warriewood Valley, Council's position on Fit for the Future and proposals to Council regarding unleashed dog areas.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To continue to reduce Council's ecological footprint	Continue to lobby the state government to reduce public domain and street lighting energy consumption	100%	Ongoing program. Generally championed by SSROC group of which Pittwater is a member.
To continue to reduce Council's ecological footprint	Implement fuel reduction and emissions program	100%	Council participates in quarterly reviews with Planet Footprint which allows us to look at our water, electricity and gas usage across all Council buildings. Promotion of sustainability features in Council's Buildings such as solar panels through the use of 'EcoMarker' signage. The ongoing management of the Revolving Energy Fund to install more energy and water efficient features in Council infrastructure. Development of public transport initiatives which reduce carbon dioxide emissions associated with the burning of fuel. These include the development of a bike plan and supporting the Northern Beaches Bus Rapid Transport project. Running free events for residents which provide information on building a more sustainable home and the provision of a publication 'Steps to a Sustainable Home' which provides information on how to build a home designed to operate with minimal energy needs.
To continue to reduce Council's ecological footprint	Manage the program to minimise construction material going to land-fill	100%	Ongoing construction material recycling is progressing particularly with reuse of asphalt and sandstone.
To continue to reduce Council's ecological footprint	Ongoing monitoring of Council's internal waste management processes	100%	Audit completed to identify current participation rate and problem areas. Standards very high and continuing to be monitored.
To ensure local democratic representation	Undertake community engagement regarding major Council plans and projects	100%	Council continues to develop and implement Community Engagement Plans for key plans, projects, programs and policies to ensure appropriate community input. Recent topics have included: Cannes Reserve Flying Fox Management Plan, estuarine flood risk management, Coastal Zone Management Plan and planning for projects just commencing including Waterway Study and Bike Plan.

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CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Develop a 10 year works program for all of Council's buildings	100%	Individual condition assessments have been carried out for all Council's buildings. Each site has an individual maintenance plan. These are being used to inform the process of developing the 10 year works program.
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Develop a 10 year works program for all of Council's wharves	90%	Using a variety of course material, Council prepared a grant application to the Better Boating scheme. Some items were successful and planning is underway to carry out the upgrade works. Other projects that were unsuccessful will be the subject of further grant applications. Planning for the unfunded works is still progressing.
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Develop and maintain proactive maintenance schedules that reflect the lifecycle stage of all our buildings	80%	Many maintenance regimes are in place to ensure that essential maintenance work is carried out in a timely fashion. The condition assessments are being used to provide details required to update the schedules as the buildings move through their lifecycle.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Implement Developer Contribution Plan and administer	85%	New Warriewood Section 94 Plan has been adopted and is now in use. Review of all other plans has started and will be completed by the end of 2015. Preparation of Ingleside S94 Plan has commenced.
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Implement online bookings for dinghy storage facilities and boat tie-ups	75%	An online dingy booking system has been developed and is currently in testing phase. We will roll this out to the community towards the end of 2015. This will improve efficiency and customer service of our dingy bookings.
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Investigate and manage the provision of dinghy storage facilities at suitable foreshore reserves	100%	A new 50 rack facility commenced at Careel Bay with completion due in October 2015. Church Point Reserve has been identified as an area for new kayak storage. Another eight kayak racks are planned for Church Point. A Wharf Ranger has been employed to monitor all wharf usage and permits at our wharves. He carries out dinghy rack audits and impounds any dumped boats on the foreshore. New dinghy racks and another eight kayak racks are being constructed at Paradise Beach.

