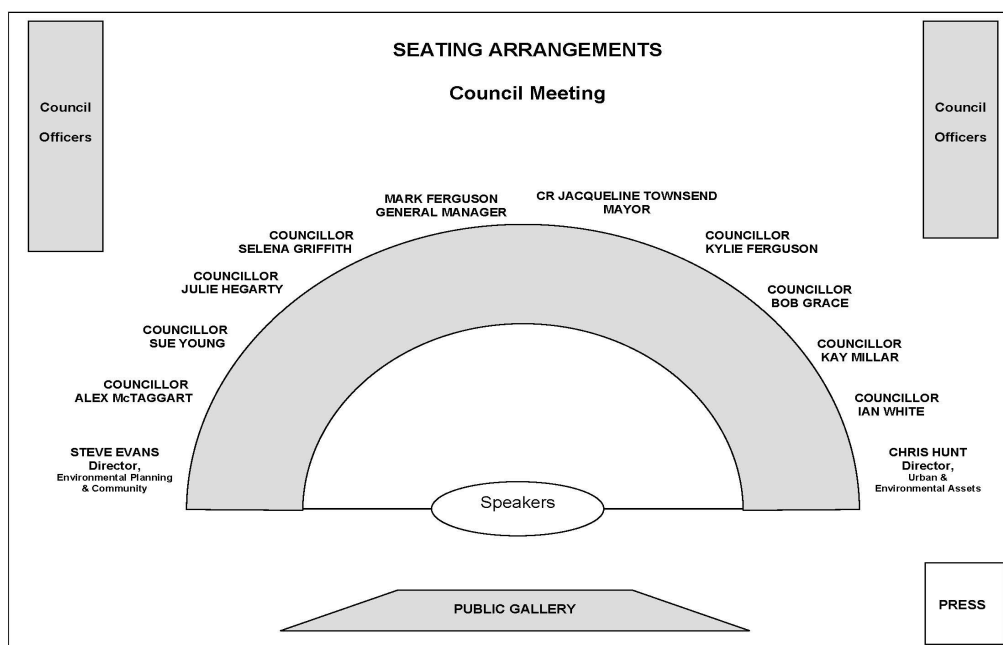# PITTWATER COUNCIL

Agenda
Council Meeting

Notice is hereby given that a Council Meeting of Pittwater Council will be held at Mona Vale Memorial Hall on
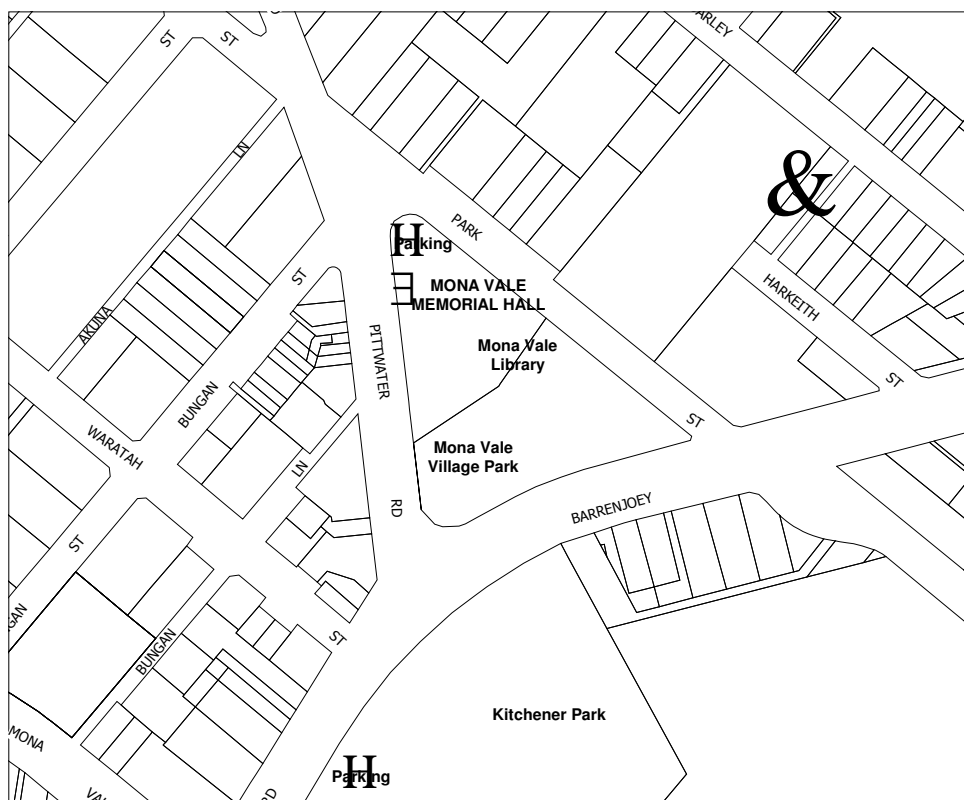
1 July 2013

Commencing at 6.30pm for the purpose of considering the items included on the Agenda.

Mark Ferguson
GENERAL MANAGER

Seating Arrangements

SEATING ARRANGEMENTS

Council Meeting

Council Officers

Council Officers

MARK FERGUSON
GENERAL MANAGER

CR JACQUELINE TOWNSEND
MAYOR

COUNCILLOR
SELENA GRIFFITH

COUNCILLOR
KYLIE FERGUSON

COUNCILLOR
JULIE HEGARTY

COUNCILLOR
BOB GRACE

COUNCILLOR
SUE YOUNG

COUNCILLOR
KAY MILLAR

COUNCILLOR
ALEX McTAGGART

COUNCILLOR
IAN WHITE

STEVE EVANS
Director,
Environmental Planning
& Community

CHRIS HUNT
Director,
Urban &
Environmental Assets

Speakers

PUBLIC GALLERY

PRESS

Meeting Location

Parking

MONA VALE
MEMORIAL HALL

Mona Vale
Library

Mona Vale
Village Park

Kitchener Park

Parking

All Pittwater Council's Agenda and Minutes are available on the Pittwater website at
www.pittwater.nsw.gov.au

Acknowledgement of Country

Pittwater Council honours and respects the spirits of the Guringai people.

Council acknowledges their traditional custodianship of the Pittwater area.

Statement of Respect

Pittwater Council promotes and strives to achieve a climate of respect for all and endeavours to inspire in our community shared civic pride by valuing and protecting our unique environment, both natural and built, for current and future generations.

We, the elected members and staff of Pittwater Council, undertake to act with honesty and integrity, to conduct ourselves in a way that engenders trust and confidence in the decisions we make on behalf of the Pittwater Community.

IMPORTANT NOTE FOR COUNCILLORS

The Council has received Confidential Advice in relation to the matters listed below which is attached as **Appendix 1 to Councillor's Agenda on yellow paper**. It is important that Councillors read these documents prior to determining the matters. Should the Council wish to consider the Confidential Advice during the course of the meeting, the following procedure should be followed:

1.   Any persons wishing to address the Council are invited to address the Council in Open Session, so that the general (non-confidential) issues relating to the matter are debated in Open Session.

2.   Should the Council wish to consider the Confidential Advice at any time during the debate, the Council should resolve into Committee of the Whole in Closed Session in accordance with Section 10A(2)(d) of the Local Government Act 1993, and debate the Confidential Advice and any related issues in a Closed Forum, with the Press and Public excluded. The Council does not have to make any resolution whilst in Committee of the Whole in Closed Session.

3.   Following conclusion of the Confidential discussion concerning the Confidential Advice the Council should resolve back into Open Session to continue the debate as required, excluding any reference to the Confidential Advice. Once again it is noted that the debate in Open Session should centre around the general (non-confidential) issues associated with the matter.

4.   The Council should then determine the matter in Open Session.

The Reports on the items below are listed in Open Session in the Agenda:

Item No	Item	Page No
C9.11	Tender T07/13 - Provision of Lifeguard Services	75

Mark Ferguson
GENERAL MANAGER

Council Meeting
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Item No	Item	Page No

CONFIDENTIAL CLAUSE

*This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d) of the Local Government Act 1993, which permits the Council to close the meeting to the public for business relating to the following: -*

(d)   Commercial information of a confidential nature that would, if disclosed:-
- prejudice the commercial position of the person who supplied it; or
- confer a commercial advantage on a competitor of the Council; or reveal a trade secret.

Commercial in Confidence - T07/13 - Provision of Lifeguard Services

**The Senior Management Team
has approved the inclusion of
all reports in this agenda.**

Council Meeting

1.0 Apologies

Apologies must be received and accepted from absent Members and leave of absence from the Council Meeting must be granted.

2.0 Declarations of Pecuniary and Conflict of Interest including any Political Donations and Gifts

Councillors are advised of the following definitions of a "pecuniary" or "conflict" of interest for their assistance:

*   Section 442 of the Local Government Act, 1993 states that a "pecuniary" interest is as follows:

> *"(1) [**Pecuniary interest**] A Pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.*
>
> *(2) [**Remoteness**] A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter."*

Councillors should reference the Local Government Act, 1993 for detailed provisions relating to pecuniary interests.

*   Council's Code of Conduct states that a "conflict of interest" exists when you could be influenced, or a reasonable person would perceive that you could be influenced by a personal interest when carrying out your public duty.

Councillors are also reminded of their responsibility to declare any Political donation or Gift in relation to the Local Government & Planning Legislation Amendment (Political Donations) Act 2008.

*   A reportable political donation is a donation of:

- $1,000 or more made to or for the benefit of the party, elected member, group or candidate; or
- $1,000 or more made by a major political donor to or for the benefit of a party, elected member, group or candidate, or made to the major political donor; or
- Less than $1,000 if the aggregated total of the donations made by the entity or person to the same party, elected member, group, candidate or person within the same financial year (ending 30 June) is $1,000 or more.

3.0   Confirmation of Minutes

"Councillors are advised that when the confirmation of minutes is being considered, the only question that can arise is whether they faithfully record the proceedings at the meeting referred to. A member of a council who votes for the confirmation of the minutes does not thereby make himself a party to the resolutions recorded: **Re Lands Allotment Co (1894) 1 Ch 616, 63 LJ Ch 291.**"

Minutes of the Council Meeting held on 24 June 2013.

4.0   Public Addresses

The following guidelines apply to any person addressing a Council / Committee meeting in relation to an item on the Council / Committee meeting agenda:

1. *A member of the public may be granted leave to address a meeting of Council or a Committee, where such a request is received by the General Manager no later than 3.00pm on the day of the meeting. This is subject to:*

   (a) *A maximum of up to six speakers may address on any one item, with a maximum of three speakers in support of the recommendation in the report, and three speakers in opposition.*

   (b) *A limitation of three minutes is allowed for any one speaker, with no extensions.*

   (c) *An objector/s to a development application is to speak first with the applicant always being given the right to reply.*

   Exceptions to these requirements may apply where:

   (a) *The Meeting specifically requests that a person be interviewed at a meeting.*

   (b) *The Meeting resolves that a person be heard at the meeting without having given prior notice to the General Manager*

2. *Once a public/resident speaker has completed their submission and responded to any Councillor questions, they are to return to their seat in the public gallery prior to the formal debate commencing.*

3. *No defamatory or slanderous comments will be permitted. Should a resident make such a comment, their address will be immediately terminated by the Chair of the meeting.*

4. *Council's general meeting procedures apply to Public Addresses, in particular, no insults or inferences of improper behaviour in relation to any other person is permitted.*

5. *Residents are not permitted to use Council's audio visual or computer equipment as part of their address. However, photographs, documents etc may be circulated to Councillors as part of their address.*

5.0   Councillor Questions with Notice

Nil.

6.0   Mayoral Minutes

Nil.

7.0   Business by Exception

Items that are dealt with by exception are items where the recommendations contained in the reports in the Agenda are adopted without discussion.

8.0   Council Meeting Business

C8.1 Report - Local Government Managers Association National Congress - Hobart Tasmania - 19 to 21 May 2013

Meeting:	Council	**Date:**	1 July 2013

STRATEGY: **Business Management**

ACTION: To report on Councillor attendance at the Local Government Managers Association National Congress held in Hobart Tasmania from 19 to 22 May 2013 and attended by the Mayor, Cr Townsend.

PURPOSE OF REPORT

To advise Council of Councillor Townsend's report following her attendance at the Local Government Managers Association National Congress held in Hobart Tasmania from 19 to 22 May 2013.

1.0   BACKGROUND

1.1   Council's Policy No 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors - provides that:

'Conference Reporting:

Following attendance at a Conference authorised under this Policy, the relevant Councillor is required to submit a report of approximately one page in length to the community via the Council's Agenda papers on the outcomes of the Conference, with particular emphasis as to any outcomes affecting Pittwater.'

1.2.1   The General Manager, under delegated authority, authorised Councillor Townsend's attendance at the Local Government Managers Association National Congress from 19 to 22 May 2013.

1.2.2   Councillor Townsend's Report **(Attachment 1)** is attached for Council information.

2.0   ISSUES

2.1   Reporting on attendance at conferences

3.0   SUSTAINABILITY ASSESSMENT

3.1   **Supporting & Connecting our Community (Social)**

This report will have no impact on this Strategy

3.2   **Valuing & Caring for our Natural Environment (Environmental)**

This report will have no impact on this Strategy

3.3 **Enhancing our Working & Learning (Economic)**

This report will have no impact on this Strategy

3.4 **Leading an Effective & Collaborative Council (Governance)**

This report is in response to Council's Policy 145 – Policy for the Payment of expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors – Conference Reporting

3.5 **Integrating our Built Environment (Infrastructure)**

This report will have no impact on this Strategy

4.0 EXECUTIVE SUMMARY

4.1 Council's Policy No 145 - Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors - provides that following attendance at a Conference authorised under this Policy the relevant Councillor is required to submit a report of approximately one page in length to the community via the Council's Agenda papers on the outcomes of the Conference, with particular emphasis as to any outcomes affecting Pittwater.

4.2 Councillor Townsend's report, her attendance at the Local Government Managers Association National Congress held in Hobart, Tasmania, from 19 to 22 May 2013 is attached for Council's information.

RECOMMENDATION

That Councillor Townsend's report on the LGMA National Congress **(Attachment 1)** be noted.

Report prepared by

Amelia Buchanan
EXECUTIVE ASSITANT, MAYOR & COUNCILLORS

Report of Local Government Managers Association National Congress, Hobart, 19 to 22 May 2013

It was a great opportunity to attend the 2013 Local Government Managers Australia National Conference. The theme was Great Societies and there was a lot of discussion around amalgamations.

A couple of sessions were high-jacked by amalgamation concerns and benefits with stories from Northern Territory, Western Australia and Queensland. Interestingly, the session on "The Creation of a Great Society; local government's role" was all about the merits of amalgamation! Our own General Manager Mark Ferguson brought us back to the topic, outlining how a community responds to major events will shape the character of a locality. He outlined the key issues as:

- Treat every issue as a major event and by acting ethically, respect the right of individuals.
- Have the vision and share it with the community to achieve the outcomes.
- Have the courage and the energy to tackle big issues.
- Treat engagement as an investment not a cost.

Bob Ansett gave an impassioned presentation on the unsuccessful amalgamation of his council, Noosa with its neighbouring coastal councils. From what he said, a big council is definitely not better and not every coastal community is a community of interest. It was of great value to our current debate in NSW to hear from the experience of the Noosa community and how they fought to have their council returned. As at 1 January 2014, and after a lot of waste of money and energy, Noosa Council will return.

The community challenge Christchurch NZ faced in 2011 was emotionally conveyed to the congress by its Mayor Bob Parker. He shared with us his own experience of how it felt, and how with the spirit of his community Christchurch has been rebuilt. He said it is about social capital and it was evident in his community immediately after the quake.

Community engagement was well placed in the sessions with Mark Pescoe presenting and later facilitating a session on successful local government community engagement projects across the country. Some key messages I took from these sessions are:

- Create places for sharing about the community, like Facebook.
- Spin wrecks engagement. Open engagement with honesty is best.
- Two way and informed communication

One idea I loved was to develop an engagement web page for all city engagement projects.

The last speaker was Therese Rein who gave an engaging presentation on the analogy of her role as CEO of a large Corporation with that of Local Government. Her insight and empathy for local government was warm and sincere. She spoke of the purpose of all stakeholders and the need to identify the stakeholders and measure the difference for each. She told us that local government is personal and that local government affects people's lives. How complete focus should be on engagement as what we do make a difference and what we do as local decision makers and leaders impact on others.

Ms Rein said we need local government leaders to focus on what we can do and not what we can't do and suggested we are to engage with respect and dignity.

Two Council staff members had the opportunity of attending the conference, Owen Mansell and Anuj Sharma, and will present to the Senior Management Team in due course on what they took from this conference that can be implemented into the operations of Council. It was a joy to spend time with them and learn of their dedication and hear of their commitment to their positions at Council.

At the conclusion of the conference our General Manager was presented with his chains as the new President of the Local Government Manager's Association. In accepting his new role he thanked Pittwater Council for giving him the opportunity to take on this important role.

Congratulations to our General Manager, Mark Ferguson, and I wish him all the success in leading our sphere of government at a national manager's level in the coming year.

Jacqueline Townsend
Mayor and South Ward Councillor

C8.2 Report - 53rd Floodplain Management Association National Conference - Tweed Heads - 28 to 31 May 2013

Meeting:	Council	**Date:**	1 July 2013

STRATEGY: **Business Management**

ACTION: To report on Councillor attendance at the 53rd Floodplain Management Association National Conference, held in Twin Towns, Tweed Heads, from 28 to 31 May 2013, and attended by Councillor Ferguson.

PURPOSE OF REPORT

To advise Council of Councillor Ferguson's report following her attendance at the 53rd Floodplain Management Association National Conference from 28 to 31 May 2013.

1.0 BACKGROUND

1.1 Council's Policy No 145 – Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors - provides that:

'Conference Reporting:

Following attendance at a Conference authorised under this Policy, the relevant Councillor is required to submit a report of approximately one page in length to the community via the Council's Agenda papers on the outcomes of the Conference, with particular emphasis as to any outcomes affecting Pittwater.'

1.2 At the Council meeting of 3 December 2012 Councillors resolved as follows, "That Council nominate Cr Griffith as elected member delegate to attend the 53rd Floodplain Management Association Conference at Tweed Heads, from 28 – 31 May 2013". The week prior to the Conference Cr Griffith became unable to attend. Consequently, the conference registration was offered by the General Manager and Mayor to Councillor Ferguson.

1.3 Councillor Ferguson's Report **(Attachment 1)** is attached for Council information.

2.0 ISSUES

2.1 Reporting on attendance at conferences

3.0 SUSTAINABILITY ASSESSMENT

3.1 **Supporting & Connecting our Community (Social)**

The report will have no impact on this Strategy

3.2 **Valuing & Caring for our Natural Environment (Environmental)**

The report will have no impact on this Strategy

3.3 **Enhancing our Working & Learning (Economic)**

The report will have no impact on this Strategy

3.4 **Leading an Effective & Collaborative Council (Governance)**

This report is in response to Council's Policy 145 – Policy for the Payment of expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors – Conference Reporting

3.5 **Integrating our Built Environment (Infrastructure)**

The report will have no impact on this Strategy

4.0   EXECUTIVE SUMMARY

4.1   Council's Policy No 145 - Policy for the Payment of Expenses and Provision of Facilities to the Mayor, Deputy Mayor and Councillors - provides that following attendance at a Conference authorised under this Policy the relevant Councillor is required to submit a report of approximately one page in length to the community via the Council's Agenda papers on the outcomes of the Conference, with particular emphasis as to any outcomes affecting Pittwater.

4.2   Councillor Ferguson's report following her attendance at the 53rd Floodplain Management Association National Conference, from 28 to 31 May 2013, is attached for Council's information.

RECOMMENDATION

That Councillor Ferguson's report on the 53rd Floodplain Management Association National Conference **(Attachment 1)** be noted.

Report prepared by

Amelia Buchanan
EXECUTIVE ASSISTANT, MAYOR & COUNCILLORS

Report on the 53rd Floodplain Management Association
National Conference - 28 to 31 May 2013

The Floodplain Management Association (FMA) formerly known as the Floodplain Management Authority of NSW was formed after the disastrous floods in NSW in the mid 1950's to support and promote best practice in floodplain risk management.

Flooding is the most costly of natural disasters in Australia and causes considerable loss of life, damage and community destruction, but it is yet the most manageable. The average damage from flooding in coastal New South Wales and inland urban centres is around $200 million a year. Between 1852 and 2011, 951 people were killed by floods in Australia, another 1326 were injured, and the cost of damage reached an estimated $4.76 billion dollars.

Part of the problem with flooding is that we continue to build in the path of floods, allowing people to reside in low-lying floodplains. Whilst we are very good at dealing with these emergencies, we are not so good at mitigating against disaster! Also, currently land is often zoned before flood studies are completed and flood risk management must be addressed at the DA stage, causing delays and extra costs.