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CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To provide the community with a broad range of quality natural and built assets in a sustainable (social, environmental, economic & governance) manner to meet the needs of current and future generations	Review and manage Council's lease portfolio	100%	All leases are actively managed and regular meetings are held with every lease holder, including an annual Better Building Partnerships event for all tenants. A new Property Management Policy has been drafted that is providing better customer service with immediate responses to customers. We are also working on updating our lease register to enable more effective management of leases.
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Collect asset data in accordance with an approved priority program	100%	Condition assessment of all Council's building's are complete. Condition data for all other assets continues to be input into the system. Data collection in accordance with an approved priority plan for year 2014 - 15 is complete.
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Consider the impacts of climate change and sea level rise into Council's policies, strategies and plans	100%	Following the release of the NSW Planning Circular on s149 planning certificates relating to coastal hazards, a review was conducted on existing coastal hazard notation wording. Climate change impact considerations are continuing to be incorporated into flood and coastal hazard studies and assessments.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Continual improvement of sustainability initiatives within Council	100%	At all Council's managed commercial assets (e.g. Currawong, Pittwater Golf Centre & Sydney Lakeside Holiday Park) energy reduction works have been completed (e.g. efficient lighting, solar hot water system, rainwater reuse, sustainable purchasing, etc.). This has also improved the facilities from a social benefit and has reduced overheads/ costs. We have also reduced the number of electricity meters reducing costs and staff workloads.
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Implement Council's current environmental sustainability strategies (i.e. Greenhouse Gas Reduction Strategy, Flora Management Plan, Fauna Management Plan etc)	100%	Council has continued its implementation of continuous improvement systems for Green House Gas (GHG) accounting, energy management and reporting, including and Energy an GHG Emissions Inventory. Installation of renewable energy and energy saving projects is ongoing through capital works and maintenance programs.
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	Review Council performance in meeting sustainability obligations. To develop key indicators and reporting frameworks	100%	The Council wide sustainability assessment tool has been incorporated into the project management system. The tool takes into account risks, community expectations and quadruple Bottom Line is being implemented through Council's Business Case and Project Management processes. Currently being implemented for all Council reports.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To sustainably and strategically manage the community's assets on a whole of life basis taking into account risks, community expectations and Quadruple Bottom Line (social, economic, environmental & governance)	To develop a Council wide strategy on sustainability, taking into account risks, community expectations and quadruple Bottom Line	100%	A review of sustainability performance undertaken in July 2014. Actions that have the greatest potential to improve Councils performance were prioritised. Council sustainability performance is being reported and reviewed via Senior Management Team meetings every 6 months. The council wide sustainability assessment tool has been incorporated into the project management system. The tool takes into account risks, community expectations and quadruple Bottom Line is being implemented through Council's Business Case and Project Management processes. A new template for the Council sustainability reporting in Council reports and associated guidance materials which takes into account sustainability, risks, community expectations and quadruple Bottom Line. Currently being implemented for all council reports.
Council to be a leader in sustainable management (social, economic, environmental, leadership)	Develop and implement a staged Climate Change Plan of Action	100%	Considerations for extreme weather, coastline hazards and flooding under the Climate Action Plan framework are continuing to be embedded into hazard risk studies. A review of the Council's climate change risk assessment is underway with participation across all business units. A revision was commenced of the Climate Change Policy No. 176 including the development of a supporting Climate Change Action Framework. An event was held in conjunction with Earth Hour on Climate Change and Coastal Storms featuring Michael Hall's photo exhibition on The Story of Our Planet Unfolds and SES Are you prepared for Coastal Storms?.
Council to be a leader in sustainable management (social, economic, environmental, leadership)	Manage fund to finance ongoing greenhouse reduction measures	100%	Council's Revolving Energy Fund (REF) forms part of Council's Budget allowing for energy saving initiatives to be funded. Allocation for 2014/15 amounts to \$150,000.
Council to be a leader in sustainable management (social, economic, environmental, leadership)	Provide strategic support to ensure that Council's Friendship Agreement is maintained with the remote community of Soibada in Timor Leste	100%	Council continues to promote and support the Pittwater Friends of Soibada through a range of initiatives. Financial support is provided by waiving fees for use of Council's community venues. Fundraising efforts occurred through Mona Vale library with money raised from film screening and book sales going towards the community group.

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To provide a safe and healthy work environment	Conduct WHS StateCover audit and implement recommendations	100%	StateCover Work Health & Safety (WHS) self-audit completed. Areas requiring further improvement attended to and/or incorporated into Council's Annual WHS Plan for implementation over the next 12 months.
To provide a safe and healthy work environment	Develop and implement an annual Employee Wellness Program	100%	Council aims to improve employees' level of fitness for their job and personal pursuits by promoting healthy activities, work/life balances, sound work practices and improved awareness through education and training. The Employee Wellness Program was endorsed by Senior Management Team and implemented across Council. Employee Wellness Program endorsed by Senior Management Team (SMT) and fully implemented.
To provide a safe and healthy work environment	Develop and implement Council's annual WHS Plan and systems	100%	Annual WHS Plan endorsed by WHS Committee and implemented. Meetings of the WHS Committee were held on a 6 weekly basis to address safety issues. The Committee comprises senior management and staff representatives. Regular "Tool Box" meetings held amongst the field staff to address safety issues at the operational level.
To provide a safe and healthy work environment	Manage Council's industrial relations and associated risk management, including management of Council's Joint Consultative Committee	100%	Council's Joint Consultative Committee met regularly to discuss industrial and employment related matters. The Committee comprises representatives from unions, employees and management. Individual industrial staff matters were managed by the Corporate Development Unit as the need arose.
To provide a safe and healthy work environment	Manage Council's workers compensation and return to work function	100%	Workers compensation claims received were processed in an efficient manner and constructive efforts made to assist in the rehabilitation of injured staff to ensure a timely and safe return to work.
To provide a safe and healthy work environment	Provide in-house support and counselling to staff	100%	In-house support and counselling was provided to individual staff on an as-needed basis.
To effectively provide workforce planning and cost effective workforce management	Conduct staff induction and familiarisation programs, including online induction program	100%	Staff inductions were conducted for all new starters utilising Council's new online induction program, as well as a face to face meeting upon arrival. Welcome/ familiarisation gatherings were held with senior management team for all new starters.

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To effectively provide workforce planning and cost effective workforce management	Coordinate the Career Development Program	100%	Career Development Program endorsed by Senior Management Team (SMT) and implemented.
To effectively provide workforce planning and cost effective workforce management	Develop and implement annual corporate training plan, including e-Learning courses.	100%	Annual Corporate Training Plan for 2014/15 endorsed by SMT and implemented. Business Unit training plans developed and implemented. New E-Learning training course platform implemented across Council.
To effectively provide workforce planning and cost effective workforce management	Develop and implement employee engagement program	100%	Employee engagement program implemented in February 2015 with monthly surveying/reporting of staff engagement levels. "On Board" surveying undertaken with new staff in first month of employment. "Stay" surveying undertaken with staff after approx. one year in the role. "Exit Interviews" undertaken with staff upon departure from Council employment.
To effectively provide workforce planning and cost effective workforce management	Develop and implement opportunities for flexible work practices across the organisation	100%	Opportunities to reduce working hours on request for individual employees were implemented where necessary operational arrangements can be established. Access to family/carers leave was made available to staff. Nine day fortnight working arrangement in place for full time staff below management level. Flexible working hours staff guideline in place to facilitate flexibility for staff to accommodate family and other private circumstances.
To effectively provide workforce planning and cost effective workforce management	Develop, implement & review Council's HR Guidelines	100%	The following Human Resources (HR) Guidelines have been developed and/or reviewed and updated during the past 12 months: Working From Home, Health & Wellbeing Leave, Redundancy, Managing Workplace Aggression and Violence & Alcohol and Other Drugs Guideline.
To effectively provide workforce planning and cost effective workforce management	Effectively manage council's salary system	100%	Salary system adjustments completed following finalisation of Local Government State Award 2014. Position re-evaluations, salary regard and competency/skill progression adjustments managed and implemented on an ongoing basis.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To effectively provide workforce planning and cost effective workforce management	Encourage opportunities for diversity within council's workforce	100%	Opportunities now available for young people to join the organisation in trainee positions/ internships. Improved gender balance in senior and management positions being achieved. Opportunities to employ persons with a disability being investigated.
To effectively provide workforce planning and cost effective workforce management	Implement the Excellence at Work and Service Recognition Staff Programs	100%	"Excellence at Work Awards" presented to staff by the General Manager at small Award functions through the year.
To effectively provide workforce planning and cost effective workforce management	Implement workforce planning strategy.	100%	Four (4) year Workforce Planning Strategy is being progressively implemented as set out in the various related actions in this report. Detailed profiling of the organisation undertaken as part of the Annual Report finalisation. Further organisational profiling and workforce analysis undertaken in December 2014 as part of the LGMA Benchmarking project.
To effectively provide workforce planning and cost effective workforce management	Manage Council's recruitment process and procedures	100%	All recruitments managed through the Corporate Development Unit utilising a variety of sources including online, print media, external recruitment agencies and social media sources. Recruitment & Selection Guidelines have been developed and reviewed by the Audit and Risk Committee to ensure consistent and legislatively sound recruitment practices.
To effectively provide workforce planning and cost effective workforce management	Manage Educational Assistance program	100%	Educational assistance provided to qualifying staff on an ongoing basis as part of Council's annual training and development plan.
To effectively provide workforce planning and cost effective workforce management	Manage, promote awareness and effective use of the Employee Assistance Program	100%	The Employee Assistance Program was promoted across the organisation and offered to individual employees on an as needed basis. The Program was well used by staff. The pool of approved counsellors was expanded through the year to provide greater choice, convenience and service to staff.