One of the first things I learned from this conference was that no two floods are alike. Velocity and saturation levels are just two conditions that can affect how much damage a flood can do. There are quick floods and long lasting floods. Flash floods often have a dangerous wall of roaring water carrying lots of mud and debris. Overland flooding occurs outside a defined river or stream, such as when a levee is breached, but still can be destructive. You need to be aware of flood hazards no matter where you live, but especially if you live in a low-lying area or near water.

What can we do in existing flooding areas? We can raise bridges and infill development. We can also raise houses higher, build levies, or buy back some properties. But by doing these things, ie levies does that give the community a sense of complacency, do they become lax in identifying flooding. Will this only encourage more building behind the levies?

The Metropolitan Strategy for Sydney is all about supporting new housing and developments in both brownfield (infill) and Greenfield (new) investing in infrastructure and revitalising our neighbourhoods, open spaces and parks. The FMA does not want to obstruct these developments, but work with Council and Planners, to facilitate development outcomes that mitigate flood risks, and including infrastructure that better accommodates floodwaters. In Greenfield areas, there is a better chance to apply best practice. Adhere to Masterplans. In brownfield redevelopments, upgrade storm water infrastructure, build onsite retention, managing major flow corridors in a Masterplan. Have no go zones, community consultation, use flood runners, and try to limit exposure. Insist no critical facilities in these areas ie hospitals, aged care facilities etc. Improve flood warning, have restrictions on extensions and developments. A question being asked is, could we increase monies from developers, that they for the first 50 years of the development, safeguard the development?

We don't react well to flooding, even with improved knowledge. We still build on these flood plains and still make poor decisions. We need to work with the community. The ignorance that the 1 in 100 year flood will only happen once, not three times. Does the community have an idea of what the 1 in 100 year flood is all about? What are the ramifications for the community if floodplain mapping is not effectively incorporated into land use planning?

As a result of climate change, it is more important than ever that we learn from the past and plan for the future. The unpredictability, intensity and frequency of natural disasters is only expected to increase. We will need to have stronger development controls. We will need to reduce floodwater velocity, have a catchment scale approach and disaster relief over-generous!

This conference was very informative and of great assistance in helping me to understand more about the dangers of flooding and how we can include flood mapping into our every day planning.

Field trip to Tweed Valley to see a housing development that was flooded before it was even completed

Upgrading pipe work

Kylie Ferguson
Central Ward Councillor

C8.3	Human Resources / Workforce Planning Report

Meeting:	Council	**Date:** 1 July 2013

STRATEGY:	**Business Management**
ACTION:	Implement workforce planning strategy.

PURPOSE OF REPORT

To provide a comprehensive report on the human resources and workforce planning activities of the Council over the past 12 months.

1.0 BACKGROUND

1.1 At its meeting held on 1 November 2010 the Council adopted a Human Resources Policy which established an annual reporting process to the Council on the various human resources activities undertaken by the Council.

1.2 A 4 year Workforce Plan has also been developed and endorsed by Council's senior management team as part of Council's Resourcing Strategy, in line with Council's obligations under the integrated planning and reporting framework and legislation. The Workforce plan looks at strategic employment related issues likely to impact on Council over the next 4 years and beyond. These issues include managing an ageing workforce, declining birth rates leading to possible skills shortages, increased employee expectations for flexible working arrangements and recruitment challenges associated with the high cost of housing in Pittwater and public transport limitations. A copy of the Workforce Plan is attached to this report **(Attachment 1)** for information. A briefing was provided to Councillors on 11 March 2013 in relation to this matter.

2.0 ISSUES

2.1 Council's Workforce Planning

The Council's Workforce Plan aims to determine the future needs of its workforce on the basis of information we currently have. With the knowledge that overall, the Australian population is ageing and our workforce is shrinking due to declining birth rates, these demographic changes present significant long-term implications for the Australian economy and will also have an impact on Pittwater Council.

The changing age profile of the Australian population is important to Pittwater for two reasons:

   a) Firstly, the age profile is one factor that determines our services. An ageing population will be a key driver of the type and mix of services supplied by us to our community.

   b) Secondly, the ageing of the population is likely to directly influence the potential pool of employees available to us. Our current workforce encompasses a range of occupations that require a variety of skills and experience. This places us in a vulnerable position if employees were to retire over a short period of time, as the current skills may be difficult to replace.

Within these broad trends are several challenges. Firstly, considering the relative reduction in size of the overall labour force and the proportion of the population aged over 65, it is essential that Council is able to maintain or improve its relative attractiveness as an employer. Secondly, it is imperative that retention rates are maximised across Council.

To deal with these demands, Council's Workforce Plan looks at the most effective and efficient means of having the right people with the right skills undertaking the right tasks. The Plan aims to facilitate recruitment in areas of known shortages and at the same time put in place strategies to retain existing staff. In this way the Workforce Plan is engaged at all levels of the supply of workers. It also aims to influence how our workforce is educated, trained and developed into the future.

The demographic change combined with factors such as changing employee expectations and increasing community expectations for services pose a number of challenges to the Council and consequently the composition of our workforce.

In summary, some of the key issues that will likely affect our workforce are:

- Demographic change, the ageing of the population and the shrinking workforce,
- Increasing competition for young/talented employees across a range of areas,
- Potential skill shortages in a number of occupations required by Pittwater Council to serve the community,
- Increased employee expectations for flexible working arrangements,
- Changes in our community's demand for particular services,
- Lack of affordable housing in Pittwater for lower paid workers, and
- Poor interregional public transport connectivity to Pittwater.

2.2   Council's Actions in Implementing its Workforce Plan During 2012/2013

2.2.1   The External Environment

Pittwater Council seeks to be a responsible employer and strives for best practice in human resources management recognising the external economic, social, technological, political and legislative context in which it is operating.

The Council's human resources function operates within a complex and dynamic legal framework and employee terms and conditions are governed by legislative responsibilities contained within a wide range of state and federal legislation. The legislation includes laws against various types of discrimination, laws ensuring equal employment opportunity for all groups of people and laws placing obligations on Council to ensure the mental and physical health and wellbeing of its employees in the workplace. The Council's main workplace instrument is the Local Government (State) Award.

2.2.2   Workplace Profile

A summary profile of Pittwater Council's workforce is as follows:

- Number of equivalent full time (EFT) staff = 296.59.
- The structure of our workforce is full time staff (77%) and part time staff (23%).
- Female employees make up 48% of staff and male employees make up 52%% of staff.
- The average age of our workforce is 45.98 years.
- In terms of job containment, 85% of our staff live within the SHOROC region (Manly, Mosman, Warringah & Pittwater)

2.2.3 Core Values

The Council's management framework takes a values based approach to staff performance and development and includes initiatives aimed at cultural and organisational improvement and the career development of employees. The objective of this values based management approach is to position the Council as an employer of choice.

The Council staff previously developed a set of Core Values in 2006 being Respect, Quality, Ethics and Communication. These Values were reviewed by staff and Council's management team and have been expanded to include the following core values; Service, Communication, Respect, Integrity, Leadership and Wellbeing.

These Core Values underpin all of Council's human resource programs, initiatives and functions.

2.2.4 Development of Organisation Culture

Development of a desirable organisational culture is seen as a key component in the attraction and retention of staff at Pittwater.

In this regard, a staff cultural survey was undertaken in 2011. The survey had two components. In the first survey, all staff were invited to complete a detailed survey to help identify the existing culture within Council. In the second survey, a selected cross-section of staff were invited to complete a "preferred" culture survey.

An Organisational Development Program was developed and implemented during 2011-2013 in response to the survey results. This Program sought to help move the culture to more of a constructive/achievement orientation. It included the following elements:

- Review of Council's Core Values,
- Review of Current Staff Performance & Reward System,
- Development and implementation of Leadership & Behaviours Competency Framework,
- "Managing People" staff development program for all Supervisors,
- Targeted skills workshops for the senior managers, and
- Mentoring & Coaching for Managers.

A continuing focus has been placed on leadership within the organisation over the past 12 months. This has included ongoing coaching for nominated management staff, targeted skills based workshops for the management team (Developing Achievement Thinking & Solutions Based Coaching) and a "managing people" staff development program for supervisors at all levels of the organisation. The Human Synergistics - Life Styles Inventory (LSI) diagnostic tool underpins each of these programs.

2.2.5 Staff Training and Development

Training and development of staff is seen as an important strategy in dealing with potential skills shortages into the future, ie. a philosophy of "growing our own". In this regard a particular emphasis has been placed on career development and skills training for Council staff.

A Training Plan is developed each year which focuses on training priorities in key areas across the organisation as well as regular ongoing compliance training in areas such as WH&S, and risk management.

Some of the broader training programs undertaken during 2012/2013 included the following:

- Leadership,
- Supervisory/People management skills,
- Emotional Intelligence,
- Work Health & Safety obligations;
- Project management,
- Presentation and facilitation skills,
- Managing conflict/interpersonal skills, &
- Contract management.

Other initiatives in staff training and development during 2012/2013 included:

E-Learning

Council has recently commenced a roll out of an e-learning platform which allows more efficient and flexible delivery of a broad range of training across the whole of Council. With staff currently spread out across a number of different sites and out in the field, an e-learning option provides greater flexibility for staff to complete training online at a time and location that suits their workloads with less disruption.

Career Development Program

This annual program was first introduced in 2011 and continued through 2012/13. The Program is geared at providing selected high potential employees with personalised and targeted training and development plans. The individual development programs include such things as secondments to enable broader work experiences across Council, attendances at appropriate conferences and seminars, financial assistance towards tertiary and graduate qualifications and a development opportunity at Harvard Business School - Short Course for a selected staff member.

Educational Assistance Program

The Council offers financial support and time off work to staff seeking to expand their professional and technical knowledge in relevant graduate and tertiary courses through TAFE and universities. Support in this area benefits the employee, as it assists in their career development and assists the Council as it facilitates additional knowledge being brought into the organisation and encourages promotion of staff as they gather broader experiences and qualifications required in more senior roles.

Pittwater Women's Network

The female employees have continued a Women's Network established in late 2009 to promote the participation of women within Council and to encourage a sharing of experiences, ideas and support. Regular forums and workshops are held on a wide variety of topics which are financially supported by Council.

Induction and Familiarisation Programs

New employees are formally inducted into the organisation on their first day of employment with Council and again at more detailed familiarisation days held at the Coastal Environment Centre. These programs are important in settling new staff into the Council and provide opportunities for meeting with the senior staff, establishing networks across the Council and providing opportunities to explain our desired culture to new staff.

Council is nearing completion of a new online induction process which will allow new employees, prior to formal commencement with Council, to login and complete an online induction to help them gain an early understanding of key aspects of their employment (Strategic Plan, Values, management structure, compulsory training requirements, etc). This will assist new starters settle into their roles and free up time at the initial face to face induction to discuss other important matters.

Structure of Management Meetings

For 2012 and 2013 three female staff members attended and participated in monthly Business Manager meetings and three female staff attended and participated in monthly Senior Management Team meetings as team members. This enables female staff to have input into management discussions on a wide range of issues and improves the quality of decision making in Council. It is also a career development opportunity for those employees. This initiative has been taken to address the current imbalance between male and female staff at senior management level.

2.2.6 **Youth Employment**

Progress has been made in recruiting and developing younger staff, trainees and graduates in an effort to "grow" talent from within the organisation, recognising Pittwater's ageing workforce and potential skill shortages into the future. A number of trainees are now in place across the organisation and are being supported by Council through traineeships, tertiary study assistance and on-the-job training. Council has also successfully taken on university interns across some areas of the organisation.

2.2.7 **Ageing Workforce**

A number of initiatives are being considered to address the ageing of our workforce.

One measure to address the overall decrease in the (local) workforce participation rate is to encourage mature age workers to remain in paid employment. There are a number of benefits of encouraging older workers to work longer. For the individual there are benefits related to the flexibility of work during the transition to retirement, the potential to keep earning a salary given poor superannuation returns in recent times, and experience, skills and abilities can be better recognised. For the organisation there is better retention of corporate memory, scope for mentoring younger staff, diverse perspectives in projects, and a workforce that is more representative of the community, which may encourage better policy.

According to an ALGA survey, local councils have employed a range of workforce management initiatives to assist mature workers continue employment. The three initiatives that received the highest response rates in this survey were opportunities for reduction to part-time work, promotion of a healthy work environment and carer's leave.

Providing access to more flexible working arrangements, such as part-time work and phased retirement, would assist in the retention of mature-aged workers. Consideration is also been given to more creative ways of using their skills such as coaching or mentoring, skills transfer, and different roles with the opportunity, where desired and appropriate, to phase out managerial responsibilities.

One initiative Council has introduced is arranging for specialists to attend Council during working hours to hold superannuation and retirement planning seminars to help "prepare" older staff for retirement.

2.2.8 Staff Engagement, Consultation & Communication

With the increasing use of social networks, employers need to be able to utilise these social networks within the work place and to channel the energies into constructive avenues for input, decision making and engagement and hence develop ways of keeping the various groups engaged for longer periods.

In this regard, a number of mechanisms have been put in place at Pittwater to inform staff of various activities within Council and to seek comment and feedback on new initiatives and ideas as follows:

- Staff blog,
- Pittrends (regular bulletin issued by General Manager advising all staff of current workplace issues),
- PittStop (staff newsletter profiling events, staff and their achievements, social activities, etc), and
- Electronic and hard copy bulletin boards.
- Joint Consultative Committee.

Council has also introduced "On Board" surveying of new staff which is a brief survey given to new staff within 1 month of commencing with Council that assists in the early identification of any issues of concern. Research has shown that new employees generally make decisions about their likely tenure with an organisation within the first few days/weeks of commencement, so it is important that any issues of concern are identified and dealt with quickly. An annual "Stay" survey is also issued to new employees to asses levels of staff engagement one year after commencement with Council.

A number of internal staff guidelines are currently under review or were reviewed/updated during the year, as follows:

- Performance Appraisal Guideline,
- Higher Duties Guideline,
- Redundancy & Redeployment Guideline,
- Worker's Compensation & Return to Work Guideline,
- Alcohol and Other Drugs Guideline,
- Asbestos Guideline

2.2.9 Performance Management and Recognition

Council seeks to ensure that achievement and results are used to differentiate rewards and recognition between employees and their contribution to making Council an excellent organisation. These activities build trust, value people and develop positive relationships, which are all essential to building a successful organisation. The staff recognition program has been expanded to also include service awards to long serving staff of Pittwater Council as our feedback has indicated that such recognition is valued by our staff.

The recently revised performance and rewards system seeks to retain the key components of goal setting, appraisal of behaviours aligned to Council's core values, and discussion about individual training needs and career development opportunities. The goal setting process within the new performance system seeks to more closely align and integrate individual staff goals with the broader Strategic Plan outcomes.

The Excellence @ Work staff recognition program continued throughout 2012/2013 with high performing staff recognised by the senior management team every 2 months at an Award presentation.

2.2.10 **Work Health & Safety/Employee Wellness**

There is an increasing expectation amongst employees, as well as a statutory requirement, that organisations be actively concerned about the health and wellbeing of its workers. This not only includes providing a safe workplace where injuries are prevented, but increasingly, an awareness of mental health issues and their impact on the individual and productivity.

In response to this trend, Council has developed an annual employee wellness program ("Pumped at Pittwater") which continued throughout 2012/2013. The Wellness Program involves monthly health "themes" or topics with a mixture of health awareness talks, various health checks paid for by Council, promotions and practical activities aimed at educating employees and encouraging/supporting them to take care of their health both at work and at home. Topics, themes, talks, promotions, etc in the 2012/2013 Program have included:

- Ovarian cancer awareness
- Free breast cancer screening & talks through Breastscreen NSW
- Asthma Awareness Program
- Quit smoking assistance
- Walking "challenge" (staff issued with pedometers to measure daily steps taken)
- "Movember" supporting men's health awareness
- Bowel cancer awareness campaign
- Mental health awareness talks
- Heart & lung health awareness
- Free skin cancer screening
- Free flu vaccinations
- Mini massages (neck & shoulder), yoga and meditation courses
- Free Immunisation screening (hepatitis)
- Transition to retirement workshop,
- Superannuation advice/talks,
- Mini health fair/free healthy heart checks (free blood glucose, cholesterol, blood pressure checks).

In addition, an annual Work Health & Safety (WHS) Plan was developed and implemented in 2012/2013.

A continuing focus within the WHS Plan has been placed on updating Safe Work Method Statements and Risk Assessments across a wide range of work activities during the year.

An extensive review of Council's emergency management procedures is currently being undertaken.

The sensitive management of mental health issues in the workplace continues to be a challenge for Council and can have a considerable impact on individual employees and their work mates. Council's Employee Assistance Program continued throughout 2012/2013, which is a confidential service where the Council provides financial assistance and contacts for staff who need to see a professional counsellor or psychologist to help them deal with problems they may be experiencing. There is an increasing recognition that mental health problems experienced in private life have a considerable impact on performance at work.

Regular "Tool Box" meetings are held with the field staff to discuss work programs and workplace issues including WH&S matters.

Meetings of Council's Work Health & Safety Committee are held on a six weekly basis where staff representatives from across the organisation, including Directors and Managers, meet to discuss and resolve safety issues in the workplace.

The implementation of the new work health and safety legislation commenced from 1 January 2012. This "harmonisation" process seeks to achieve greater national consistency in occupational health and safety legislation and workers compensation arrangements between the various States. The new legislation has a number of impacts for the Council including increased responsibilities in relation to the management of contractors, sub contractors and volunteers, more detailed consultation processes between management and staff and continuing obligations in regard to ensuring the health and safety of workers.

2.2.11 Workers Compensation/Injury Management

During the past 12 months, the major categories of injuries reported by staff were:

- tick, spider, ant or animal bites,
- striking against something/being struck, and
- sprains/strains.

In recent years, Council's ongoing focus on Work Health & Safety preventative programs and worker rehabilitation has reduced the number and severity of injuries and, as a result, seen a reduction in the Council's workers compensation premium. Considerable focus has been placed on incident investigation and a continuing effort to map and analyse tick bites and explore alternative clothing and equipment to help reduce the volume of tick bites.

The estimated final premium (at the time of preparing this report) for the 2012/2013 year is $765,952 (incl. GST). The final premium for 2009/2010 was $1,081,955 (incl. GST). This represents a premium reduction of $316,003 (approx. 29%) over the past 3 years. Regular reports are provided to Council's senior management team and Work, Health and Safety Committee on injuries and workers compensation matters.

2.2.12 Recruitment

Council has taken a more targeted approach to the recruitment of certain positions in recent times. For example, Council now recruits its trainee IT staff directly from Brookvale TAFE, as this institution has proven to be a source of high quality young students who have adapted well to employment within Council. Similarly, Council recruits its Assistant Development Officers directly from various Universities across Sydney, as these institutions have provided high quality graduate town planners, some of whom have gone on to become valuable employees within Council's Planning & Assessment Unit. Council has also recently engaged university interns to work on specific projects and/or gain general experience in different work areas. This has benefitted both the Council in completing new projects where permanent staff resources are not available and the young interns who have gained valuable exposure to Pittwater Council and potential career options.

Pittwater Council also participates in the Northern Beaches Career Fair with other SHOROC Council's, which gives Council access to between 2,500 – 3,000 Year 10 and 12 students in the high schools in the region. This represents a potential source of future workers for Pittwater Council.

In 2013/2014 Council will be participating with the economic development team in the Career and Training Opportunities Expo to promote Pittwater Council as an employment option and facilitate networks with education institutions, relevant private and government agencies and key businesses to promote opportunities for jobs, traineeships and apprenticeships in the region.

Council continues to use a range of different advertising and sourcing approaches in its recruitment, depending upon the particular vacancy and prevailing market conditions. This may include a combination of online advertising, print media, social media and/or use of various recruitment agencies specialising in certain occupations.

As part of an increased risk management approach to recruitment, Council has commenced employee and position profiling as part of a psychological assessment process in the recruitment of staff in certain positions. This process essentially seeks to match the profiles of potential job candidates with the requirements/profile of the particular role as a further quality assurance measure. A greater emphasis has also been placed on identifying and documenting the specific physical and mental requirements of each role that is advertised so that a more targeted, comprehensive medical assessment is undertaken prior to offer of employment.

For the past 12 month period, 32 permanent employees were recruited into Pittwater Council's employment (following retirements, terminations and resignations).

Staff turnover for the 2012/2013 period was 12%. The average time to fill a vacant position was 38 calendar days.

2.2.13 **Equal Employment Opportunity (EEO)**

Pittwater Council has a commitment to equal employment opportunity under the obligations of the Anti-Discrimination Act, the Local Government Act and other relevant legislation. This commitment is not based merely on the legal requirement but on the need to provide a safe, equitable and discrimination free workplace and is reflected by the integration of the principles of EEO into Council's policies and work practices.

The Council's stated EEO objectives are:
- to eliminate discrimination in general, with particular emphasis on the elimination of racial and sex (gender, marital status, pregnancy, sexual preference) discrimination;,
- to eliminate harassment and intimidation from the workplace,
- to eliminate unacceptable personal behaviour from the workplace,
- to ensure that every person regardless of his/her membership of a particular group (women, racial minority, religious beliefs and/or person with a disability including mental, physical or organisms such as HIV/AIDS) is given a fair and equitable chance to compete for any vacant positions within the Council, and
- to review Council policies and procedures on a regular basis to ensure that they are free from discrimination.