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To effectively provide workforce planning and cost effective workforce management	Oversee the Council's Performance Management System	100%	Annual performance appraisal and goal setting process completed utilising Council's integrated online performance management system. Performance improvement processes for identified staff managed as required. A new performance appraisal template for Business Managers was developed which places a greater focus on behaviours and leadership and customer service.
To effectively provide workforce planning and cost effective workforce management	Review and implement Council's Equal Employment Opportunity (EEO) Plan and manage associated risk	100%	Council's Equal Employment Opportunity (EEO) Plan was reviewed and updated on 30.6.2015. A new 12 month Action Plan and KPI's were developed as part of that review process. EEO processes are incorporated into all recruitment practices and employment related decision making.
To ensure Council's future financial sustainability	Actively manage all of council's short term licences	100%	Increased customer service focus on short term dinghy licences including moving to an online booking system. The majority of Council's tenants are covered by a lease, however where no lease is in place we are working towards an interim short-term licence.
To ensure Council's future financial sustainability	Continue to develop and integrate an asset management system into Council operations	100%	This is an ongoing process. A range of projects and opportunities are being investigated, assessed and progressed. Data in systems is being continually reviewed and updated to provide consistency across the several systems that cover asset information.
To ensure Council's future financial sustainability	Continue to identify, evaluate and manage commercial opportunities	100%	Council is now exploring utilising its assets to increase commercial opportunities. We have undertaken a Expression Of Interest for coffee vans in Rowland and Billarong Reserve and we are exploring options of a more permanent commercial arrangement. As part of our Capital Improvement Program we are also looking at new commercial activities when we upgrade our facilities.
To ensure Council's future financial sustainability	Continue to implement an Asset Management software system for all asset classes	100%	Council now uses one asset management system that actively manages all of councils' assets. Asset Management System has been built to cater for all significant asset classes across Council.

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To ensure Council's future financial sustainability	Continued development of an advanced program of infrastructure asset acquisition and creation, maintenance, renewal and disposal to optimis Council's abilities to fund and resource this strategy	100%	This ongoing process includes tendering and quotations for the purchase and disposal of assets. This is an ongoing process and is frequently reviewed when individual assets are dealt with.
To ensure Council's future financial sustainability	Coordinate grant opportunities across Council	100%	Council received \$1,891,350 in 2014/15 in Financial Assistance Grants from the Federal Government to be put towards road improvement, footpath and waste management in Pittwater. An additional \$688,162 was received from the Australian Government for Roads to Recovery program and pensioner subsidies while \$1,055,048 was granted by the NSW Government for projects to improve roads, street lighting, waste management and public libraries. Council was also successful in securing \$2,300,572 in competitive grant rounds to assist with projects such as wharf upgrades, improved organics collection, bush regeneration, dune restoration, flood & coastal works and studies, playground upgrades and blackspot projects.
To ensure Council's future financial sustainability	Effectively manage all of Council's property holdings and ensure best value return for ratepayers	100%	A full review has been undertaken and a management framework implemented.
To ensure Council's future financial sustainability	Effectively manage Council's Construction Plant and Fleet Vehicle Workshop	100%	Ongoing management and effective operation of the workshop continues. Plant purchase and replacement progressing as per expectations.