All employees and external applicants for positions are given an equal chance when they apply for positions, promotions, training opportunities and in their workplace conditions. Any factors such as sex, race, marital or domestic status or disability, homosexuality, religious beliefs, pregnancy, breast feeding, age, transgender or carer's responsibilities are irrelevant to employment and all appointments are based on merit and skill.

Workplace problems and/or issues are addressed in accordance with the Council guidelines and work practices to ensure EEO principles are adhered to and all staff are treated with fairness and respect.

The Council has developed an EEO Plan in accordance with its legislative obligations which is reviewed and updated each year. The purpose of the Council's EEO Plan is to:

- engender a culture that values and responds to the diversity of Council staff,
- overcome past disadvantages for members of target groups,
- build trust between managers, supervisors and staff,
- provide education which is socially, culturally and gender inclusive,
- remove barriers to participation and progression in employment and training,
- increase flexibility through exposure to new ideas and different ways of working, and
- enhance the quality and accessibility of training and employment with increasing links to cultural diversity.

Pittwater Council's EEO Plan details the programs developed to achieve the integration of equity and diversity and equal opportunity principles into all aspects of employment.

In partnership with the Anti-Discrimination Board, Council has conducted a comprehensive discrimination and harassment prevention training program for all staff, including managers, directors and the General Manager.

2.2.14 **Industrial Relations**

Council seeks to maintain a harmonious workplace, free of industrial action and disruption. In this regard, Council seeks to work co-operatively with the relevant unions to ensure a positive industrial environment with a consultative approach taken by management, staff and unions in staff related matters.

The Council's Joint Consultative Committee (JCC) is the key mechanism established for dealing with industrial and employment related matters. The JCC meets on a six weekly basis where representatives of the staff, unions and management come together to discuss a variety of matters that affect the workplace and employment conditions at the Council.

A number of issues have been considered and discussed by the JCC over the past 12 months including Council's performance management and reward system, Council's complaints handling systems, staff re-alignments and various human resources / staff guidelines.

3.0   SUSTAINABILITY ASSESSMENT

3.1   **Supporting & Connecting our Community (Social)**

The Council currently draws a large percentage of its workforce from the SHOROC region and is a significant employer in the Pittwater LGA. With potential skills shortages in certain occupations, the high cost of housing in Pittwater and poor interregional public transport connectivity to Pittwater, the Council may face recruitment challenges into the future. The Council may need to look at a wider catchment to attract suitably skilled and qualified workers into the future, including the Central Coast and north/west Sydney.

3.2   **Valuing & Caring for our Natural Environment (Environmental)**

N/A.

3.3 **Enhancing our Working & Learning (Economic)**

The changing age profile of the Australian population is important to Council as it is one factor that determines our services. An ageing population will be a key driver of the type and mix of services supplied by Pittwater Council to our community into the future.

The ageing of the population and skills shortages in certain occupations is likely to directly influence the potential pool of employees available to Council. Council's current workforce encompasses a range of occupations that require a variety of skills and experience. This places Council in a vulnerable position if employees were to retire over a short period of time, as the current skills may be difficult to replace.

3.4 **Leading an Effective & Collaborative Council (Governance)**

The Council seeks to be a responsible employer and an Employer of Choice. Ongoing compliance with the numerous employment related federal and state legislation and the Local Government (State) Award is part of Council's approach to good corporate governance.

3.5 **Integrating our Built Environment (Infrastructure)**

N/A.

4.0 EXECUTIVE SUMMARY

4.1 The Council's human resources function operates within a complex and dynamic legal framework. Employee terms and conditions are governed by the Local Government (State) Award as well as a wide range of state and federal legislation. The legislation includes laws against various types of discrimination, laws ensuring equal employment opportunity for all groups of people and laws placing obligations on Council to ensure the health and safety of employees in the workplace.

The Council has developed a Workforce Plan that looks at strategic employment related issues likely to impact on Council over the next four years and beyond. These issues include an ageing workforce, declining birth rates leading to possible skills shortages, increased employee expectations for flexible arrangements and recruitment challenges associated with the high cost of housing in Pittwater and public transport limitations.

The Council's management framework takes a values based approach to staff performance and development and includes initiatives aimed at cultural and organisational improvement and the career development of employees. The objective of this values based management approach is to establish the Council as an employer of choice.

RECOMMENDATION

1. That the report be noted.

2. That the attached Workforce Plan be noted.

Report prepared by

Steve Rawe
MANAGER, CORPORATE DEVELOPMENT

PITTWATER COUNCIL

Workforce Plan

2013 - 2017
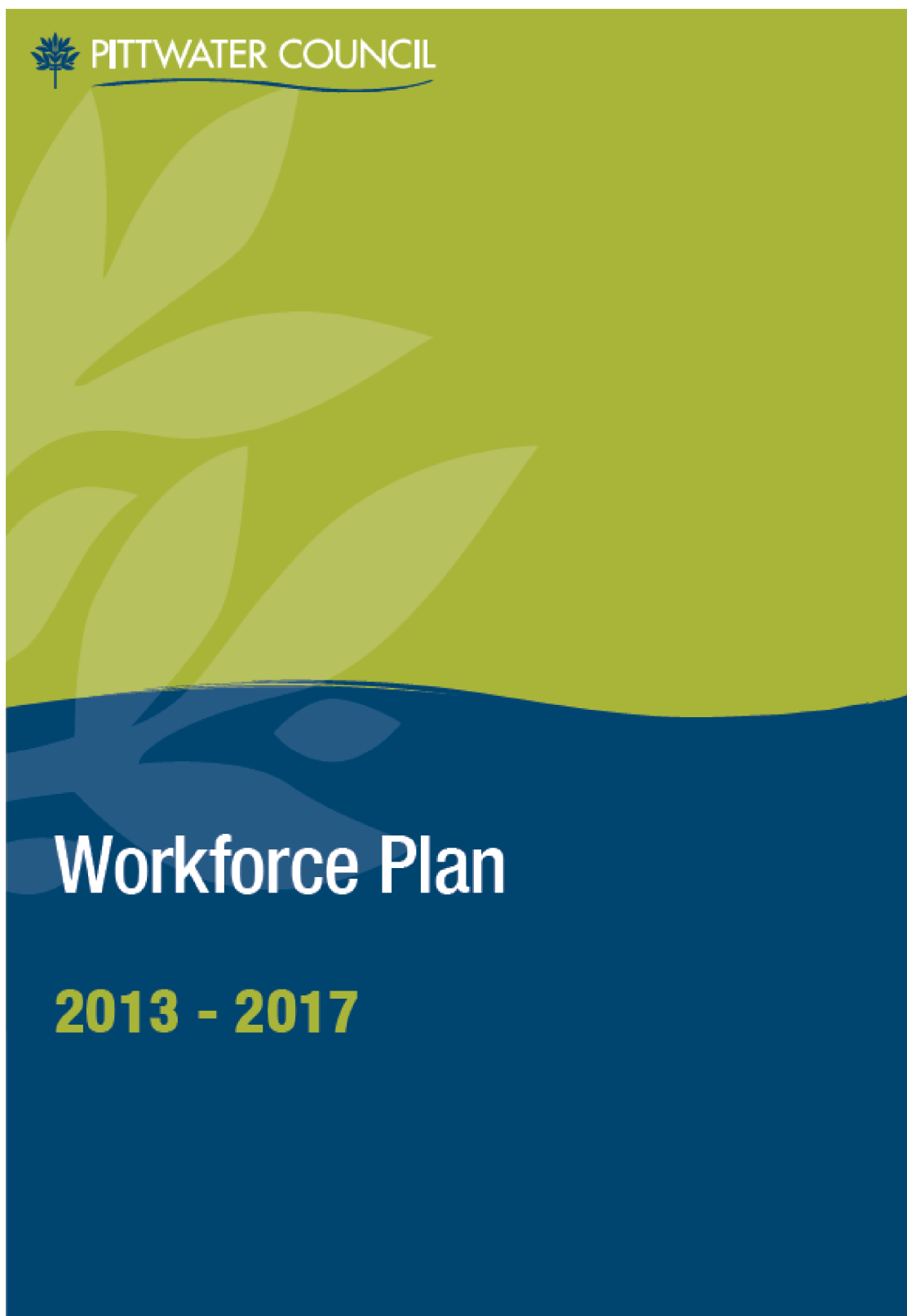
Last Updated: February 2013

Approved by: Senior Management Team – 7 February 2013

Next Review :   2017

ECM Ref: Human Resources Tab/Workforce Management (Doc. No.4859484)

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1. Executive Summary

Workforce Planning is the process of identifying current and future staffing needs. It focuses on retaining existing staff as well as attracting new employees to ensure that Council has the right number of people, with the right skills in the right jobs at the right time, now and into the future.

Our Vision for Pittwater Council is: 'To be a vibrant sustainable community of connected villages inspired by bush, beach and water". This Workforce Plan sets out the issues, evidence and strategies required to deliver a sustainable Pittwater Council workforce capable of continuing to deliver high quality services to our community to 2017 and deliver on our vision. It builds upon the directions set out in the 2025 Strategic Plan and 2013 - 2017 Delivery Program and Budget and is aligned with the overarching NSW Planning and Reporting framework.

Workforce planning aims to determine future needs on the basis of information we currently have. With the knowledge that overall, the Australian population is ageing and our workforce is shrinking due to declining birth rates, these demographic changes present significant long-term implications for the Australian economy and will also have an impact on our organisation.

The changing age profile of the Australian population is important to us for two reasons:

a. Firstly, the age profile is one factor that determines our services. An ageing population will be a key driver of the type and mix of services supplied by us to our community.

b. Secondly, the ageing of the population is likely to directly influence the potential pool of employees available to us. Our current workforce encompasses a range of occupations that require a variety of skills and experience. This places us in a vulnerable position if a significant number of employees were to retire over a short period of time, as the current skills may be difficult to replace.

Within these broad trends are several challenges. Firstly, considering the relative reduction in size of the overall labour force and the growing proportion of the population aged over 65, it is essential that we are able to maintain or improve our relative attractiveness as an employer. Secondly, it is imperative that our retention rates are maximised across council.

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To deal with these demands this plan looks at the most effective and efficient means of having the right people with the right skills undertaking the right tasks. Our plan aims to facilitate recruitment in areas of known shortages and at the same time put in place strategies to retain existing staff. In this way our Workforce Plan is engaged at all levels regarding the supply of workers. It also aims to influence how our workforce is educated, trained and developed into the future.

Our key initiatives focus on:

- Employer Branding: develop our employer brand, which we will use on our external human resources communications, to build brand awareness of local government and more specifically our organisation as a career destination. This will help candidates understand there are good career opportunities at Pittwater Council.

- Effective Recruitment Strategies: using more specific, targeted and cost effective recruitment strategies for specific positions.

- Entry level programs –"growing our own": A range of traineeships and access to government incentives to employ people for these traineeships.

- Skills and Knowledge Succession Planning: identifying the critical skills and knowledge within the organisation and emerging skill gaps and developing our employees to ensure adequate training, retention and transfer of these skills and knowledge.

- Learning and Development: opportunities that contribute to employees choosing to stay with our organisation. We are looking at staff access to learning and further education, including traineeships, apprenticeships and on the job possibilities.

- Develop strong organisational culture and implement Pittwater Leadership Framework.

- Maintain, further develop and expand our regional joint council strategic partnerships.

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2.Introduction: What is a Workforce Plan?

Workforce Planning is the process of identifying current and future staffing needs. It focuses on retaining existing staff as well as attracting new employees to ensure we have the right number of people, with the right skills in the right jobs at the right time, now and into the future.

Why is it important?

The Workforce Plan 2013 – 2017 provides a framework for aligning decisions about human resources (such as recruitment, development, internal deployment etc.) with Key Directions and Strategies in our 2025 Strategic Plan. It is a key element of our Resourcing Strategy, both being informed by and informing our Long Term Financial Planning (overall Employee Benefits and On-Costs) and our Asset Management Planning in terms of the skills required now and into the future to sustainably manage the portfolio.

The Plan sets out the issues, evidence and strategies required to deliver a sustainable Pittwater Council workforce, capable of maintaining high quality services to our community over the next 4 years. We set targets and develop strategies to facilitate recruitment in areas of known shortages and at the same time implement strategies to retain existing staff. Our plan also aims to influence how our workforce is educated, trained and developed into the future, aligning what we said we would do in the 2025 Strategic Plan with the right people to ensure the job gets done.

How Does the Workforce Plan Relate to Council's Other Strategic Documents?

Pittwater Council 2025 Strategic Plan

The Council's 2025 Strategic Plan is the highest level plan that Council has prepared. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

The Pittwater community created a strategic planning framework to ensure the integration of sustainability into the future direction and planning for Pittwater. This framework outlines five interlinked and interdependent key directions:

1. Supporting and Connecting our Community.
2. Valuing & Caring for our Natural Environment
3. Enhancing our Working and Learning
4. Leading an Effective & Collaborative Council
5. Integrating Our Built Environment.

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Resourcing Strategy

The 2025 Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

The Resourcing Strategy consists of three components:

- Long Term Financial Planning

- Workforce Management Planning

- Asset Management Planning.

The Resourcing Strategy is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the 2025 Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals. The Resourcing Strategy focuses in detail on matters that are the responsibility of the Council and looks generally at matters that are the responsibility of others.

Delivery Program & Operational Plan 2013 - 2017

This is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the 2025 Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

Supporting the Delivery Program is an annual Operational Plan. It spells out the details of the Program – the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

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Where Does the Workforce Plan Fit Into Council's 2025 Strategic Plan?

The activities set out in this Workforce Plan fall under the **Key Direction** – *Leading an Effective & Collaborative Council* within our 2025 Strategic Plan. Specifically, the activities set out in the Workforce Plan are contained within the *Corporate Management* **Strategy** and seek to achieve the following **Objective** within the *Corporate Management* Strategy:

- ✓ To effectively provide workforce planning and cost effective workforce management.

Reporting

The various activities/plans within the overall Workforce Plan are broken down into a series of "**Actions**" and progress made on the implementation of these actions are reported to the elected Council every 6 months as part of the integrated planning and reporting process.

Organisational Review

Following adoption of the 2025 Strategic Plan by the elected Council in June 2025, an organizational review will be conducted with the following objectives:

1. To respond to Council's statutory requirements under Section 333 of the Local Government Act to re-determine its organisation structure within 12 months of an election of the Council;

2. To ensure the organisation structure reflects the desired outcomes of the Strategic Plan 2025;

3. To realign business units as required to achieve maximum efficiencies and ensure appropriate synergies between functional areas.

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3.Our Workforce Planning Framework

Our Workforce Plan is underpinned by the Workforce Planning framework. This is pictured and described in more detail below:
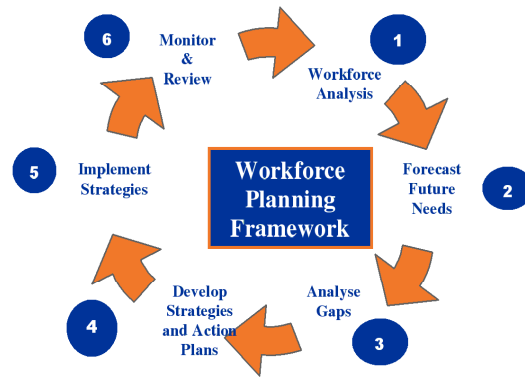

Figure 1: The Workforce Planning Framework.

The key steps are:

1. Workforce Analysis: Establishing the profile of our existing workforce. This analysis includes a snapshot of national workforce trends as well as a profile of our own workforce.

2. Forecast Future Needs: Establishing the future profile of our workforce based on the business direction over the mid to long term. This involves identifying changes to the service delivery requirements of our organisation, tying in closely to our 2025 Strategic Plan.

3. Gap Analysis: Understanding the gap between our existing workforce and the future profile of our workforce. This step involves using the results of workforce analysis (step 1) and forecasting (step 2) to identify current and future gaps between the demand for services and the supply of labour to meet those demands.

4. Develop Strategies and Action Plans: Establishing strategies to develop the skills internally to match the future needs and where applicable source the skills externally and overcome any constraints. This involves the planning and design of specific programs and projects that will enable us to develop and maintain a workforce capable of delivering our 2025 Strategic Plan.

5. Implement Strategies: This is the delivery of the specific programs and projects required to develop and maintain the capability and capacity of our workforce. The implementation of these strategies is integrated into the broader business planning and operational management activities of our organisation.

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6. Monitor and review the application of the strategies. This step is conducted to determine the effectiveness, efficiency and appropriateness of the workforce planning strategies and activities. Performance information is required to determine the impact of workforce planning on the overall achievement of organisational objectives and our 2025 Strategic Plan. This will be an ongoing process once the strategies have been implemented.

4.Workforce Analysis

Current work profile of Pittwater Local Government Area

The Pittwater Local Government Area is a relatively affluent area with a well educated labour force. Our residents enjoy relatively high average incomes compared to Sydney, state and national averages.

Unemployment rates remain relatively low on the Northern Beaches and in Pittwater; historically these rates track lower than the state and national rates. The unemployment rate in Pittwater was 3.4% at 2011 Census, below the State (5.9%) and National (5.6%) rates.

The major occupation groups of our Pittwater residents at 2011 Census are professionals (26.2%), managers (17.5%), clerical and administrative workers (15.1%), technicians and trades workers (13.4%), sales workers (9.4%), and community and personal service workers (9%).

Overall, there are significant differences between the Pittwater resident labour force and the State region, these are summarised below:

- Household income – Median family weekly incomes of households in Pittwater ($2319 without children, $2803 with children) are considerably higher than median household incomes across the State ($2120 without children, $2370 with children) and nationally ($2081 without children, $2310 with children).
- Qualifications – a higher percentage of Pittwater residents have diploma or tertiary qualifications (Pittwater 33%, Sydney 28.1%) and a significantly lower percentage have no qualifications (Pittwater 35.5%, Sydney 42.8%).
- Occupation – relative to the rest of the NSW, a higher percentage of our residents are employed as managers and professionals and lower percentages as machinery operators, drivers and labourers.
- Employment containment – Some 38.9% of those employed residents in Pittwater also live within the Pittwater LGA.

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Current profile of Pittwater Council Workforce

We are a complex, multi faceted business that operates across a range of industry sectors. We provide a broad range of services to our community from so called 'soft services' (child care, libraries, community services for the aged and disabled etc) to construction services (roads and traffic), recreation/tourism (Sydney Lakeside Holiday Park, parks and reserves, etc) and services focused on keeping people safe (lifeguards at our beaches). To deliver these services we require a diverse workforce with a range of skills and qualifications from specialist/technical occupations such as town planners and engineers to people to clean the streets and maintain the amenities of our area.

We are one of the major employers on the peninsula providing work for well over 300 employees on a full time, part time, casual, or temporary basis. Whether positions are filled on a full time, part time, casual, or temporary basis is based on our business needs.

We monitor the profile of our employees on a regular basis. Presented below is the organisational view and commentary on how we compare to relevant benchmarks.

Workforce Age	Number of Full-time employees		Number of Part-time employees	
Age Group	Male	Female	Male	Female
15 – 19	1	2	0	0
20 – 29	15	21	1	1
30 – 39	29	27	1	11
40 – 49	43	11	3	27
50 – 59	46	18	0	24
60+	29	10	1	7
Total Headcount	163	89	6	70
Total FTE	163	89	3.57	41.02

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

NB: Pittwater Council profile as at 2/1/2013. FTE figures do not include current vacancies.

Employment Type

Our workforce is made up of 77% full time and 23% part time workers (based on headcount figures and excluding temporary and casual workers).

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Gender

48% of our workforce is female and 52% male. There are a greater number of females employed on a part time basis. We are just above the NSW Local Government average of 46% female (NSW DLG 2010 Census). However, we still have a way to go to ensure females are better represented at management level. Our current ratio is 13 male and 1 female staff member at the management level. The gender balance at the Principal Officer level (the level immediately below Business Unit Manager) is more balanced however, with 15 males and 12 females currently in these positions.

Age

The average age of our workforce is 45.08 years. Compared to the overall Australian workforce age this is relatively high. In Pittwater, the median workforce age is 44 years compared to a median age of 40 years for both NSW and nationally. Persons under 20 years are largely absent and make up only 1% of our workforce and 41% of our workforce is 50 years or older.

Job Containment

In relation to Pittwater Council employees, 86% of our workers live within the SHOROC (Manly, Mosman, Warringah & Pittwater) local government region. In terms of the wider Pittwater workforce, 38.9% of employed residents also work in the Pittwater area.

Summary of Workforce Issues

The demographic change combined with factors such as changing employee expectations and increasing community expectations for services pose a number of challenges to our Council and consequently the composition of our workforce.

The key issues that will affect our workforce are:

- Demographic change, the ageing of the population and the shrinking workforce;
- Increasing competition for employees across a range of areas;
- Skill shortages in a number of occupations required by local government to serve the community;
- Increased employee expectations for flexible working arrangements;
- Changes in our community's demand for particular services;
- Affordable housing for lower paid workers;
- Transport links to Pittwater.

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Regional Employment Study

A SHOROC Regional Employment Study was undertaken by consultants Hill PDA in 2007/2008 and the research findings led to key principles for employment being identified for each of the LGA's in SHOROC. Some of the issues resulting from these principles and the Study in general are as follows:

- Job containment

There are three factors influencing job containment in Pittwater:

- o As the population ages, a lower proportion will be working.
- o Ingleside (where most of Pittwater's population will grow) is likely to be family type dwellings in which case the labour force is likely to be less because of the number of children.
- o Most employment growth relates to Health and community services, Accommodation, cafes and restaurants, Retail trade, and Property and business services. Excluding the last, these are within the lower half of the income band, in many cases essential services. With high housing costs, workers on lower salaries will face difficulties both living and working in the Region.

A high proportion of Pittwater residents work in the SHOROC region – the highest proportion of the SHOROC LGAs, and Pittwater has the highest proportion of home working at 8.4% of employed persons.

- Transport & Housing

There are implications for public transport as 48% of the Pittwater residents working outside SHOROC work in Global Sydney, and 40% of the Pittwater residents working outside SHOROC work west of SHOROC, which has implications for both public transport and Mona Vale Road.

Owing to poor interregional public transport connectivity, the benefits of job containment are in part negated by high levels of private car use.

A demographic analysis of the Pittwater community, estimated that Pittwater is expected to grow slowly at an average annual growth rate of 1.2%, with the average household size expected to fall slightly from 2.65 in 2006 to 2.51 in 2021. Pittwater is also shown to have an ageing population, with the percentage of people above 60 years of age expected to increase from the current 24.5% (2011 Census).

In developing a broad employment strategy a key issue for Pittwater Council will be the likely need for a specific strategy to source lower paid workers from other regions including those in essential services (key workers such as truck drivers, labourers, plant operators, child care workers).

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As the shortage of affordable housing is based on the high cost of land, which is beyond the control of Pittwater Council, there is a need for a regional transport strategy to enable such workers to access the Pittwater/SHOROC region and to provide a workforce for Council and local business.

5.Forecast Future Trends

Public Sector and Local Government Sector Workforce Trends

Overall, the Australian population is ageing and our workforce is shrinking. These are demographic changes that present significant long-term implications for the Australian economy and will also have an impact on our organisation.

The ageing population will be the most prominent external force likely to shape the nature of local government services. This presents two central issues for local government. The first is the change in the structure of the demand for our council's services. As the population ages, demand for health and aged care related services increases and demand for education and child care services as a proportion of total expenditure will, theoretically, decrease. These challenges can affect workforce capacity and the capabilities required by councils to achieve their strategic priorities.

Secondly, all councils will have to compete in a labour market that will shrink as the older population withdraws from the labour force. And finally, the characteristics of the labour force will look different across all age cohorts, for example, younger employees have different expectations of their jobs, careers and employers.

More specifically, people working in the Australian public sector are on average 10 years older than the overall workforce, with 42% of the public sector workforce aged 45 years or over, compared with 33% of the NSW workforce. Over the next decade, a substantial proportion of key workers with critical skills and experience in the public sector will be lost as the so-called 'baby boom' generation reaches retirement age.

Due to these factors, it has become increasingly difficult to fill some positions particularly where a skill set is in short supply. This may mean having to recruit on a state, national or even global level to fill some positions. If these trends are not managed properly, this will place strains on maintaining essential services to our community.

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Another trend across Australia is the trend away from fulltime to part-time and casual work. Local Government as an industry in NSW has also seen the number of part time and casual employees grow to 33% (18% casual, 15% part-time) at the time of the last NSW DLG Census in 2010. It is expected if current trends in the broader economy continue, the percentage of part time and casual employees will continue to grow.

Across NSW, 46% of employees in local government are women (DLG Census 2010). However, large differences can be identified amongst occupational groups, with a higher percentage of clerical workers being women and a large majority of men in labouring and management roles.

Challenges

Within these broad trends are several challenges. Firstly, considering the relative reduction in size of the overall labour force and the proportion of the population aged over 65, it is essential that we are able to maintain or improve our relative attractiveness as an employer. Secondly, it is imperative that our retention rates are maximised across council. To deal with these demands this plan looks at the most effective and efficient means of having the right people with the right skills undertaking the right tasks.

It is also likely that community expectations will have an impact on demand. Consideration must be given to the extent our services are going to change in the future to understand future employee needs. Our plan aims to facilitate recruitment in areas of known shortages and at the same time put in place strategies to retain existing staff. In this way our Workforce Plan is engaged at all levels of the supply of workers. It also aims to influence how our workforce is educated, trained and developed into the future.

Local trends and challenges

Pittwater Council area's age structure has changed in recent years. The major differences between the age structure of the Pittwater Council area and Greater Sydney, as at 2011 Census, were:

- ✓ A larger % of persons aged 65 to 69 (5.4% compared to 3.8%)
- ✓ A larger % of persons aged 60 to 64 (6.6% compared to 5.1%)
- ✓ A larger % of persons aged 55 to 59 (7.2% compared to 5.7%)
- ✓ A larger % of persons aged 50 to 54 (7.5% compared to 6.5%)

From 2006 to 2011, Pittwater Council area's population increased by 2,998 people (5.5%). This represents an average annual population change of 1.08% per year over the period.

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The largest changes in age structure in this area between 2006 and 2011 were in the following age groups:

- ✓ 65 to 69 (+836 persons)
- ✓ 60 to 64 (+561 persons)
- ✓ 70 to 74 (+444 persons)
- ✓ 30 to 34 (- 400 persons)

Coupled with a relatively low projected population growth and the education levels of our local workforce that keep improving, we will be more dependent on drawing workers from outside the Pittwater Local Government Area. This will particularly be the case for positions that require no qualifications.

The cost of housing prevents a large proportion of workers from moving to Pittwater and poor public transport links, particularly along the east west corridor, make it difficult to commute to Pittwater from other areas. This has implications for both the diversity and cohesiveness of our community as well as for the long-term viability of its economy. Over time this may lead to increasing difficulties in recruiting staff.

Overall, immigration plays an important role in changing the demographic composition of our residential population. We are continuously striving to ensure that our workforce reflects the residential population. The benefits of ensuring a diverse workforce include better local representation, improved communication and better understanding of the issues affecting our local community. Additionally, it will maximise the pool of workers from which we can address the workforce issues currently facing our organisation, such as skills shortages and an ageing workforce.

6. Skill Gap analysis

Emerging skill gap issues for Pittwater Council include:

Skills and knowledge succession planning is an important process in identifying the critical skills and knowledge within the organisation and emerging skill gaps and developing our employees to ensure adequate training, retention and transfer of these skills and knowledge. The following is an analysis of some of the potential emerging skill gaps at Council:

- **Technological changes**
  The role of local councils is continuously changing in order to meet the needs of the community. New technologies, new methods of work and new management systems are being looked at to ensure that we can continuously meet those demands. We need to make sure that changes are communicated clearly and at an early stage and that staff are appropriately consulted and trained.

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Rapid changes in technology together with intergenerational differences between Gen Y and Gen X / Baby Boomers in modern organisations can require reverse mentoring and greater levels of collaboration between techno savvy younger employees and mature age (management) employees than was traditionally the case, in order to maximise the benefits of technology and increase technology skills of mature age workers in senior roles.

- **People Management Skills**

An important emerging gap revolves around leadership, management and supervisory skills. With the composition of the workforce becoming so diverse and managing skill gaps so critical, greater pressure will be placed on increasing all levels of people management skills.

- **Changes in NSW Planning Legislation**

Substantial changes to the Planning system in NSW are foreshadowed in the Government's exhibited Green paper (July 2012).

The intent of the Government, inter alia, is to increase the proportion of development assessments via a streamlined system similar to the current Complying Development assessments, reducing the need to submit a development application. The Government suggests more up front strategic planning will be required and greater involvement with Sub Regional Councils.

It is difficult to anticipate the effect that these changes will have on the workplace without detailed legislation and transition information available, however there is likely to be some impact on the demand for skilled and experienced development and compliance staff.

- **Availability of Skilled Field Workers**

We operate with a reasonably large field staff contingent that includes trades people, gardeners, truck drivers, machine and plant operators, labourers, etc. The 2011 Census shows that the Pittwater area is well below the State and National averages in the proportion of the workforce engaged in labouring and machine operators and drivers.

With relatively lower salaries being paid to labourers and truck drivers, coupled with the high cost of housing in Pittwater; attracting workers into these positions will be increasingly difficult, particularly as the supply of these workers is already relatively low in the area. This represents another potential skills gap for Pittwater and brings into consideration whether such skills may need to be contracted in to the Council or certain activities outsourced into the future.

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- **Management of Volunteers/Contract Management**

We currently employ over 600 volunteers in a range of services to the community including bush regeneration, environmental education, library work, etc. and rely on this voluntary assistance to carry out our services.

Our legal responsibilities for these workers continues to grow, particularly in the areas of work health and safety and risk management. The ongoing management of volunteers to meet changing statutory obligations requires up skilling of our employees in areas of contract management, specifically work health and safety and risk management.

- **Mental Health in the Workplace**

Research is showing that one in five people in Australia will be affected by mental illness at some point in their lives, and this figure is increasing. When you consider the number of other people who are directly affected by this, including work mates and colleagues, the impact of mental health issues in the workplace increases significantly.

An emerging skill requirement in workplaces is having employees equipped with an understanding of psychological conditions and skills to help deal with situations involving the mental health of employees in the workplace. These types of skills and knowledge will be required by employees involved in the areas of human resources, work health and safety, risk management and injury management. Council will need to ensure its employees are skilled up to effectively manage these issues into the future.

- **Community Consultation and Engagement**

Community expectations in the area of consultation and engagement in the decision making processes of local government appears to be increasing. It is likely that a greater range of employees in Pittwater will need to be up skilled in the area of effective community consultation and community engagement as part of their regular work activities, in order to meet this customer/community expectation.

- **Sustainable Energy Use**

To date, the focus on engaging and training our staff with sustainable energy use has been limited. Strengthening the awareness and skills of Council's workforce to identify cost-effective ways to save energy is an important focus which can deliver real gains in GHG emissions reductions through energy conservation and efficiency measures.

Council's success in achieving year-on-year GHG emissions reduction will only be achieved through innovation in all areas of the workplace. With support from the staff, our processes can be made more collaborative, efficient and effective. Shop-floor staff are well placed to contribute practical and innovative ideas and suggestions for achieving energy saving goals.

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7. Strategies and Action Plans: Local Government and SHOROC

Local Government Sector initiatives

The issues described in the previous chapters are not unique to our Council, or local government as a sector. A great deal of research has been undertaken by both the public and private sectors to identify solutions to the challenges described above. As most councils will clearly be affected by these changes, the local government sector is currently developing options and strategies for approaching demographic changes and workforce trends. Through this, councils and the sector as a whole can take coordinated and consistent action to plan and respond accordingly.

The Department of Local Government has collected workforce data across the whole sector as part of its 2010 Census of Local Government Employees published in August 2011. This data allows for benchmarking between councils and analysing workforce trends. Although not directly linked to workforce and integrated planning, the outcomes of this project should promote better practise and allows us to compare ourselves more directly and clearly with other councils. It also allows us to form and further develop strategic alliances with surrounding councils, to jointly tackle shared issues.

A census of all Council's in NSW as at 21 July 2010 revealed the following:

Staff Profile:

- ✓ The total number of local government staff employed by 142 general purpose and county councils in NSW is 49,023. About half are employed by 37 metropolitan councils, one-third by 36 regional councils and one-fifth by 69 rural councils.
- ✓ Women make up nearly half (46%) of the local government workforce in NSW.
- ✓ Aboriginal and/or Torres Strait Islander people make up 1.3%, people from culturally and linguistically diverse backgrounds make up 4.7% and people with a disability make up 1.2% of the local government workforce in NSW.
- ✓ Over half (52%) of local government employees are aged between 35 and 54 years.
- ✓ Two-thirds (67%) of the local government workforce in NSW is full-time, followed by less than one-fifth who are casual (18%) or part-time (15%). More than three-quarters (85%) of men employed in local government work full-time compared to less than half (46%) of women.

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- ✓ More than three-quarters (83%) of local government employees hold non-supervisory positions. Executive positions are held by 1% of local government employees; Manager positions are held by 4% of employees; and Other Supervisor positions are held by 12% of employees. More than three quarters (84%) of Executive positions, two-thirds (67%) of Manager positions and nearly two-thirds (62%) of Other Supervisor positions are held by men.
- ✓ Almost three-quarters (74%) of positions in the local government workforce are permanent. A significant proportion (nearly one-fifth) of positions are casual. More than three-quarters of men employed in local government hold a permanent position, compared to about tho-thirds of women. About one-quarter of women hold a casual position.

Geographic Differences:

The staff profiles of metropolitan, regional and rural councils differ to some extent. The main differences are:

- ✓ While men and women are represented equally in metropolitan councils, women make up just over two-fifths (43%) of staff at regional councils and just over a third (37%) of staff at rural councils.
- ✓ Given culturally and linguistically diverse communities tend to settle in more urbanised areas, metropolitan councils have the highest percentage of employees from culturally and linguistically diverse backgrounds (6.7%), followed by regional councils (3.3%) and rural councils (1.1%). As Aboriginal and Torres Strait Islander people tend to settle in less urbanised areas, not unexpectedly the reverse is the case for Aboriginal and Torres Strait Islander employees who make up 3.9% of rural council staff, 1.2% of regional staff and 0.6% of metropolitan council staff.
- ✓ Metropolitan councils have the higher proportion of younger workers (15-34 years) than regional and rural councils (31%, 25% and 27% respectively).

8.Suggested SHOROC Workforce Initiatives

Pittwater Council is part of SHOROC (the Shore Regional Organisation of Councils). This is a cooperative group of councils on Sydney's Northern Beaches taking a leading role on issues of regional significance representing Manly, Mosman, Pittwater and Warringah Councils. Its' mission is to value the individuality of member Councils while co-operating to achieve a better deal for the community through networking, resource sharing and lobbying.

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SHOROC was launched in August 1994 in the belief they had significant shared features that would provide more opportunities for information and resource sharing and joint servicing at a local level.

The following describes potential SHOROC initiatives for collaboration with regards to workforce planning:

- SHOROC/ Pittwater Council stand at Careers Fairs and University Open Days;
- SHOROC collaborative approaches regarding access to training courses;
- Secondments between SHOROC Councils for career development;
- Skilled labour sharing / shared service arrangements;
- SHOROC work experience programs.

9. Strategies and Action Plans: Pittwater's Workforce Strategy

When we look at how we are planning on retaining and attracting the right staff, we asked three key questions:

1. Who is currently in our organisation (retention)?
2. What motivates them (attraction and retention)?
3. Who do we want and need to attract to our organisation (recruitment)?

We have grouped our workforce strategies accordingly in the following categories: attraction, recruitment, retention and other. Below is a summary of strategies and action plans. These are described in more detail in the remainder of this chapter.

Strategy	Action
Attraction/ Competition for Labour	- Employer Branding - Career fairs/expo's.
Effective Recruitment Strategies	- Youth Recruitment, Graduates, Apprenticeships and Entry level programs –"growing our own": A range of traineeships and student employment/ internship programs - Targeted Recruitment for In-demand Occupations - Employee & Position Profiling (Psychological Assessment).

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Strategy	Action

Effective Retention Strategies	▪ Employee Engagement Surveys, analysis of Exit Interviews;
	▪ Consult with staff on retention mechanisms (i.e. what do staff want?). As a part of this consultation process, look into benefits, such as:
	   ○ Flexible working arrangements: working from home, access to part-time work, casual work, and flexible working hours;
	   ○ Other rewards & non-monetary benefits, associated with employee health & well being and engagement.
	   ○ Improved packaging of employee benefits.
	▪ Skills and Knowledge Succession Planning;
	▪ Learning and Development: accredited courses/ qualifications;
	▪ Secondments/transfers to other business units within Council to expand skills, engage staff longer;
	▪ Employee engagement through internal networks.

Other	▪ Encouraging Older Workers to Stay in the Workforce; ▪ Superannuation seminars and retirement planning seminars; ▪ Staff Reward and Recognition programs and performance management system, ensuring that merit and achievement are used to differentiate rewards and recognition between employees; ▪ Salary surveys; regular review of Council's salary position through survey to ensure competitive salaries are being paid.

10. Attraction/ Competition for Labour

As the pool of potential employees shrinks, there will be increasing competition for job candidates for local government positions from both the public and private sector. This puts significant pressure on Council to market itself as an employer of choice and to improve recruitment practices.

The growth in competition for workers can be expected to increase the bargaining power held by employees in negotiating work and remuneration conditions. The strategic positioning of remuneration packages will become even more important as labour market conditions become more competitive. In practice, it is anticipated that this will lead to pressure on wages, and for a broader array of non-pecuniary benefits provided by Council. Considering Council's limited revenue raising capacity, this will require greater planning to ensure the workforce is efficient and that competitive wages can be offered.

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However, Council offers a number of benefits that can be marketed as attractive to potential employees. Research has shown that factors other than salary are particularly important to Generation X and Y when choosing a potential employer. For example:

- Greater sense of purpose and achievement;
- Community connection, social responsibility is a core value
- Constantly looking at new opportunities
- The ability to make a difference
- Relative security in employment; and
- A variety of experience

It is essential that we promote the benefits of working in Council in order to remain sustainable in this competitive environment. The activities below close the gap by attracting potential employees to come and work for Pittwater Council.

We are currently working on the following initiatives:

- **Employer Branding**

Our employer brand, which we will develop and use on our external human resources communications, will build brand awareness of local government and more specifically our organisation as a career destination. This will help candidates understand there are good career opportunities at Pittwater Council. All our external human resources processes and communications will be tied in by this one consistent 'brand' which will consist of a logo and value proposition.

- **Career Fairs/Expo's**

Pittwater Council will continue to attend career fairs and carer expo's in our region to promote working in local government and showcase our organisation as a career destination. In the future this may also involve going to schools and TAFE, giving presentations about the breadth of opportunities available within the Council at all levels of education and experience. It is also intended to participate with our economic development team to facilitate networks with education institutions, relevant private and government agencies and key businesses to promote additional opportunities for jobs, traineeships and apprenticeships to support economic development in Pittwater.

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11.   Effective Recruitment Strategies

These activities close the gap by using targeted recruitment: using more specific, targeted and cost effective recruitment strategies for specific positions.

- **Youth Recruitment**

The recruitment of youth is an increasingly important element of our capability strategy and can be expected to generate a continuing core of employees with long-term careers, albeit with a greater focus on skills development. The possibilities and utility of a well developed organisation wide youth recruitment approach are endless and necessary to address critical and imminent future workforce shortages.

Research conducted by the Management Advisory Committee for the Australian public service suggests that factors important in the retention of graduates include: favourable employment conditions, job security, and interesting work. Training and professional development opportunities are also an important attraction factor.

As part of youth recruitment, we are looking at the following programs and offerings:

- Entry level programs –"growing our own": A range of traineeships and access to government incentives to employ people for these traineeships.

- A variety of student employment/ apprenticeship programs. Student programs allow young professionals the opportunity to view and value local government work. Such interaction can lead to a better understanding of the great services our Council provides, can distinguish local government as an employer of choice, and can offer us a reservoir of ready and skilled candidates to draw from when vacancies occur. We can target future critical shortages in various areas of our workforce by setting up programs with universities and TAFE colleges to recruit specific candidates and disciplines. Business units can also utilise students simply to address present workforce shortages or to complete specific projects.

- **Targeted Recruitment for In-demand Occupations**

General recruitment is the most common recruitment method, although the least focused. It involves reaching mass audiences through a range of media, such as newspapers or websites. The expectation is that a broadly advertised vacancy will attract a range of applicants leading to the successful appointment of a suitable candidate.

It is recommended that for in-demand occupations we will use more targeted recruitment methods, focusing on the specific skills and characteristics required to fill such a position, and strategically tracking down the people in the community who may have these skills and characteristics.

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Utilising targeted recruitment advertising practices will better place Council to attract talented staff from all groups in the community and respond better to changing needs and aspirations.

To determine the type of candidate to recruit for a certain in-demand position, we would consider the following:

- Where do our candidates generally come from?
- Does the job description accurately reflect the skills and characteristics needed to do the job?
- Where are these candidates found? (think about work and educational settings, publications they might read, geographic area, professional and social networks)
- What motivations of candidates can we appeal to? (demographic, personal motivations, career progression, job flexibility, social interaction)
- What are the current motivations and background of current employees in the particular team?