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STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To ensure Council's future financial sustainability	Effectively manage Council's financial services	100%	All financial services 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. Council's financial services are effectively managed on an ongoing basis with results and ratio's being notified to Council and management on a quarterly basis.
To ensure Council's future financial sustainability	Effectively manage the Pittwater Golf Centre and work with managers to develop a 10 year plan for the site	100%	Management Agreement is now in place and we are working towards increasing effectiveness of the business. Over the year substantial capital works have been undertaken and now the Golf Centre includes a café and upgraded facilities.
To ensure Council's future financial sustainability	Finalise development and implement Revenue Strategy for Council	100%	Scoping stage of project progressing.
To ensure Council's future financial sustainability	Implement the project management framework and software across all areas of council	100%	The project management software for the business cases is now completed and has been rolled out to all staff who are involved. The new business case process is being for project signoff for the 2015/2016 budget process. All projects over \$100,000 are now managed through the Project Management software.
To ensure Council's future financial sustainability	Manage Council's long term financial strategy	95%	Council's Long Term Financial Plan for 2014-2024 is being finalised. Modelling and Strategic Planning will be the matter of ongoing discussions between Management and Council.
To ensure Council's future financial sustainability	Manage Council's Payroll and leave administration function	100%	All staff were paid on a weekly basis and advised of their leave balances on a weekly basis. Pay rates and superannuation payments were adjusted to reflect changes under the Local Government State Award 2014 and relevant legislation. Performance payments were processed to reflect decisions of senior management. Managers were provided with quarterly reports advising them of leave balances for all their staff to assist in the ongoing management of staff leave.

Leading an Effective & Collaborative Council

CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To ensure Council's future financial sustainability	Manage Council's rating/revenue functions	100%	Council's rating facilities have been managed efficiently including supplementary notice production, levying and mailing of instalments and rate recovery.
To ensure Council's future financial sustainability	Ongoing review of council purchases through continuous monitoring of costs, probity and sustainable purchasing initiatives	100%	Reporting on sustainable purchases continue to Sustainable Choice on an annual basis with our efforts in this area remaining stable. Good progress made over the past 12 months with a further focus on regional procurement via SHOROC and bringing further spend under contract.
To ensure Council's future financial sustainability	Progressively develop priorities for maintenance and replacement for all classes of assets based on a life-cycle analysis assessment (including pro-active preventative maintenance)	100%	Condition data for all assets continues to be input into the system and used for annual priority scheduling. Life cycle costing and planned maintenance are being used.
To ensure Council's future financial sustainability	Provide delivery of infrastructure in accordance with Warriewood Valley Land Release Contributions Plan program	90%	Consultants are finalising the design following further investigation of culvert sizing and stream flows. Major job is McPherson Street which is with design consultants.
To ensure Council's future financial sustainability	Provide effective investment of Council's funds	100%	Investments have been managed as per required legislation and Council Policies.
To ensure Council's future financial sustainability	Provide Financial Accounting Services	100%	All financial service have been managed effectively and on time including, maintenance of Council's Loan Register, audit planning, updating of Council's asset register, ledger maintenance and all monthly closure and reporting of accounts payable and receivable ledgers and bank reconciliations.
To ensure Council's future financial sustainability	Provide Management Accounting Services	100%	All management accounting services and reporting have been facilitated efficiently and on time.