- **Employee & Position Profiling (Psychological Assessment)**

Finding the right person for a job can be a complicated process. With the right assessment identification processes, this task can be made easier. Talent identification through psychological assessment is the process of measuring various aspects of job competency to assess who might be suitable for specific roles within Council. Psychological assessment has the following benefits:

- ✓ Assesses personal qualities and intellectual ability that may not be easily quantifiable by other means;
- ✓ Is able to measure behaviour in relation to specific job related success factors to predict how someone may behave on the job;
- ✓ Quickly assesses strengths and career development needs.

We have started using this psychological assessment process in the recruitment of certain identified positions in order to develop and match the profiles of potential job candidates with the requirements of the position. This also serves to reduce the risk associated with selection through the interview and reference checking processes alone.

Council has developed a Recruitment and Retention Strategy which sets out more detailed initiatives focussing on attracting and retaining new employees at Pittwater.

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12. Effective Retention Strategies

We are fully aware that workforce planning is as much about engaging and retaining employees as it is about attracting new staff. Our retention strategies focus on providing our staff with a supportive work environment: to provide all staff with the direction and tools needed to perform our organisation's activities to the best of their ability, including quality work-life considerations, offering a safe and productive environment, and fostering a sense of belonging and community spirit.

Some of the activities we are currently undertaking to optimise our retention rate are:

- **Employee Culture Survey**
In May 2011 we conducted an all staff culture survey. The survey looked at both the current organisation culture and the desired culture and behaviours from the employee perspective. We have analysed the results and feedback from these surveys and have developed and are implementing action plans based on the staff feedback which will point us in the right direction to focus our efforts and will enable us to continue to improve and maintain our commitment to becoming an excellent organisation.

- **Employee Engagement Surveys**
We have recently commenced "On Board" surveying of recently recruited employees to see how they are settling in within the first month of recruitment, and "Stay" surveys of staff after one year of service to get their thoughts on working for Council and their level of engagement. These engagement surveys will play an important role in staff retention by enabling Council to proactively address issues of concern that may exist for individual staff early, rather than allow issues to fester resulting in staff leaving the organisation needlessly.

- **Exit Interviews**
We will carry out greater analysis of our exit interview results. This will allow us to identify any issues or trends within the workplace we need to respond to and check that individuals are not leaving due to unfair treatment or discrimination/harassment and, importantly, act on any justified complaints.

- **Desire for Flexibility**
There is evidence to suggest that employees are increasingly seeking greater flexibility in their working arrangements, such as home based work and flexible hours/days of work. This is partly due to changes in caring responsibilities of the current workforce but it is also due to shifting ideas about work/life balance. It is likely that employees will increasingly focus on the total benefits provided by paid employment over and above the remuneration package.

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This is particularly the case in Pittwater where local residents may be prepared to forgo a higher salary in order to work locally and avoid lengthy daily travel to work. In addition, factors that influence women's participation in the labour force, such as the availability of part-time work, the cost and availability of child care and family-friendly policies, are expected to become increasingly more important as the percentage of females in the workforce increases.

In recognition of the need to develop policies and procedures that are family friendly and encourage flexibility, the Council has adopted a breastfeeding policy to facilitate breastfeeding in the workplace for female staff returning to work after having children.

NSW Carers (Recognition) Act 2010
The NSW Carers (Recognition) Act was introduced to recognise the valuable social and economic contribution carers make to the person they care for and their community. Carers make a significant difference to the lives of the people they care for and to our community. A carer is a person who provides ongoing help to someone who needs it because of their disability, long-term or life-limiting illness, mental illness, dementia or frailty/ageing.

Many of our staff are carers, particularly those with ageing parents, and we have an obligation to take all reasonable steps to ensure that our staff have an awareness and understanding of the requirements of this legislation. We must also consider the requirements of our staff who are carers in developing human resources and other policies that impact on them and facilitate reasonable flexibility in their working arrangements.

Working From Home
Working From Home is a flexible work practice that allows our staff to perform various work activities at a location other than a council office, for example, the staff member's place of residence. Pittwater Council supports the use of working from home as one of a range of flexible workplace practices developed with the aim of achieving an optimal balance between the needs of our people and our organisation.

Working from home also goes some way towards addressing the issues associated with transport limitations into Pittwater and the lack of affordable housing in Pittwater discussed earlier, as it enables staff to become "telecommuters" remote from the Pittwater LGA. Reducing the reliance on motor vehicles being driven by staff to and from Pittwater Council offices on a daily basis also contributes towards Council's sustainability objectives.

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Some of the areas we will focus on are specific retention mechanisms, such as:

Flexible working arrangements and hours:	Retirement:
• Flexible start and finish times. • Flexible rostering or scheduling. • Part-time options. • Job sharing. • Working from home opportunities.	• Retiree project or casual employment. • Phased retirement through reduced working hours and/or responsibility. • Flexible exit strategies for older workers.
Leave arrangements:	Secondments:
• Part-year employment, i.e. 6 months on, 6 months off. • Paid leave/shut down over Christmas/New Year period. • Taking leave at half pay.	• Secondments, transfers within Council • Apprentice secondments within Council. • Graduate programs (working across various areas of Council).
Other processes:	Rewards:
• Mentoring/coaching programs • Career development opportunities. • Leadership & Cultural Development Programs.	• Staff Recognition Program. • Performance Management System. • Competency based arrangements. • Service recognition.

- **Skills and Knowledge Succession Planning**
  Skills and Knowledge Succession Planning is the process of:
  1. identifying the critical skills and knowledge within each business unit and/ or section, at all levels within our organisation;
  2. developing our employees to ensure retention and transfer of these skills and knowledge as well as coverage of these skills and knowledge during absence or in case of retirement.

Council keeps records of the age of our employees. This helps us to identify any areas of concern (for example where all employees are nearing retirement or where you need to recruit to fill expanding or critical areas). Council determines who currently possesses these critical skills and knowledge and determine what action is required (such as training, secondment, etc) to ensure the retention and/ or transfer of these critical skills and knowledge. It is one supply mechanism to meet the demands highlighted in our Workforce Plan and ensures the retention and transfer of knowledge. Additionally, it will provide a continuous flow of talented people.

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As part of the knowledge management strategy, Council also analyses what processes need to be documented and/or automated to reduce the impact of skilled employees leaving the Council. The automation of Council's business processes and the development of electronic management systems to manage processes such as development assessment, processing of tree preservation order applications, etc reduces the amount of knowledge needed to be retained within employees and transfers that knowledge into automated electronic business systems so that new staff commencing work at the Council can be efficient and productive almost immediately, without having to learn about existing business processes from other more experienced staff.

- **Learning and Development**

These activities give current employees the opportunities to grow and tools to help develop their skill sets. It also helps by providing opportunities to current staff to improve their marketability. Training and development opportunities such as accredited courses/ qualifications contribute to employees choosing to stay with our organisation. We are looking at staff access to learning and further education, including traineeships, apprenticeships and on the job possibilities. We are also currently trialling and investigating e-learning and training opportunities.

- **Career Development Program (CDP)**

The Career Development Program (CDP) is a program first introduced in 2011 and provides nominated high potential staff with specific development opportunities and career development plans. It provides tailored development programs that include such things as broader work experiences across Council, secondments, attendance at Conferences, financial assistance towards tertiary/graduate qualifications and a development opportunity (short course) at Harvard Business School for a selected staff member.

13. Other Retention Strategies and Action Plans

Other activities that we are looking at undertaking to optimise our retention rate are:

- **Encouraging Older Workers to Stay in the Workforce**

Research conducted by the Australian Public Service Management Advisory Committee suggested that a number of factors influence employees' resignation and retirement patterns in the Australian public service. Employees responding to a survey stated that retirement (47%), financial security (21%) or superannuation (15%) were the main drivers influencing their decision to leave at their intended retirement age. This does not necessarily mean they intend withdrawing from the workforce as a whole, but maybe a life change frequently involving re-engagement under different arrangements, which is reflected in a strong preference expressed for greater flexibility.

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Mature-aged employees will be a key focus of private and public sector strategies responding to the ageing of the overall workforce—not just because of the existing corporate knowledge and networks of these employees, but because they represent one of the only segments of the workforce where significant increases in participation rates can be achieved.

One measure to address the overall decrease in the (local) workforce participation rate is to encourage mature age workers to remain in paid employment. There are a number of benefits of encouraging older workers to work longer. For the individual there are benefits related to the flexibility of work during the transition to retirement, the potential to keep earning a salary after retirement, and experience, skills and abilities can be better recognised. For the organisation there is better retention of corporate memory, scope for mentoring younger staff, diverse perspectives in projects, and a workforce that is more representative of the community.

According to a ALGA survey, local councils have employed a range of workforce management initiatives to assist mature workers continue employment. The three initiatives that received the highest response rates in this survey were opportunities for part-time work, promotion of a healthy work environment and carer's leave.

Providing access to more flexible working arrangements, such as part-time work and phased retirement, would assist in the retention of mature-aged workers. Consideration could also be given to more creative ways of using their skills such as coaching or mentoring, skills transfer, and different roles with the opportunity, where desired and appropriate, to phase out managerial responsibilities.

- **Superannuation seminars and retirement planning seminars**
In some parts of our business workers will be approaching or have already reached retirement age. We will continue organising superannuation seminars with superannuation providers for all Pittwater Council staff. This way, we are hoping to encourage mature workers to continue on (part-time) working, without being disadvantaged financially. Additionally, Council will be running retirement planning seminars with superannuation providers to 'prepare' staff for retirement.

- **Staff Recognition Program/Performance Management**
We recently revised our Staff Recognition Program – *Excellence @ Work* and performance management system. This is to ensure that achievement and results are used to differentiate rewards and recognition between employees and their contribution to making us an excellent organisation. These activities build trust, value people and develop positive relationships, which are all essential to building a successful organisation. The staff recognition program was expanded to also include service awards to long serving staff of Pittwater Council as our feedback has indicated that such recognition is valued by our staff.

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- **Employee Health and Wellness Programs**

In 2010 we introduced our first annual Employee Wellness Program ("Pumped at Pittwater"). The Program has been well received by staff and Council now runs the program on an annual basis. The Program includes various health awareness talks (eg. prostate cancer, breast cancer, mental health, stress management, skin cancer checks, etc), Quit Smoking Campaign & Mini Health Fair (free blood glucose, cholesterol, blood pressure checks, etc). Such programs are of increasing importance to staff as awareness of health issues in the community increases and our older staff become more focused on maintaining good health into retirement.

- **Pittwater Leadership Framework, Culture & Core Values**

It is considered that good leadership and role modeling of appropriate behaviours in the workplace by senior staff and supervisors can contribute to the retention of employees. Our management framework takes a values based approach to staff performance and development and includes initiatives aimed at developing strong leadership, a positive organisational culture and assisting the career development of our staff. The objective of this values based management approach is to position Pittwater Council as an employer of choice.

The staff developed a set of core values which underpin our culture and all of our workforce programs, initiatives and functions as follows: **service, communication, respect, wellbeing, leadership and integrity.**

The recently developed Pittwater Leadership Framework includes a range of initiatives aimed at improving the quality of leadership amongst the senior management group. These initiatives include:

- ✓ Emphasis on role modeling our Core Values and desired behaviours;
- ✓ 360 degree feedback based on Human Synergistics LSI (Life Styles Inventory) diagnostic tool;
- ✓ Executive coaching;
- ✓ Targeted skills based sessions aimed at reinforcing an "affiliative" and "achievement" oriented culture;
- ✓ Mentoring of Managers by General Manager/Directors and development of individualised Development Plans for Managers;
- ✓ Annual Performance Agreements for Managers incorporating demonstrable role modeling of appropriate levels of leadership and behaviour;
- ✓ Managing People Program for senior & mid level supervisors;
- ✓ Supervisory skills training for entry level/inexperienced supervisors.

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- **Social Media & Changing Internal Communications**

Social Media continues to grow, as do discussions regarding its application within the realm of business and learning. Social media has many potential benefits to organisations, particularly in the areas of collaboration, training and communication/engagement. As social media technology continues to change and grow in popularity, we will need to consider strategies to leverage its use in the workplace.

Beyond enhancements in communication, social media has advanced the ability to virtually collaborate, which has impacted business and learning. Common uses for social media in business and learning include:

- ✓ Blogs: Reading and writing thought provoking articles, responding to user queries, providing feedback and sharing "tricks of the trade";
- ✓ Twitter: Sharing articles relevant to a specific topic;
- ✓ Google Documents: Collaborating with others to write reports or work on other team projects;
- ✓ YouTube Videos: Finding and watching training video tutorials;
- ✓ Linkedin: Useful recruitment tool.

Additionally, some companies are considering and using these new technologies to help collect and manage knowledge across the organisation and encourage team collaboration.

Social media is also another way we can broaden our communication and improve our community engagement and consultation processes with our residents and improve organisational efficiency in the process.

This ever expanding world of social media needs to be continually reviewed and incorporated into the business world as a means to accomplish work-related tasks. It has been common practice, both in the past and present, for organisations to seek to restrict access to social media in the workplace. Policies regarding internet usage are common place. Guidelines, while necessary, need to be continuously evaluated in order to reflect the ever-changing dynamics of the cyberworld.

Pittwater Council has introduced a staff "blog" to enable staff to express views and opinions on a range of organisational issues. Internationally, social network technologies have demonstrated that they have the power to mobilise thoughts and actions without defined leadership or specific agendas.

This phenomena has implications for the way organisations are managed and how individuals and groups engage with the organisation in either a positive or negative way.

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Organisations today, for really the first time, have ranges of "constituencies" that have different expectations and aspirations. We often refer to this as Gen Y, Gen X, Baby Boomers and Veterans. The mathematics of the demographic changes indicate that Gen X will be replacing the Veterans at a rapid rate and Gen Y will be taking over more senior positions at a much earlier age. This is not only driven by numerics, but by the techno savvy and use of social network facilities coupled with their rapidity in exceeding the abilities of the Veterans in the technological age.

Staff blogs at Pittwater Council already show that we opened up a very important medium of communication. A medium that is not reliant on staff asking management to justify or explain a position but one that has opened a dialogue within and between constituencies. This is an important change that we need to recognise and plan for in the evolution of organisational management. Organisations are rapidly becoming democratised through technology and through natural constituencies now being given a voice and to some degree developing a way of generating a consensus amongst those constituencies. Old fashion hierarchies will not last. We need to be able to utilise these social networks within the work place and to channel the energies into constructive avenues for input, decision making and engagement and hence develop ways of keeping the various groups engaged for longer periods.

- **Equal Employment Opportunity (EEO) Planning**

Pittwater Council has a commitment to equal employment opportunity under the obligations of the Anti-Discrimination Act, the Local Government Act and other relevant legislation. This commitment is not based merely on the legal requirement but on the need to provide a safe, equitable and discrimination free workplace and is reflected by the integration of the principles of EEO into Council's policies and work practices.

The Council's EEO objectives are:

- to eliminate discrimination in general, with particular emphasis on the elimination of racial and sex (gender, marital status, pregnancy, sexual preference) discrimination;
- to eliminate harassment and intimidation from the workplace;
- to eliminate unacceptable personal behaviour from the workplace;
- to ensure that every person regardless of his/her membership of a particular group (women, racial minority and/or physical or mental disability) is given a fair and equitable chance to compete for any vacant positions within the Council; and
- to review Council policies and procedures on a regular basis to ensure that they are free from discrimination.

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All employees and external applicants for positions are given an equal chance when they apply for positions, promotions, training opportunities and in their workplace conditions. Any factors such as sex, race, marital status, religious beliefs or other groupings under the legislation are irrelevant to employment and any appointment is based on merit and skill.

Workplace problems and/or issues are addressed in accordance with the Council policies and work practices to ensure EEO principles are adhered to and all staff are treated with fairness and respect.

Council will particularly promote EEO for members of the following EEO target groups:
- Women;
- People of non English speaking background;
- People of Aboriginal or Torres Strait Islander descent; and
- People with a disability.

The Local Government Act 1993 requires Council to prepare and implement an EEO management plan in order to achieve the objectives within the Act and to include provisions relating to:

- the devising of policies and programs to achieve EEO principles;
- the communication of those policies and programs to Council staff;
- the collection and recording of EEO information;
- the application of personnel practices within Council (including recruitment techniques, selection criteria, training and staff development programs, promotion and transfer policies and patterns, and conditions of service) to eliminate any discriminatory practices;
- the setting of goals or targets, where these may reasonably be determined, against which the success of the plan may be assessed;
- evaluating the policies and programs referred to in the plan; and
- the revision and amendment of the plan.

The purpose of the Council's EEO Plan is to:

- engender a culture that values and responds to the diversity of Council staff;
- overcome past disadvantages for members of target groups;
- build trust between managers, supervisors and staff;
- provide education which is socially, culturally and gender inclusive;
- remove barriers to participation and progression in employment and training;
- increase flexibility through exposure to new ideas and different ways of working, and
- enhance the quality and accessibility of training and employment with increasing links to cultural diversity.

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Pittwater Council's EEO Plan details the programs developed to achieve the integration of equity and diversity and equal opportunity principles into all aspects of employment.

The Plan is intended to educate staff of their rights and responsibilities as Council staff members.

- **People With a Disability**

People with a disability bring to the workforce relevant skills, qualifications and experience. The principles of employment are the same for people with disability as those without disability. The main focus should be on whether the individual has the skills and aptitude to perform the inherent requirements of the job.

We do not currently employ many people with disability, however recognise that we could do more, in a proactive manner, to employ people with disability. The benefits include:

- ✓ Attracting and retaining the best person for the job;
- ✓ Increase the diversity of our workplace;
- ✓ Promote a workplace culture that is accessible and inclusive of employees with disability.

We intend to explore opportunities to employ more people with disability through contact with relevant agencies, review of our workplace to see if reasonable adjustments or modifications can or need to be made to assist with access and mobility, identify positions more suited to people with disabilities and review various funding alternatives available.

- **Female Staff**

A number of initiatives have been implemented to assist the career development of the female staff in the Council. These initiatives will continue and include:

(a)   Pittwater Women's Network

As part of the 2010 Year of Women in Local Government a network of female staff was established and the inaugural meeting held on 21 December 2009. The Women's Network has continued and grown since its inception and is supported financially and operationally by Council on an ongoing basis.

The Women's Network hold regular meetings to promote the participation of women within Council and to encourage sharing of ideas and support, e.g. a panel of women from Council who work in unconventional roles or who have worked overseas, to answer questions about their career choices, work experiences, etc.   Regular forums and workshops are arranged by the Women's Network, with some involving external guest speakers. The workshops deal with issues such as public speaking, assertiveness, personal growth, presentation skills and work/life balance.

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(b)   Addition of Female Staff in Management Meetings

Selected female staff members attend monthly Business Manager meetings and monthly Senior Management Team meetings on an annual basis. This enables female staff to have input into management discussions on a wide range of issues and improves the quality of decision making in Council.

14. Summary of Workforce Planning Framework - Strategies and Action Plans

Below is a summary of the various strategies, programs and action plans to be undertaken over the next 4 years as set out in this Workforce Plan:

Background/Context: **Broader Strategic Workforce Planning Issues for Pittwater Council**	Issue: • Ageing population; • Declining birth rates/greater competition for talent; • High cost of housing in Pittwater; • Public transport limitations; • High reliance on SHOROC region for workers; • Skills shortages in some occupations; • Lower salaries for some necessary occupations.
Workforce Planning Framework (6 Steps):	**Summary of Strategies/Actions:**
Step 1: Workforce Analysis	Conduct profile of our workforce (age, gender, employment status, skills, etc) – monitor & analyse trends, identify needs.
Step 2: Forecast Future Needs; & Step 3: Gap Analysis	Identify existing & emerging skill gaps; Develop training programs to skill up employees in specific identified areas; Ensure transfer of skills/knowledge through mentoring, coaching, secondments, etc.

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Step 4: Develop Strategies & Action Plans; & Step 5: Implement Strategies	Recruitment: Develop strong Employer Brand; Promote competitive employee value proposition; Participate in Career Fairs/Expos in our region; Monitor salaries through surveys to ensure competitive rates; Target recruitment for in-demand positions considering a range of recruitment options including: universities, TAFE, recruitment agencies, social media, online advertising, "Linkedin", etc); Increase recruitment of young people - graduates, trainees, ie. "grow our own"; Conduct Employee & Position Profiling in difficult recruitment areas. Retention: Conduct employee engagement surveys, exit interviews; Provide opportunities for flexible working arrangements (eg. working from home, part time work, facilitate the needs of carers, support phased retirement, etc); Encourage/assist older workers to stay in the workforce; Provide continuous learning and career development opportunities; Provide Health & Wellbeing Programs; Provide effective performance management & reward systems for high performing staff; Continue to develop strong organisation culture through leadership programs & role modeling of positive behaviours & Council Values.

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	Ageing Workforce: Assess the likely impact of pending retirements on skill levels/knowledge; Capitalise on one of the only segments of the workforce where participation rate is growing; Encourage older workers to stay in the workforce. Social Media/Networking technology: Develop social media guidelines to enhance collaboration, internal communication and training opportunities. Diversity: Explore opportunities to employ people with disability; Implement career development programs for female staff.
Step 6: Monitor & Review Strategies	Monitor and review effectiveness of strategies outlined in Step 5 above. Develop new revised 4 Year Workforce Plan in 2017.