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CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To ensure Council's future financial sustainability	Review Total Asset Management Strategy for all asset classes.	100%	Pittwater Asset Management Strategy (PAMS) draft- July 2015 - is finished. Total Assets Management Strategy draft is complete.
To foster shared resourcing through regional partnerships	Develop regional environmental project	100%	<p>High School program for Warringah Council has been successfully run for the second year. This has now had a 50% increase in the grant funding allocated and 100% increase in client numbers for the program. This will continue for the next reporting year in the same structure with the option of including a primary school component.</p> <p>The Coastal Environment Centre (CEC) has continued to be involved in the NSEEN network and presentations made to member councils to expand the school education program. Presentations have been made to the Hornsby education network, North Shore Environmental Education Network. The CEC has continued to work collaboratively with the Peninsular Community of Schools (PCS) in providing support and participating in events for schools in Pittwater and Warringah. These have included Science Week, Project Green Sea Turtle and providing workshops for teachers in the PCS early careers program.</p>
To foster shared resourcing through regional partnerships	Participate in Career Fairs/ Expos in local area	100%	Direct contact was made with Career Advisers from local high schools to gauge level of interest in nominating Yr. 11 students to participate in apprenticeship with Council in 2015. Staff attended Narrabeen High School in April 2015 to speak with Year 12 students about resume preparation, interview techniques and other skills from an employer perspective.
To foster shared resourcing through regional partnerships	Partner with state government and other councils to facilitate regional council initiatives	100%	Pittwater continues to advocate for the continuation of SHOROC and regional initiatives undertaken in partnership with other SHOROC Council's. Pittwater actively contributes to initiatives such as the Rapid Bus Transit system, upgrade to Mona Vale Road and development of the health precinct at Mona Vale.
To foster shared resourcing through regional partnerships	Strengthen partnerships with other SHOROC Councils	100%	Pittwater is an active partner with SHOROC Councils regarding regional priorities and projects. Council has worked collaboratively with Manly and Mosman on regional cost saving and resource sharing through an ongoing procurement plan and process. Pittwater remains committed to retaining SHOROC as an entity that has worked effectively with state and federal government to ensure regional priorities are funded and progressed.

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CORPORATE MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To foster shared resourcing through regional partnerships	To foster shared resourcing and programs through regional partnerships with other agencies both State run, community based and NGOs	100%	Council has forged new regional partnerships through the following organisations: Salty Communities being driven by the Sydney Coastal Council's Group: The Local Land Services through various grants, projects (e.g. BushCare) and seminars workshops: Council continues to work with regional councils, particularly, Warringah Council in joint projects which have included wildlife and cat expo, school education, bushfire hazard reduction, estuary management, etc.; Working with the Aboriginal Heritage Office; sponsorship of the CEC through the NRMA.

Leading an Effective & Collaborative Council

DISASTER, EMERGENCY & RISK MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To promote a well-informed community and Council that know how to effectively respond to (before, during and after) disaster and emergency situations	Develop and implement programs to increase resilience to flood & coastal storms	100%	Community resilience is being considered via the implementation of the Northern Beaches Flood and Coastal Storm Education Strategy. The Pittwater Local Government Area Flood Risk to Life Classification Study was prepared to inform the development of a Flood Emergency Response Planning for Development in Pittwater Policy. The Policy has now been incorporated into Pittwater 21 Development Control Plan. Promotion of heat resilience through assisting promotions of ANU's Working in the Heat Study. Climate Change and Coastal Storms event held in March incorporating an SES presentation.
To manage public liability and risks associated with public infrastructure	Ongoing compliance with Council's statutory obligations and to properly discharge Council's common law duty of care to the community when managing risks	100%	Public Liability claims are well researched and investigated. Incidents are reported quickly to responsible officers to ensure that any risk is assessed and the appropriate controls are put in place to manage risk exposure. Claims that may lead to legal action are referred to Council's insurers. Where necessary, corrective action is engaged with the relevant Business Unit regarding risk exposure.
To manage public liability and risks associated with public infrastructure	Provide effective management of Council's insurance	100%	Council insurances reviewed annually to ensure appropriate cover in all areas of cover including suitable value in relation to assets. Claims are effectively managed in consultation with Council's insurers. Ongoing monitoring of claims and notifications has been undertaken regarding developments in the claims environment.
To manage public liability and risks associated with public infrastructure	Review annually and update Master Risk Register when required	100%	A comprehensive strategic and business unit risk profile has been developed to provide a Council-wide risk profile. The risk register has been updated to incorporate these strategic and business unit risks.
To provide for business continuity in the event of a disruption to the Council	Implement and periodically test Council's Business Continuity Plan	100%	This action was postponed awaiting a new incumbent for the Principal Officer - Governance role. The action will continue in 2015/16 towards delivery with the commencement of a new incumbent in the role.
To incorporate risk management in all business activities	Conduct investigations into formal staff grievances and take appropriate action	100%	Investigations into formal and informal staff grievances were undertaken by the Corporate Development Unit and other senior officers (with assistance provided by Corporate Development Officers) as the need arose and appropriate action was taken.

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DISASTER, EMERGENCY & RISK MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To incorporate risk management in all business activities	Develop and implement with relevant management risk management action plans (RAMP) to ensure compliance with ISO31000 and monitor outcomes	100%	Council's adopted ERMS complies with ISO 31000 and all documents and processes have been updated to comply with the Standard. The risk plan as adopted and implemented has been monitored during the roll-out and implementation.
To incorporate risk management in all business activities	Facilitate training and education awareness programs regarding risk management	100%	Staff training video has been completed and is available to all staff on the intranet and will be placed into the electronic staff induction program. Ongoing informal training is addressed by the dedicated Risk Officer on an as-needs basis. All workshops were completed with business units.
To incorporate risk management in all business activities	Improve management and engagement processes associated with volunteers	100%	Management practices of volunteers engaged in the library and Bushcare activities have been reviewed and improved.
To incorporate risk management in all business activities	Manage Council's industrial relations and associated risk management including management of Council's Joint Consultative Committee	100%	Council's Joint Consultative Committee met regularly through the year to discuss industrial and employment related matters. The Committee comprises representatives from unions, employees and management. Individual industrial matters were managed by the Corporate Development Unit Officers as the need arose.
To incorporate risk management in all business activities	Manage the Audit and Risk Committee	100%	The Audit and Risk committee meets quarterly and despite the absence of an Audit and Risk Officer for several months committee meetings were held and minutes presented to Council for adoption in a timely manner.
To incorporate risk management in all business activities	Ongoing compliance with ISO 31000 Risk Management and other referenced documents	100%	Council's adopted ERMS complies with ISO 31000 and all documents and processes have been updated to comply with the Standard.

Leading an Effective & Collaborative Council

DISASTER, EMERGENCY & RISK MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To incorporate risk management in all business activities	Provide effective management of Council's Enterprise Wide Risk Management Plan	100%	A staff awareness program has been rolled out to reach staff across Council based on required knowledge and awareness needs. The staff training video has been finalised and is available on the intranet and will be incorporated into the electronic staff induction process. Council's dedicated Risk Officer has implemented an ongoing system of liaising with business unit managers (and other staff as necessary) on a regular basis to ensure the effective management of the system.
To increase community awareness on effective risk management	Distribute, communicate and ongoing review of flood & coastal storm education information in partnership with SES	100%	Progress of actions in the Northern Beaches Coastal Storm and Flood Education Strategy was reviewed. An Historic Floods and Coastal Storm Photographic competition was promoted with SES StormSafe month and media releases. Pittwater Council staff supported the SES WOW (Wear Orange Wednesday) event and an outdoor SES awareness event at Mona Vale. Grant application was successful under the Community Resilience Innovation Program for an all-hazards photo exhibition and workshops. Developed StormSafe storyboards which is now being promoted by SES and participant councils.
To increase community awareness on effective risk management	Liase with RFS to conduct a Fire Wise program in areas identified in Warringah Pittwater Bushfire Risk Management Plan	100%	<p>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. So far this financial year, the Rural Fire Service (RFS) have undertaken three Fire Wise programs targeting high risk areas in the Pittwater LGA. Fire Wise Programs were held at the RFS Open Day at Avalon Community Centre (13 Sept 2014), Dog Day by the Bay (21 Sept 2014) and at the Australia Day event at Newport Beach (26 Jan 2015).</p> <p>Council has delivered 10 Bush Fire Survival Guides to residents adjoining high risk areas. Educational material is provided to residents adjoining hazard reduction burns to provide advice on preparing their properties and a follow-up letter detailing post-burn requirements is also provided.</p>
To plan for risks due to natural and man-made hazards	Develop and finalise bushfire management plan for Stapleton Park	85%	A draft has been developed and is being quality assured by the Rural Fire Service. Once finalised it will be placed on public exhibition.