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15. Appendix: Our Current Employee Benefits/Employee Value Proposition

We recognise that there is much more to our employees than just the job they perform for us. For this reason, we have developed a comprehensive list of benefits focused on our employee's wellbeing, development, lifestyle and financial future. These benefits include (but are not limited to):

Reward & Recognition
- Performance Payments – paid annually to those employees who have performed well following annual performance review (subject to Council's financial capacity to pay each year).
- Salary Increases – Award increases provided annually.
- Business Manager Discretionary Payments – Specific budget allocation to Managers to reward high performing staff up to $250 per employee.
- Staff Recognition Awards – categories of performance awards available on a quarterly basis valued up to $300 per employee.

Packaged Benefits
- Car Parking – free car parking areas available for staff to use.
- Vehicles – fully serviced and maintained (including fuel) private use vehicles available for staff in designated positions for weekly fee (currently between $44p/wk to $90. 50 p/wk depending upon vehicle).
- Mobile Phones/iPhones/iPads – available to employees in designated positions for business use and nominal personal use, all personal charges above nominal amount to be paid for by the employee at our corporate call rates.

Health & Wellbeing
- Employee Assistance Program – access to professional counsellors to help staff and their families if they need professional advice on issues that may affect their health, work, performance or personal relationships.
- Vaccinations – free annual flu shots offered to all staff.
- Breast Screening – free service as well as time off work to have mammograms;
- Skin Cancer checks – free service on annual basis.
- Sick Leave – 3 weeks sick leave (accumulative).

Career
- Study Assistance – a maximum of up to $2,000 of the course fees for university study per academic year of study and up to $800 pa for TAFE course fees.
- Career Development Program – tailored development opportunities for nominated employees.
- Exam/Study Leave – two half days paid exam leave per examination.
- In-house courses – a range of courses are run in house and available to all staff.
- Conferences and Seminars – opportunities to attend conferences and seminars relevant to your position.

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Family

- Paid Maternity Leave – once 12 months service has been completed, staff members have options of paid maternity leave: 9 weeks leave on full pay, 18 weeks leave on half pay or a combination on full and half pay.
- Breastfeeding Policy enabling paid time off during the day for mothers wishing to breastfeed whilst at work.
- Part Time Work – Staff can request to return to work part time following maternity leave until child reaches school age.
- Parental Leave – Up to 2 years unpaid parental leave.
- Carers Leave – use of sick leave entitlements to care for an immediate family member.
- Supporting Parent Leave – once 12 months service has been completed, up to 5 days paid leave from sick leave balance is available at the time a partner gives birth.
- Breastfeeding Policy that provides paid time off work during the working day for breastfeeding.

Workplace

- Lunch Rooms – a number of lunch/tea rooms with refrigerator and supplied tea, coffee and milk and filtered water.

Other

- Nine day fortnight – one day off per fortnight for all staff below Business Manager level.
- Transfer Entitlements – accumulated benefits transferrable if moving from another Council (Long Service Leave and Sick Leave, up to max. 13 weeks).
- Generous Long Service Leave – available after completion of 5 years service & available at half or double pay - ratio to leave taken.
- Superannuation – choice of the Local Government Super Scheme or your own nominated complying fund.
- Salary sacrifice arrangements are available for certain items.
- Social Club – a staff committee run a social club which offers events, activities and discounts to its members.
- Picnic Day – one day annually in March is declared picnic day and is provided as paid leave to all staff.
- Free Christmas Party lunch for all staff.

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C8.4   2013 Local Government NSW (LGNSW) Annual Conference - Appointment of Delegates and Submission of Motions

Meeting: Council   **Date:**   1 July 2013

STRATEGY: **Business Management**

ACTION: Provision of Administrative Support to Elected Councillors

PURPOSE OF REPORT

To appoint Councillor Delegates and consider various Motions for submission to the 2013 Annual LG NSW Conference in Sydney from Tuesday 1 to Thursday 3 October 2013.

1.0   BACKGROUND

1.1   The 2013 Annual LG NSW Conference will be held in Sydney from Tuesday 1 to Thursday 3 October 2013.

1.2   The Council is entitled to nominate five (5) voting delegates to attend the Conference. This is in addition to Cr Hegarty who will attend in her capacity as Executive on the Board.

1.3   After discussions with LG NSW it has become apparent that while Pittwater Council may nominate five (5) delegates to vote on motions Council may only be entitled to four (4) votes for the Board. LG NSW is waiting for all County Councils to elect their membership status of either associate or ordinary. Associate members do not have voting rights for Board members. Equality of representation between County and Metropolitan Councils requires the same number of votes for Board members between these two types of Councils. LG NSW will advise Council in due course of the outcome of County Councils membership status and hence the number of votes Pittwater Council will have for the Board.

1.4   LG NSW has requested that Councils identify the 3 - 5 most important issues affecting them and their local community. Appropriate solutions in the form of motions to be considered at the Conference or notes which might guide delegates to agreed solutions are also sought.

1.5   LG NSW with review all submission received and then identify the top 3 - 5 issues overall. These issues will be put to the Conference for debate and deliberation as part of the business sessions.

2.0   ISSUES

2.1   Attached to the report are draft Motions for consideration by the Council for submission to the 2013 Conference (see **Attachment 1**). Motions must be received by the LG NSW by COB Friday 19 July 2013. All Motions must be adopted by the Council before being forwarded to LG NSW.

2.2   Councillors and senior staff were invited to submit suggested draft Motions to the 2013 Conference for inclusion in this report or to be raised at this meeting.

3.0 SUSTAINABILITY ASSESSMENT

3.1 **Supporting & Connecting our Community (Social)**

Due to the nature of the Motions within this report a sustainability assessment has not been performed.

3.2 **Valuing & Caring for our Natural Environment (Environmental)**

Due to the nature of the Motions within this report a sustainability assessment has not been performed.

3.3 **Enhancing our Working & Learning (Economic)**

Due to the nature of the Motions within this report a sustainability assessment has not been performed.

3.4 **Leading an Effective & Collaborative Council (Governance)**

Due to the nature of the Motions within this report a sustainability assessment has not been performed.

3.5 **Integrating our Built Environment (Infrastructure)**

Due to the nature of the Motions within this report a sustainability assessment has not been performed.

4.0 EXECUTIVE SUMMARY

4.1 The Local Government NSW Conference is one of the most important conferences of the year. A number of Motions that set policy for the direction of Local Government NSW are considered at the meeting and it allows Councillors the opportunity to network with other Councillors throughout the state.

RECOMMENDATION

1. That the attached Motions be submitted to Local Government NSW for consideration at the 2013 LG NSW Conference in Sydney.

2. That up to five (5) voting delegates be nominated to attend the 2013 LG NSW Conference.

Report prepared by
Gabrielle Angles - Principal Officer, Administration

Warwick Lawrence
MANAGER, ADMINISTRATION & GOVERNANCE

Motion:

That Local Government NSW requests the NSW Government bring forward a policy position on flood emergency management, addressing NSW State Emergency Service and intra-government agency views.

Note from Council

Emerging views from the NSW State Emergency Service on acceptable flood emergency responses of development and flood evacuation route performance criteria are currently not reflected in NSW Government policy, including the Flood Prone Land Policy and its accompanying Floodplain Development Manual (2005).

Councils having to plan for flood-compatible precinct development and infrastructure including roads and emergency flood evacuation routes are being faced with the dilemma of contrary flood emergency response advice between government agencies. Divergence of opinion exists on matters such as:

1. *The acceptability of relying on 'vertical refuge' or planned flood isolation within a development in a flood prone area.*

2. *Whether flood free evacuation routes must be achieved (ie. the Probable Maximum Flood level rather than the 100 year flood level).*

3. *Intensification of flood prone area through permissible land use zonings and the impacts this give to increasing burdens on emergency response services and increases to risk to life.*

<u>Motion:</u>

That LGNSW lobby the NSW Government to establish an independent NSW Coastal Council with appropriate expertise and broad based membership to help guide the integration of coastal zone management across all spheres of government.

Note from Council

As the NSW Government continues to roll out amendments to legislation and policy that will enact comprehensive reforms to local government, environmental planning and coastal management in NSW, the place where the large majority of Australians live and recreate (i.e. the coast) has few impartial advocates for the protection of its intrinsic values, natural systems and finite resources.

In order to implement sustainable coastal zone management, planning and development in a consistent and co-ordinated manner in NSW there now exists, more than ever, a need to establish an independent body with broad based membership to oversee this process.

Although independent, such a body should be directly accountable to the relevant Minister/s or the NSW Parliament and would undertake as its primary role guiding the integration of coastal zone management in NSW.

The body would also function as an intermediary between local, state and federal governments to help develop and harmonise policy and legislation to manage the entire Australian coastal zone (including coastal waters) in a coherent and sustainable manner.

Motion:

That Local Government NSW requests the NSW Government provide for Sub Regional Boards (as proposed under the White Paper - A New Planning System for NSW 2013) to be made up of two representatives of each Council and an independent Chair nominated by the State Government.

Note from Council

The recently released White Paper on Planning reform in NSW proposes Sub Regional Boards be responsible for the planning of Sub Region. The proposal is to have Board representation of one delegate per Council and four or more State Government members and a chair nominated by the State Government.

Existing sub regional strategies were produced collaboratively by the responsible Councils in the sub regions producing sub regional plans that reflect the broader aims and targets of the relevant Regional Plans.

It is therefore suggested that the sub regional Boards be made up of 2 representatives of each Council in the sub region under an independent Chair nominated by the State Government with no State Government representatives

Community, Recreation and Economic Development Committee

9.0   Community, Recreation and Economic Development Committee Business

C9.1   Tender T07/13 - Provision of Lifeguard Services

Meeting: Community, Recreation & Economic   **Date:**   1 July 2013
                Development Committee

STRATEGY: **Business Management**

ACTION: Establish a program of effective cost reduction through continuous monitoring of
                costs and sustainable purchasing

PURPOSE OF REPORT

To consider in accordance with Clause 177 of the Local Government (General) Regulation, the
Tender Evaluation Panel's (TEP) recommendations following its assessment of the tenders
received for Tender T07/13 – Provision of Lifeguard Services.

1.0   BACKGROUND

1.1   The objectives of Council are to achieve the following performance outcomes:

- Provision of adequate lifeguard services to minimise the potential risk associated
  with Public Liability and to structure the services with due consideration for the
  varying service demands, dependent upon seasonal fluctuations.

- Provide flexible hours of operation centred on public usage patterns

- Provide lifeguard personnel with demonstrated experience, qualifications and
  expertise in the provision of the services to the general public

- Provide an innovative and flexible cooperative relationship with Council for the
  provision of the Services

- Provide a demonstrated Quality Assurance procedure for ensuring the Contractor's
  compliance with Performance Standards as set out in the Specification

- Provide services to meet the demand of the Pittwater community and the
  community generally and to adapt to the level of demand for the services at various
  locations

1.2   Services for this tender will be provided on the coastal stretch between Warriewood Beach
       in the south to North Palm Beach in the north excluding Turimetta Beach.

1.3   Following recommendations from Surf Life Saving Services and as a result of a site specific
       risk assessment, the existing lifeguard service was increased at North Palm Beach from the
       six week Christmas holidays to three months (December-February), an extra lifeguard was
       provided at Palm Beach for the six week Christmas holidays and lifeguard services were
       provided at Warriewood Beach in the Spring and Autumn school holidays to supplement
       the existing December-February service.

1.4   Increasing the existing lifeguard service for the 2012/2013 swimming season was included
       in Council's Special Rate Variation Application to the Independent Pricing and Regulatory
       Tribunal (IPART).

1.5   An independent risk assessment performed by Surf Life Saving Australia (March 20120
       identified the need to increase the current service at Warriewood Beach to a seven months
       service in line with Mona Vale Beach, Newport Beach, Bilgola Beach, Avalon Beach, Whale
       Beach and Palm Beach. (See **Attachment 1** – Service Specification for season 2013/2014)

1.6 Over the 2012/2013 swimming season there were two rescues carried out at Warriewood Blowhole. Regrettably, in one instance, the jumper did not survive. Due to the ongoing issue of members of the public ignoring the warning signs, in Tender 07/13 there was provision to have a Personal Water Craft (Jet Ski) based permanently at Warriewood to provide a quicker response time.

2.0 ISSUES

2.1 The tender process was via an open invitation to the market and called in accordance with Section 55 of the Local Government Act and Clause 177 of the Local Government Regulation. Tenders were to be on a schedule of Rates basis, with an annual escalation in accordance with CPI for Sydney (All Groups).

Council has sought Tenders from suitably qualified and experienced companies to submit a tender based on a five (5) year period with two (2) optional extensions of one (1) year each, for the provision of lifeguard services**.**

The tender process was facilitated by Peter Baartz, Senior Officer Procurement & Fleet. Tender documentation included the Conditions of Tender, Schedules, the Product Specification, and the General Conditions of Contract.

2.2 **Tender Release**

Tender documents were available for sale via Mona Vale Customer Service and through the Electronic tender portal Tenderlink on Tuesday, 21 May, 2013.

2.3 **Tender Close**

As per the call for tenders, the tenders could be received via the official Tender Box or via Tenderlink prior to the closing specified tender closing time/date of 2.00 p.m. Tuesday, 11 June, 2013.

2.4 **Tender Opening & List of Tenders Received**

Two (2) tenders were collected from the tender box, with one (1) tender being received via Tenderlink. Each was duly registered by Council and were as follows, in no specific order:

- Warringah Council
- Lifeguarding Services Australia Pty Ltd
- Surf Life Saving Services Pty Ltd

2.5 **Outline of Tender evaluation process**

Tenders contain commercial in confidence information. As such under Section 10A(2) of the Local Government Act the detailed assessment of tenders is included in the confidential section of this Agenda.

A Tender Evaluation Panel (TEP) was specifically formed to confidentially assess the tenders received. The TEP has provided a confidential assessment with covering report and recommendations for formal consideration by Council. The TEP takes into consideration the following steps as part of its confidential assessment:

• Probity checks including a declaration as to any conflict of interest or pecuniary interest associated with the tender

• Initial assessment & cull – this assesses compliance with the call for tender requirements and any company not conforming is culled (not considered further) from the next stages of the tender assessment process

- Detailed assessment of remaining tenders then takes place, including performance against the tender evaluation criteria. The tender was assessed using the following criteria:

Mandatory Criteria

Mandatory Criteria	Schedule	Assessment
Compliance with Conditions of Tender and submission of all documentation required by the Invitation to tender	Submission of all completed Forms	Pass/Fail
Form of Tender	Form 1	Pass/Fail
Corporate & Financial Capacity	Form 2	Pass/Fail
Work Health and Safety	Form 7	Pass/Fail
Insurances	Form 8	Pass Fail
Departures, Qualifications and Compliance with Specification	Form 10	Pass/Fail

Scored Criteria

Scored Criteria	Schedule	%
Pricing Schedule	Form 1	25
Key personnel including key personnel of sub-contractors	Form 3	15
Demonstrated past experience in performing work similar to the Works required in this tender and value added services	Form 3	20
Quality assurance system and procedures	Form 6	10
Environmental sustainability and social equity	Form 9	5
Work process methodology	Form 11	25

3.0   SUSTAINABILITY ASSESSMENT

3.1   **Supporting & Connecting our Community (Social)**

This tender and the services it provides will assist the Pittwater community to establish and maintain the resources required to properly service residents and rate payers.

3.2   **Valuing & Caring for our Natural Environment (Environmental)**

The tender documentation also included a questionnaire covering aspects of environmental sustainability. Tenderers provided information relating to products used, waste management, energy and water efficiency as well as recycling and were scored accordingly.

3.3   Enhancing our Working & Learning (Economic)

This tender supports both the Council's and the community's economic outcomes by providing a competitive opportunity to provide services to Pittwater.

3.4   Leading an Effective & Collaborative Council (Governance)

3.4.1   Council provides a range of services for the community and resources these through a combination of internal and external providers

3.4.2   The tender process enables Council to seek competitive prices from the market to resource its external providers of the supply of goods and services, projects and consultancies.

3.4.3   The calling for and assessment of Tenders is in accordance with Section 55 of the Local Government Act and the Local Government (General) Regulation.

3.4.4   Members of the Tender Evaluation Panel (TEP) are required to make a declaration in regard to any conflict or pecuniary interest

3.4.5   The tenders received are assessed by a specifically convened Tender Evaluation Panel against the pre-determined mandatory and weighted criteria.

3.4.6   The Tender assessment and recommendations are reported to Council for formal consideration and are assessed against organisational and product information, systems, policy, capacity to deliver and experience.

3.5   Integrating our Built Environment (Infrastructure)

There is no direct impact on our built environment other than providing lifeguard services at Pittwater's beaches.

4.0   EXECUTIVE SUMMARY

4.1   Pittwater Council prepared a Request for Tender T07/13 for the Provision of Lifeguard Services

4.2   Three (3) Tender submissions were received from:

- Warringah Council
- Lifeguarding Services Australia Pty Ltd
- Surf Life Saving Services Pty Ltd

4.3   The Tender Evaluation is presented to Council for consideration in the confidential section of this Agenda.

RECOMMENDATION

That Council consider the Confidential Tender Assessment and adopt the Recommendations for T07/13 – Provision of Lifeguard Services as contained within the Confidential Section of this Agenda.

Report prepared by
Steve Lawler – Principal Officer, Reserves & Recreation

Les Munn
MANAGER, RESERVES, RECREATION & BUILDING SERVICES

SERVICE SPECIFICATION FOR SEASON 2013/14

Location	Duration of Swimming Season (months)	Daily Hours of Service (hours per day) (OP) Off Peak – 9am-5pm (P) Peak – (1/12-28/2) – 9am-6pm	Manning Level (per person)
North Palm Beach	Dec to Feb	9am - 6pm	2
Palm Beach	Sept– Dec and Jan - Apr*	9am-5pm (OP) 9am-6pm (P)	2 2
	Dec – Jan++ (6 weeks)	8am – 9am 9am – 5pm 5pm – 6pm	1 3 2
	Dec-Jan++ (6 weeks)	8am – 9am 12pm - 3 pm	1 trainee
Whale Beach	Sept– April*	9am-5pm (OP) 9am-6pm (P)	2 2
Avalon Beach	Sept– April*	9am-5pm (OP) 9am-6pm (P)	2 2
Bilgola Beach	Sept– April*	9am-5pm (OP) 9am-6pm (P)	2 2
Newport Beach	Sept– April*	9am-5pm (OP) 9am-6pm (P)	2 2
Bungan Beach	Dec-Jan++ (6 weeks)	9am - 6pm	2
Mona Vale Beach	Sept– April*	9am-5pm (OP) 9am-6pm (P)	2 2
Warriewood Beach	Sept – Apr*	9am - 6pm	2
All beaches excepting Bungan and Palm Beaches	Dec-Jan++ (6 weeks)	9am – 10am 12pm - 3 pm	1 trainee

* For the duration being the beginning of the NSW September school holidays of one year to the end of the NSW April school holidays of the following year, as may be gazetted from time to time.
++ For the duration being the beginning of the NSW annual school holidays in December of one year to the end of the NSW annual school holidays in January of the following year, as may be gazetted from time to time.

C9.2	Careel Bay Tennis Club - Amendment to Lease Boundary

Meeting:	Community, Recreation & Economic Development Committee	Date:	1 July 2013

STRATEGY: **Business Management**

ACTION: Managing Council's Lease Portfolio

PURPOSE OF REPORT

To seek Council's approval in principle to a variation to the lease to Careel Bay Tennis Club for the purpose of extending the lease area.

1.0 BACKGROUND

1.1 At its meeting on 20 December 2010 Council agreed to grant approval in principle to amending the existing lease to the Careel Bay Tennis Club to allow an increase in the lease area and the establishment of a commercial café facility and to allow the Club to enter into a sublease arrangement with a private operator to run the facility. Subsequently the café proposal fell through. However the Club still wishes to proceed with an increase in the lease area to allow for a sixth tennis court to be added in the future and to allow for a café or similar facility to be added (subject to Council approval) at some time in the future. A copy of the resolution is at **Attachment 4.** Clearly point 2 of the decision can not be actioned unless the café proposal is reactivated.

1.2 The club's request is at **Attachment 1**, a plan showing the additional area required is at **Attachment 2.** The original letter from the Club refers to a third area for increased parking. This is not reflected in the plan attached as Council's Reserves Unit felt it to be an unnecessary incursion into the Reserve.

1.3 Because the lease is over part of Crown Land (Reserve Trust No R70736) the proposal was submitted to the Land & Property Management Authority for comment in the first instance. Their comments are at **Attachment 3** and they have no objections to the proposal.

2.0 ISSUES

2.1 Amendment of existing lease between Council and Careel Bay Tennis Club.

The amendments proposed above are consistent with the existing lease between Council and the club. The crown has no objections to the variation.