Leading an Effective & Collaborative Council

DISASTER, EMERGENCY & RISK MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To plan for risks due to natural and man-made hazards	Develop, review and implement flood and coastal storm risk studies and plans in accordance with NSW Government guidelines	100%	Working papers one to four were completed for the McCarrs Creek, Mona Vale and Bayview Flood Study project. This involved data collection, a community questionnaire, and development of the flood model. A consultant was engaged for the Narrabeen Lagoon Floodplain Risk Management Study and Plan by Warringah Council, a project website established and a community survey was conducted of the Narrabeen Lagoon floodplain. Working papers 1 & 2 were presented to the Floodplain Community Working Group for the Avalon to Palm Beach Floodplain Risk Management Study and Plan project.
To plan for risks due to natural and man-made hazards	Implement Warringah, Pittwater Bushfire Risk Management Plan. Develop and implement annual hazard reduction plan with Bush Fire Risk Management Committee	100%	A total of 45 individual hazard reduction contracts were completed in 2014-15 within bushland reserves identified in the Warringah Pittwater Bushfire Risk Management Plan. This involved using contractors to manually undertake removal of fuels from specified areas, mainly within identified asset protection zones and strategic fire advantage zones, as well as preparation for area and pile burns, and post-fire maintenance. All works were completed to RFS specifications by April 2015 and reported on to the NSW Rural Fire Service as required. Any notifications received by Council from the RFS were also executed and completed to requirements and reported back. Any complaints made by residents were immediately reported to the RFS for their assessment.
To work effectively with all emergency and utility agencies to improve emergency response	Provide updates and flood information/ data to emergency and utility agencies	100%	Quarterly meetings with the SES and adjacent councils resulted in the review of progress of actions in the Northern Beaches Coastal Storm and Flood Education Strategy. The group conducted a Historic Floods and Coastal Storm Photographic competition with a supporting media release. An online photograph gallery was created. A set of StormSafe storyboards were created and is a resource being used by SES Sydney Northern Region.
To effectively respond to disasters, emergency situations and relief measures	Annual review of Disaster Emergency Management Strategy	100%	Annual review has been undertaken.
To effectively respond to disasters, emergency situations and relief measures	Conduct an annual review to coordinate links to agency websites	100%	Links reviewed and updated where necessary.

Leading an Effective & Collaborative Council

DISASTER, EMERGENCY & RISK MANAGEMENT STRATEGY

STRATEGIC INITIATIVE	ACTION	STATUS	REPORT
To effectively respond to disasters, emergency situations and relief measures	Continue to fulfil Council's statutory obligations relevant to the Local Emergency Management Committee	100%	This is an ongoing process with all statutory obligations completed.
To effectively respond to disasters, emergency situations and relief measures	Develop and maintain regional flood warning and information network	100%	Pittwater Council and project partners Warringah and Manly Councils continued to utilise and monitor reports from the Northern Beaches Flood Warning and Information Network. Some system refinement was undertaken.
To effectively respond to disasters, emergency situations and relief measures	Maintain staff training program in accordance with Disaster & Emergency Management Strategy	100%	Program undertaken as per strategy.
To effectively respond to disasters, emergency situations and relief measures	Support volunteer agencies as required during a disaster event	100%	Reserves and Recreational staff are available to provide resources to support volunteer agencies as required. Council set-up a triage system to respond to the April storms. Pittwater was declared a Natural Disaster Zone at which a clear up of 871 tonnes of vegetation was removed. Council received positive and widespread feedback from the local community for the response and services given at this time.

REFERENCES

WEB LINKS

- **Pittwater Council website**
www.pittwater.nsw.gov.au
- **2014 - 2015 Delivery Program**
www.pittwater.nsw.gov.au/deliveryprogram
- **'Pittwater 2025' - Strategic Plan**
www.pittwater.nsw.gov.au/strategicplan
- **Pittwater YouTube**
www.youtube.com/user/Pittwatercouncil