2.2 Effects on rental.

Tennis club rents are based on membership fees and court hire so there will be no effect on rents unless the sixth tennis court is installed (which will increase income for the club) or the café proposal is reactivated in which case Council would receive 20% of the income from the facility.

3.0 SUSTAINABILITY ASSESSMENT

3.1 **Supporting & Connecting our Community (Social)**

The granting of the aditional lease area to increase the number of playing surfaces will benefit the community into the future increasing the facilities available for Pittwaters tennis community.

3.2 **Valuing & Caring for our Natural Environment (Environmental)**

There is no environmental impact

3.3 **Enhancing our Working & Learning (Economic)**

All costs involved will be the responsibility of the Club.

3.4 **Leading an effective & Collaborative Council (Governance)**

There is no Governance impact.

3.5 **Integrating our Built environment (Infrastructure)**

There is no infrastructure impact.

4.0 EXECUTIVE SUMMARY

4.1 Granting the Club an increase in its lease area will provide the opportunity for the Club to improve and expand its facilities to better cater for community needs.

RECOMMENDATION

1. That Council grant approval to an amendment to the existing lease to the Careel Bay Tennis Club to allow an increase in the lease area.

2. That the proposal be placed on public exhibition for 28 days with a further report to come to Council addressing any issues raised during the exhibition period.

Report prepared by
George Veness, Senior Property Officer

Paul Reid
MANAGER, CORPORATE STRATEGY & COMMERCIAL

areel Bay
TENNIS CLUB
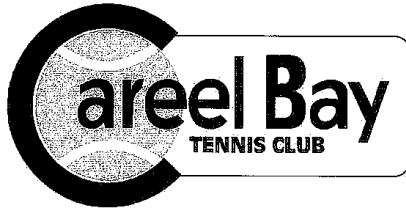
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P.O. BOX 294, AVALON BEACH 2107
COURTS: BARRENJOEY ROAD, NORTH AVALON
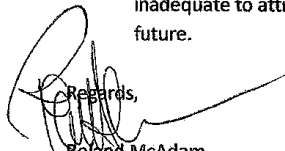(Opposite Whale Beach Road) ABN 67 002 687 694

Pittwater Council
Att: George Veness
PO Box 822,
Mona Vale NSW 1660
(sent via email)
22nd May, 2013
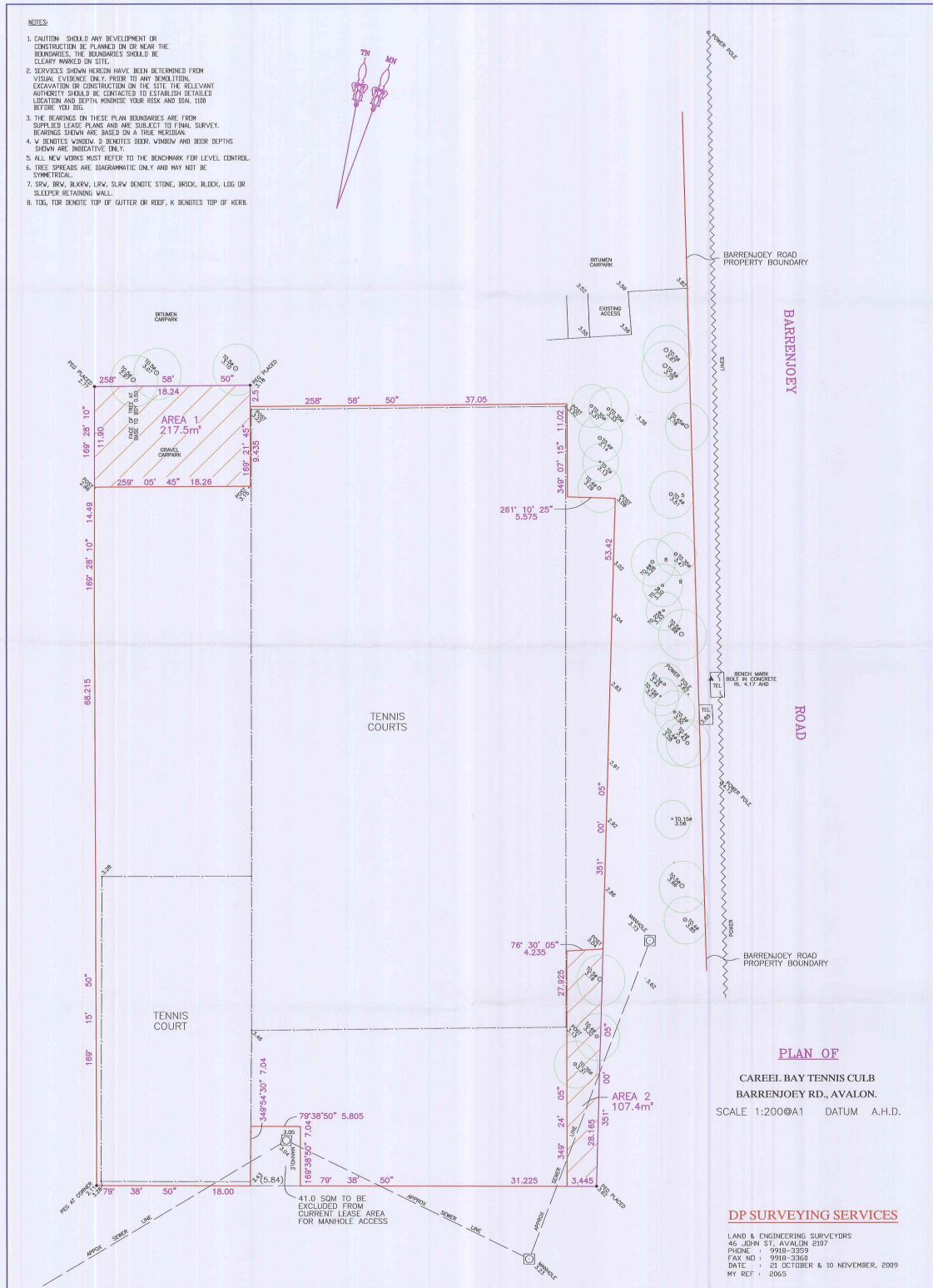
RE: Amendments to Careel Bay Tennis Club Lease

Dear George,
Further to your conversation with James Channon, please find following further explanations
regarding our request to alter two sections of the current lease area of the Club –

- The area currently used for parking by users of the facility is on the north west corner of the
premises adjacent to the paved Council car park. This area is not paved and does not form
part of either the Council car park or the Club lease area and is in fact not zoned for parking
at all making all current uses in beach of regulations. We would like to incorporate this area
into our lease to create a space where facility users can park legally which is badly needed
when there are football or cricket games on Hitchcock Park and the council parking is full.
Further, it is possible that the Club may revisit the previous café proposal in the future and
this area of land has been deemed the most appropriate for this purpose and as such the
Club would like to have the area available to us if we choose to proceed.

- The minor boundary changes on the southern and south eastern borders are to incorporate
an additional area into the Club lease to allow the potential to construct an additional court
behind courts 2 and 4 if this was deemed viable in the future. We currently have sufficient
land under lease for this purpose however this area includes a Council storm water
inspection point. We propose to remove a small section of our lease area on the southern
side to allow Council perpetual access to the manhole and to add a small section on the
south eastern side to allow enough space for this potential new court.

- We would also like to have the term of the lease extended as the current term would be
inadequate to attract any commercial café operator should the proposal be revisited in the
future.

Regards,

Roland McAdam
President

Cc Les Munn – Pittwater Council

NOTES:

1. CAUTION SHOULD ANY DEVELOPMENT OR CONSTRUCTION BE PLANNED ON OR NEAR THE BOUNDARIES, THE BOUNDARIES SHOULD BE CLEARLY MARKED ON SITE.
2. SERVICES SHOWN HEREIN HAVE BEEN DETERMINED FROM VISUAL EVIDENCE ONLY. PRIOR TO ANY DEMOLITION, EXCAVATION OR CONSTRUCTION ON THE SITE THE RELEVANT AUTHORITY SHOULD BE CONTACTED TO ESTABLISH DETAILED LOCATION AND DEPTH. MINIMISE YOUR RISK AND DIAL 1100 BEFORE YOU DIG.
3. THE BEARINGS ON THESE PLAN BOUNDARIES ARE FROM SUPPLIED LEASE PLANS AND ARE SUBJECT TO FINAL SURVEY. BEARINGS SHOWN ARE BASED ON A TRUE MERIDIAN.
4. W DENOTES WINDOW. D DENOTES DOOR. WINDOW AND DOOR DEPTHS SHOWN ARE INDICATIVE ONLY.
5. ALL NEW WORKS MUST REFER TO THE BENCHMARK FOR LEVEL CONTROL.
6. TREE SPREADS ARE DIAGRAMMATIC ONLY AND MAY NOT BE SYMMETRICAL.
7. SRW, BRW, BLKRW, LRW, SLRW DENOTE STONE, BRICK, BLOCK, LOG OR SLEEPER RETAINING WALL.
8. TOG, TOR DENOTE TOP OF GUTTER OR ROOF, K DENOTES TOP OF KERB.

PLAN OF

CAREEL BAY TENNIS CULB
BARRENJOEY RD., AVALON.
SCALE 1:200@A1   DATUM A.H.D.

DP SURVEYING SERVICES

LAND & ENGINEERING SURVEYORS
46 JOHN ST, AVALON 2107
PHONE : 9918-3359
FAX NO : 9918-3360
DATE : 21 OCTOBER & 10 NOVEMBER, 2009
MY REF : 2065

Land and Property Management Authority

Mr George Veness
Senior Property Officer
Pittwater Council
PO Box 882
MONA VALE NSW 1660

PO Box 3935 PARRAMATTA NSW 2124

Level 12, Macquarie Tower
10 Valentine Ave, PARRAMATTA 2150

Telephone 8836 5305
Fax 8836 5362
Email Shane Connolly@lpma nsw gov au

www lpma nsw gov au

RECEIVED
1 9 MAR 2010
PITTWATER COUNCIL
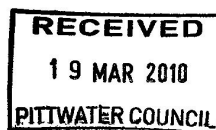
17 March 2010

Our Ref MN83R13

Dear Mr Veness,

Re Careel Bay Tennis Club – Request to increase Lease Area over Crown Reserve

I refer to your letter dated 9 March 2010 regarding a request Council received from Careel Bay Tennis Club to increase their Lease area in part to accommodate a sixth court and a commercial café

The Authority has reviewed the request, along with accompanying plans, and we have no objections with the Lease area being increased in accordance with the area's detailed in their request

Once Council has come to a formal agreement and if it intends on proceeding with extending the Lease area, a copy of any draft Lease should be submitted to our office for consideration of Minister's Consent

Yours sincerely,

Joel Chianese
for Program Manager, Land Administration
Sydney Region
Crown Lands Division

page 1 of 1

PITTWATER COUNCIL

MINUTE ITEM

C10.10	**Careel Bay Tennis Club - Amendment to Lease Boundary and Establishment of Café Facility**

Meeting: Governance Committee   **Date:** 20 December 2010

COMMITTEE RECOMMENDATION

1. That Council grant approval in principle to an amendment to the existing lease to the Careel Bay Tennis Club to allow an increase in the lease area and the establishment of a commercial café facility (subject to Development Approval) and to allow the Club to enter into a sub-lease arrangement with a private operator to run the facility.

2. That a further report be brought back to Council taking into consideration issued raised in this report, seeking endorsement of the commercial terms of the arrangement and seeking to place the relevant documentation on public exhibition.

(Cr Hegarty / Cr Giles)

Natural Environment Committee

10.0   Natural Environment Committee Business

C10.1　Greenhouse Gas Emissions Reduction Strategy for Council Operations (2013-2017)

Meeting:　Natural Environment Committee	**Date:**　1 July 2013

STRATEGY:　**Sustainability & Climate Change Coordination**

ACTION:　Develop and implement a staged Climate Change Plan of Action

PURPOSE OF REPORT

To inform Council of the revised Greenhouse Gas (GHG) Emissions Reduction Strategy for Council Operations 2013-2017 **(see Attachment 1)**. The Strategy seeks to position Pittwater in line with current best practice in greenhouse gas emissions management and accounting in Australia.

1.0　BACKGROUND

1.1　Council has established policies to respond to the issues and challenges posed by climate change. These include Sustainability Policy (164) and Climate Change Policy (176).

1.2　Council adopted a Climate Action Plan Framework in 2009. This established a process to develop a Climate Action Plan as a set of component action plans over a number of years. The Framework includes two streams – mitigation to reduce GHG emissions and adaptation to prepare for unavoidable impacts.

1.3　The revised Strategy updates and replaces Pittwater's current Greenhouse Gas Emissions Reduction Strategy developed and adopted in 2004.

1.4　The Strategy outlines how Council will build on its record of achievements in managing energy, containing costs and reducing greenhouse gas emissions to date. The focus is on reducing GHG emissions within Council's internal operations.

1.5　The revised GHG Emissions Reduction Strategy for Council Operations is in line with the 2025 Strategic Plan and Delivery Program & Budget.

2.0　ISSUES

2.1　**Council's Climate Framework**

- The revised Strategy aims to guide GHG emissions reduction actions in line with Council's adopted commitments and policies. It sets the strategic direction for GHG abatement actions and reduction in energy consumption within Council operations for the period 2013-2017. The aim is to accelerate GHG emissions reduction, and establish a reducing trend.

2.2　**Review of GHG Strategy 2004 - 2010**

2.2.1　Measures set out in Pittwater's GHG Emissions Reduction Strategy 2004-2010 have largely been fully implemented and a solid track record of achievement established. A wide range of technology based energy efficiency and clean energy generation projects have been implemented.

2.2.2   Gap analysis indicates next steps to include a focus on (i) improving energy and GHG emissions measuring, monitoring and reporting systems (ii) capacity building and engagement programs for staff on sustainable energy use and (iii) documenting and marketing Council's achievements in managing and reducing energy and GHG emissions to the community.

2.2.3   In line with the 2013/14 Delivery Program Action to develop and implement a staged Climate Change Plan of Action, development of the Community Greenhouse Gas Emissions Reduction Strategy component will be undertaken in 2013/14

2.2.4   Review and updating of the Council GHG Strategy has been undertaken with input from a cross-section of officers and Managers who are involved in developing and implementing actions.

2.3   **Aligning to best practice in Greenhouse Gas Emissions Management**

- In line with Council's strategic planning framework the Strategy identifies priorities, opportunities, challenges and emerging issues rather than providing detailed recommendations in a separate Action Plan. Detailed actions, informed by the Strategy will be developed each year to be implemented from within the annual rolling Delivery Program and Budget.

- The revised Strategy is aligned to best practice standards for greenhouse gas management, being AS ISO 14064.1-2006 (Australian Standard for greenhouse gas quantification and reporting) and the Greenhouse Gas Protocol (developed by the World Council for Sustainable Development and the World Resources Institute)

- Best practice requires reporting of absolute emissions, using tonnes as the unit of measure and converting the quantity of each type of greenhouse gas to tonnes of CO_2-e. The Strategy establishes a new measure – tonnes of CO_2-e emissions discharged to the atmosphere.

- A best practice framework – the Victorian EPA's 'Carbon Management Principles' is proposed within the Strategy as a useful, logical and accessible framework to guide Council's ongoing emission reductions.

- The revised Strategy establishes ambitious, yet realistic targets and a suite of indicators to enable tracking towards Council's 2025 Strategic Plan objective - 'to continue to reduce Council's carbon footprint'.

2.4   **Strategy Highlights**

- The Strategy sets an organisation wide target to 'reduce GHG emissions from Council operations by 1% annually'. The aim is to establish a declining trend in total GHG emissions by achieving a minimum of 1% reduction year-on-year.

- The Strategy includes an action to revise and update Council's Emissions Inventory and reporting methodology and align it with Australia's national GHG accounting system, and with national and international standards and protocols.

- The Strategy includes an action to strengthen marketing and promotion of Council's achievements in energy saving initiatives and GHG emissions reduction to the community.

3.0 SUSTAINABILITY ASSESSMENT

3.1 **Supporting & Connecting our Community (Social)**

The Strategy includes reducing energy consumption in Council buildings and GHG emissions from transport as an example to the community. The Council GHG Strategy includes an objective 'to lead by example, and inspire local action '.

3.2 **Valuing & Caring for our Natural Environment (Environmental)**

The Strategy aims to reduce GHG emissions to the atmosphere from Council operations, thereby reducing Council's impact on climate change. It includes an objective 'to drive cost-effective measures across Council operations that reduce GHG discharges to the atmosphere'

3.3 **Enhancing our Working & Learning (Economic)**

The Strategy includes an objective 'to contain the rising cost of energy to Council ' and has a focus on informing and engaging internal and external stakeholders with regard to the growing issue of sustainability. It proposes a number of actions aimed at educating staff and the community on sustainable energy use.

3.4 **Leading an Effective & Collaborative Council (Governance)**

The revised Strategy responds to a number of objectives, challenges and opportunities within the Corporate Management Strategy. These include objectives 'to continue to reduce Council's ecological footprint' and 'to encourage Council's future financial sustainability'.

3.5 **Integrating our Built Environment (Infrastructure)**

The Strategy supports environmental improvements and buildings reducing their ecological footprint for example, including ongoing installation of solar power (photovoltaic systems) on Council owned community buildings. It aims to ensure that the systems serve a secondary purpose of raising community awareness of renewable energy technologies by ensuring high visibility.

4.0 EXECUTIVE SUMMARY

4.1 A Greenhouse Gas Emissions Reduction Strategy for Council Operations 2013 - 2017 has been developed. The Strategy updates and replaces Council's current GHG Emissions Reduction Strategy adopted in 2004. It identifies key actions that will be undertaken to achieve GHG emission reduction from Council operations to mitigate climate change, and reduce the cost of energy to Council.

RECOMMENDATION

That Pittwater Council's Greenhouse Gas Emissions Reduction Strategy 2013-2017 **(Attachment 1)** be endorsed by Council.

Report prepared by
Joanne Tulau, Senior Natural Environment Officer

Mark Beharrell
MANAGER, NATURAL ENVIRONMENT & EDUCATION

Greenhouse Gas Emissions Reduction Strategy for Pittwater Council's Operations 2013 - 2017

Prepared by Natural Environment and Education
June 2013

PITTWATER COUNCIL

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Mona Vale NSW
1660

9970.1111
www.pittwater.nsw.gov.au

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Executive Summary

This Strategy has been developed to guide achievement of ongoing greenhouse gas emission reductions from Pittwater Council operations during the period 2013-2017.

Implementation supports Council's 2025 objectives "to continue to reduce Council's ecological footprint" and " 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 "

The Strategy aims to set Council on the path to achieve a target of 15% reduction in greenhouse gas (GHG) emissions from 2008/09 levels by 2025 through embedding the processes and cultural changes needed to drive our emissions down, year-on-year.

The focus is on reducing GHG emissions within Council's internal operations, and leading the community sector towards emissions abatement by example. The Strategy outlines how Council will build on its record of achievements in managing energy, containing costs and reducing greenhouse gas emissions to date.

Central to the strategy is effective energy management that drives both GHG emission reductions and cost savings in the face of rapidly increasing energy costs, through avoidance of unnecessary consumption of fossil fuels – oil, natural gas and coal fired electricity. The Strategy is presented within a framework of:

Priority Areas for Action

1. quantifying GHG emissions from Council operations
2. reducing greenhouse gas discharges to the atmosphere
3. leading and driving innovation and change

GHG Strategy objectives

- to contain the rising cost of energy to Council;
- to engage the workforce in the process of reducing emissions;
- to quantify greenhouse gas emissions and trends against targets annually;
- to drive cost-effective measures across Council's operations that reduce GHG discharges to the atmosphere;
- to lead by example, and inspire local action.

GHG Emission Reduction Targets

- Reduce GHG emissions from Council operations by 1% annually, year-on-year from 2008/09 baseline
- Reduce GHG emissions from Council operations by 15% on 2008/09 levels, by 2025
- Generate 20% of Councils electricity locally, from renewable energy sources by 2025

1.0   Introduction and background

1.1   Purpose of the Council GHG Strategy 2013 - 2017

This document updates and supersedes Council's first Greenhouse Gas (GHG) Emissions Reduction Strategy, adopted in May 2004 under the Cities for Climate Protection Program.

The revised Strategy provides a framework to guide GHG emissions reduction actions in line with Council's adopted commitments and policies and sets the strategic direction for GHG abatement action within Council operations for the period 2013 – 2017.

The Strategy is aligned with Council's Integrated Planning & Reporting Process. Rather than providing detailed recommendations, the Strategy identifies priorities, opportunities, challenges and emerging issues. Detailed actions will be developed for adoption each year in Council's Annual Delivery Program and Budget. Some proposed actions are listed in Appendix 1.

1.2   The legislative and policy environment for climate change mitigation

The issue of climate change requires a comprehensive response from all sectors of society. Key responses have included:

- **International framework:** At the core of efforts to address climate change is the United Nations Framework Convention on Climate Change (UNFCCC) which came into force on 21 March 1994. Its implementation mechanism is the Kyoto Protocol.
  - ☑ The UN runs Conference of the Parties (COP) meetings annually to progress action aimed at achieving the objective of "stabilization of greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system".
  - ☑ At COP 15 in Copenhagen in 2009, nations of the world agreed to a policy of restricting global temperature increase to 2°C above pre-industrial levels in order to minimise the risk of triggering runaway, self-reinforcing climate change.

- **National policy settings:** Australia is a party to the UNFCCC, and ratified the Kyoto Protocol in December 2007. Australia has :
  - ☑ set a target to reduce GHG emissions by 80% from 2000 levels by 2050;
  - ☑ set a target to generate 20% of its energy from renewables by 2020
  - ☑ enacted the National Greenhouse and Energy Reporting Act 2007 (NGER Act) requiring reporting of energy use and GHG emissions by 'liable entities'
  - ☑ legislated and is currently implementing a package of bills designed to reduce greenhouse gas emissions, including a price on carbon from 1July 2012.

- **NSW Government policy settings:** The NSW Government has:
  - √ Introduced legislation requiring designated energy users (including Pittwater Council) to prepare and implement Energy Management Plans (formerly Energy Saving Action Plans or ESAP).
  - √ developed NSW 2021 – a 10 year plan which sets a goal to 'protect our natural environment' including a target to increase renewable energy to 20% by 2020
  - √ is in the process of developing a Renewable Energy Action Plan

-

Regional Sustainability Strategy: SHOROC Councils – Mosman, Manly, Warringah and Pittwater adopted a regional action plan for sustainability in July 2011. The strategy aims to reduce energy consumption and greenhouse gas emissions by focusing on renewable and efficient energy sources and actions to build skills for working more sustainably.

- **Pittwater Council's Policy Framework:** Council has established a comprehensive framework of policies, plans and programs that have built capacity to manage and reduce its greenhouse gas emissions over time. These instruments include:

    1) Participation in Cities for Climate Protection Program
    2) Greenhouse Gas Reduction Strategy
    3) Sustainability Policy (164)
    4) Energy Saving Action Plan
    5) Mayors Agreement on Climate Change
    6) Pittwater 2020 Community Strategic Plan
    7) Climate Change Policy (176)
    8) Climate Change Action Plan Framework
    9) Procurement Policy (183) –
    10) Climate Change Risk Management framework

Council's overall climate change response is coordinated through the Climate Change Action Plan Framework which sets out a series of sub-plans to be developed and implemented as resources allow. This GHG Reduction Strategy for Council operations is one of several component sub-plans within the climate change mitigation stream.
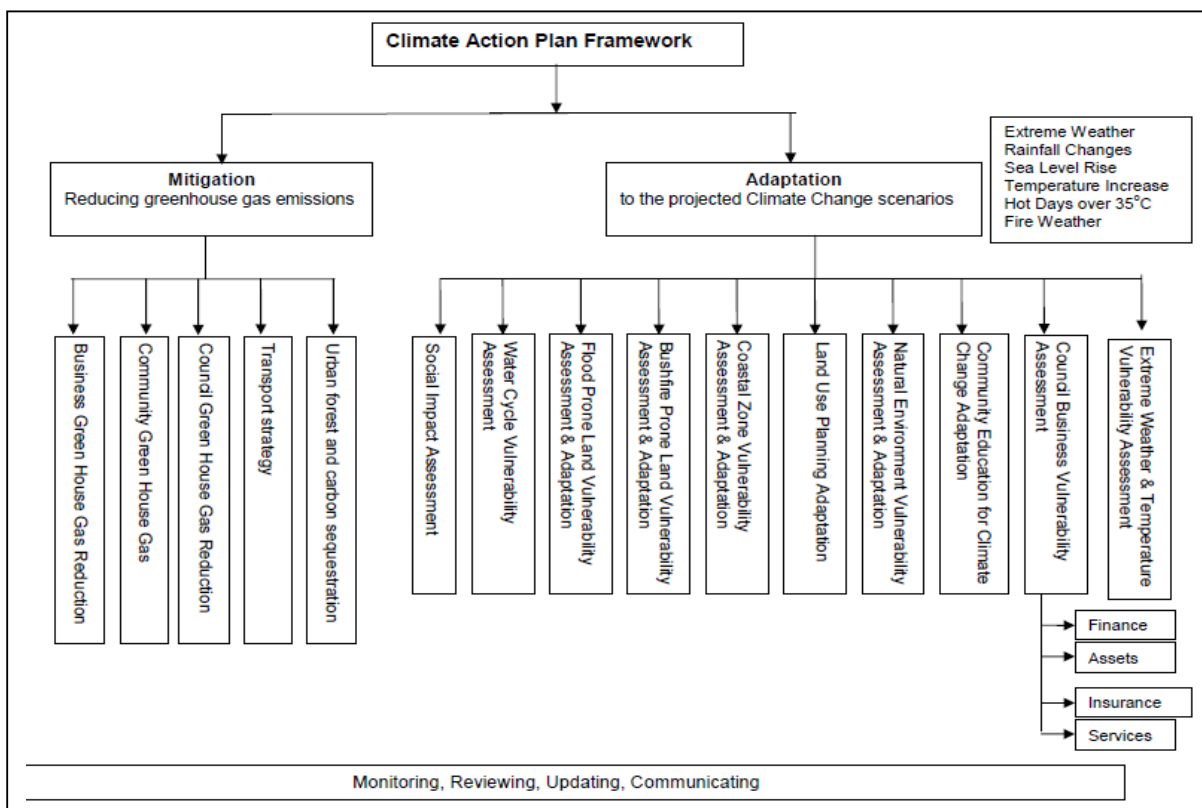

Figure 1 – Climate Change Action Plan Framework, 2009

1.3   The business case for reducing greenhouse gas emissions

1.3.1   Financial sustainability considerations

Local councils operate in a financially constrained context where funds are limited. As each unit of energy comes at a cost, effective energy management saves both money and the environment by eliminating waste and increasing efficiency.

In recent years, energy prices have risen steeply, driven by a range of factors including electricity network infrastructure upgrades and to a lesser extent, flow-through impacts of the federal government's carbon pricing policy. With energy prices forecast to rise significantly in coming years, effective energy management benefits the financial sustainability of Council.

Council has established an instrument that is facilitating ongoing investment in energy efficiency projects. Savings from the Revolving Energy Fund are cumulative, and its operation has resulted in savings well in excess of $500,000 to date as shown in Figure 2.
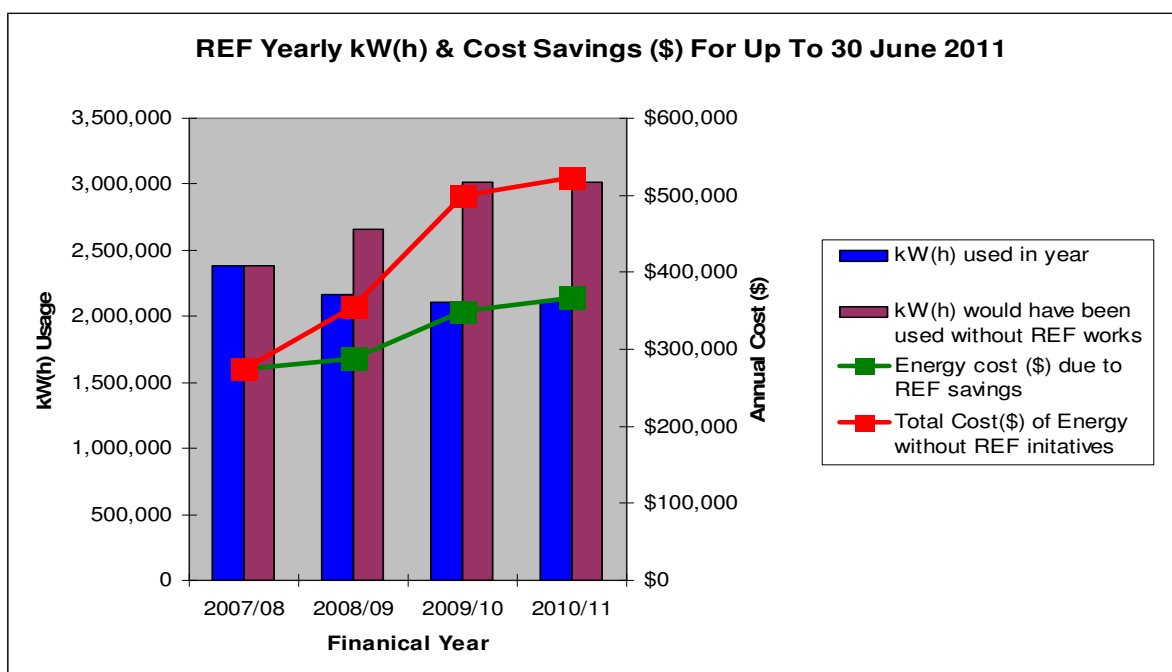
Figure 2 – Revolving Energy Fund savings

1.3.2   Workforce sustainability considerations

Many people are now more aware of environmental issues, and care about the environmental performance of their employer. Reducing Council's carbon footprint is good for PR and can help support Council's aim to become an employer of choice, better able to attract and retain suitably qualified and capable people to develop and deliver services for the Pittwater community.

By investing in educating and engaging staff in improving environmental performance by reducing greenhouse gas emissions, Council can build organisational loyalty and further mainstream sustainability thinking and action into daily business practices. People on the shop floor are well placed to contribute innovative and practical ideas for achieving goals.

1.3.3   Environmental sustainability considerations

Reducing GHG emissions is essential to slow the rate and severity of global climate change.

According to the Australian Academy of Science (2010), to have a better than even chance of preventing global average temperature from rising to more than 2°C above pre-industrial levels (as agreed by nations of the world at the UN Climate Change talks in Copenhagen in 2009), emissions will need to peak by 2020 and then decline rapidly towards zero net emissions.

Figure 3, from the Australian Academy of Science (2010) illustrates the choice between potential climate futures. With atmospheric greenhouse gas concentrations rising steeply and indicators of global warming closely matching the Intergovernmental Panel on Climate Change's (IPCC) projections (Rahmstorf et al 2012), the challenge facing us is to transition toward a low emissions future as quickly as possible.

A new scientific report, commissioned by the World Bank (2012) in the lead up to the UN climate talks at Doha (COP 18) in December, indicates that the world is on track to global warming of 4° or more by 2100, with potentially disastrous loss and damage associated with climate change impacts. In this instance, the precautionary principle should apply.
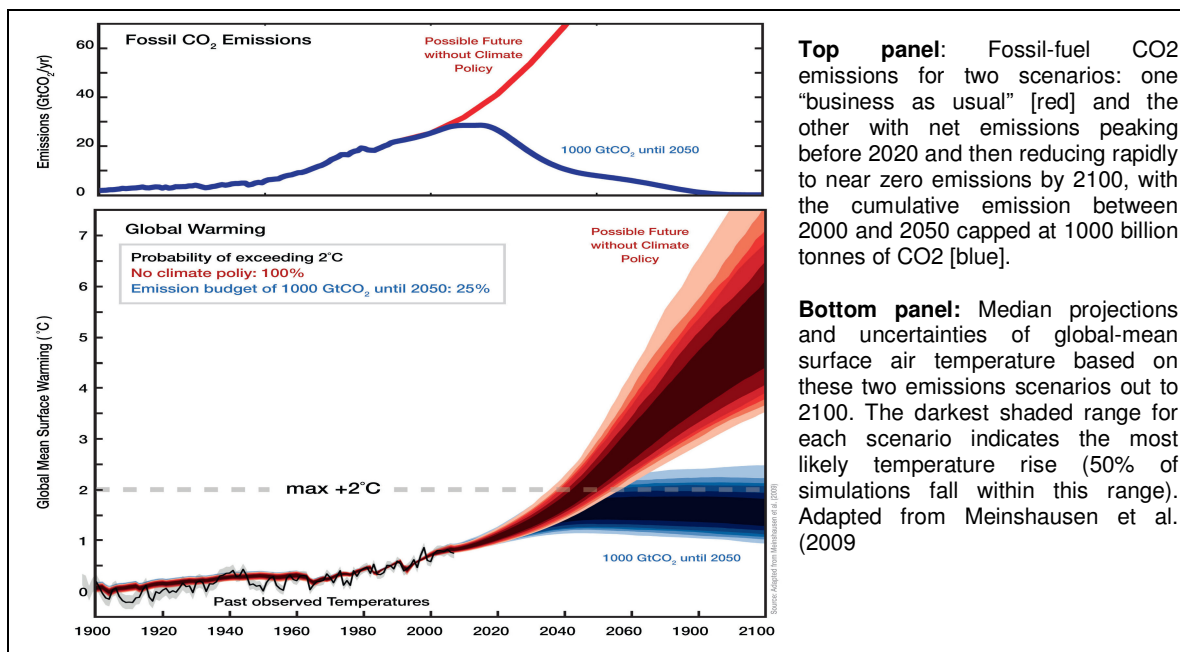

Top panel: Fossil-fuel CO2 emissions for two scenarios: one "business as usual" [red] and the other with net emissions peaking before 2020 and then reducing rapidly to near zero emissions by 2100, with the cumulative emission between 2000 and 2050 capped at 1000 billion tonnes of CO2 [blue].

Bottom panel: Median projections and uncertainties of global-mean surface air temperature based on these two emissions scenarios out to 2100. The darkest shaded range for each scenario indicates the most likely temperature rise (50% of simulations fall within this range). Adapted from Meinshausen et al. (2009

Figure 3 – Projected future climate scenarios

1.3.4   Civic leadership considerations

With climate change impacts expected to intensify as the atmosphere warms, all parts of society need to act urgently to reduce energy use and greenhouse gas emissions in the interests of both current and future generations of people around the world.

As the tier of governance closest to the community, Local Government has an important role to play in climate change mitigation. By driving greenhouse gas emissions down within its own operations in the first instance, Local Government can lead by example and facilitate initiatives at the local level that enable communities to reduce their carbon footprint.

1.4 Current situation analysis – what Council is already doing?

1.4.1 Sources of GHG emissions in Council operations

Council operations generate emissions directly through activities such as operating a vehicle fleet or indirectly through use of electricity purchased from the national grid. Other indirect emissions arise through purchase of goods and services through the supply chain.

In Council's operations, most greenhouse gases result from combustion of fossil fuels. Consequently, reducing emissions is connected with managing and reducing these inputs. Sources of GHG emissions in Council's operations are set out in Table 1. Emissions arise from:

- Electricity supplies – coal fired electricity for cooling / heating, lighting and equipment
- Natural gas supplies – combustion of natural gas, primarily for heating buildings
- Fuel and oil supplies – combustion of transport fuels for operation of cars and trucks

Operational Sector	Energy Source	Principal GHG emitted
Buildings and facilities	o Natural gas combusted on site o Electricity purchased from the grid o Building air conditioning refrigerants	o Carbon dioxide o Carbon dioxide o Synthetic refrigerant gases
Fleet and plant	o Petroleum, diesel, LPG	o Carbon dioxide
Organic waste to landfill	o Anaerobic decomposition	o Methane
Streetlighting	o Electricity purchased from the grid	o Carbon dioxide

Table 1 – Sources of GHG emissions by sector

1.4.2 Brief summary of Council's GHG abatement approach and achievements to date

Over the past decade, Pittwater Council's emission reduction actions have stabilised GHG pollution discharge levels from internal operations at around 2,900 tonnes of CO2-e, which is a significant achievement.

Council commenced early action to reduce greenhouse gas emissions by joining the voluntary climate change mitigation program Cities for Climate Protection (CCP) in September 2000. Participation in the program between 2000 and 2009 put Council on the path to embedding carbon management within its operations and helped establish sustainability as a key focus within the corporate culture. The CCP Program guided Council in GHG management through a 5-milestone framework:

Milestone 1 – establish baseline emissions

Milestone 2 – set emissions reduction targets for Council and community

Milestone 3 – develop and adopt a Greenhouse Gas Reduction Strategy

Milestone 4 – commence implementation of the actions set out in the Strategy

Milestone 5 – re-inventory and quantify emissions

Beginning with a strategy that targeted the 'low hanging fruit', Council has progressed to proactively pursuing mitigation actions through initiatives such as re-allocating funds from GreenPower purchase to expand local renewable energy generation capacity at its facilities. For example, a 5 kW solar PV system was installed on Newport Community Centre in 2010 with funds that previously were used to purchase GreenPower offsets.

With adoption of Council's new Integrated Planning and Reporting Framework in 2008, the aim has become to embed climate change thinking and action across Council's operations, with a view to becoming a climate change leader. Some of the key achievements to date include:

• Establishing a comprehensive strategic response framework;

• Stabilising greenhouse gas emissions from Council operations below the 2004/05 peak

• Increasing effectiveness of energy management and integration into business-as-usual;

• Localising renewable energy generation, and reducing the use of fossil fuels by Council buildings;

• Achieving significant financial savings through operation of a Revolving Energy Fund;

• Leading by example in managing energy and reducing GHG emissions.

1.4.3   Review of Pittwater's GHG Reduction Strategy 2004 - Gap Analysis

Council adopted its first Greenhouse Gas Reduction Strategy in May 2004 at Milestone 3 of the Cities for Climate Protection Program, with implementation of scheduled actions commencing in the 2004/05 financial year. The majority of measures have been fully implemented and a solid track record of achievement has been established.

• The Revolving Energy Fund is up and running, capturing the financial savings from energy efficiency projects and returning the savings to the fund to be re-invested into financing more energy saving projects.

• Existing buildings have been progressively retrofitted to improve energy efficiency with building management systems; lighting retrofits, timers, movement sensors; air conditioning micro-processors and solar hot water systems installed.

• Solar and LED lighting technologies that use less energy and save GHG emissions are being used in public lighting and at wharves and ocean rockpools.

Figure 4 – Solar panels installed at Currawong Beach Cottages, 2012

Solar photovoltaic systems are being installed on Council buildings to generate renewable, low emissions energy that displaces fossil fuels in Council's energy mix.

- New buildings, including Avalon Recreation Centre and Mona Vale Library have been designed to be more energy efficient.
- A program is in place that aims to reduce GHG emissions from the vehicle fleet

NEXT STEPS: Council will continue to build on these achievements, while strengthening the focus on some strategically important key areas that need further work including:

- Improving energy and GHG emissions measuring, monitoring and reporting systems;
- Capacity building and engagement programs for staff on sustainable energy use ;
- Marketing Council's achievements in managing and reducing energy and GHG emissions to the community;
- Incorporating energy efficiency and performance standards for new buildings, renovation of existing buildings, major alterations and extensions;
- Setting a minimum Green Star Rating for new Council buildings, major alterations and extensions;
- Recognising the role of vegetation in sequestering carbon from the atmosphere;
- Sustainable fleet management.

1.4.4 Measuring and Reporting Greenhouse Gas Emissions

Currently, Pittwater Council reports on implementation of its energy programs and greenhouse gas emissions to:

1. The Pittwater community against targets and measures as adopted in the Community Strategic Plan and the Annual Delivery Program, through Council's Annual Report and End of Term Report.
2. SHOROC for inclusion in SHOROC regional sustainability indicators website
3. The NSW State Government on implementation of the Council's Energy Management Plan (formerly Energy Saving Action Plans, or ESAP)

GHG Emissions Inventory (Council Operations)					
Fuel Source	**Scope**	**2008/09**	**2009/10**	**2010/11**	**2011/12**
		Tonnes CO2-e	Tonnes CO2-e	Tonnes CO2-e	Tonnes CO2-e
Natural Gas	Scope 1	85.6	84.0	84.1	82.1
Liquid Fuel Supplies	Scope 1	1,076.8	981.7	1,005.5	1,018.3
Purchased Electricity	Scope 2	1,816.2	1,799.0	1,812.4	1,800.8
TOTAL Scope 1& 2 emissions		**2,978.6**	**2,846.7**	**2,902.0**	**2,901.2**

Table 2 – Greenhouse Gas Emissions - Council Operations 2008/09 – 2011/12

1.5 Identification of Key Risks, Challenges and Opportunities for Council in Reducing Greenhouse Gas Emissions

Risks

- Continued unnecessary expenditure on fossil fuels through failure to maximise energy efficiencies;
- Sensitivity to increases in energy costs to the business – fuel and oil supplies, natural gas supplies and electricity supplies;
- Sensitivity to increases in costs of purchasing goods and services through the supply chain as carbon pricing is progressively internalised and flows through the economy;
- Potential exposure to future regulatory and compliance risks under State or Federal legislation that may require Council to achieve and verify greenhouse gas emission reduction claims;
- Possible reputational risk within the community in the event of a perception that Council is not doing enough on the climate change mitigation issue.

Challenges

- Continued increases in fuel and energy costs
- Reliably measuring greenhouse gas emissions across all Council operations
- Funding greenhouse gas abatement measures in the context of tight budgets
- Delivering on Council's commitment to 'achieve a 30% reduction in emissions from Council's operations based on 1995 emission levels by 2020
- Securing buy-in of the workforce to achieve energy savings through behaviour change across all areas of Council's operations

Opportunities

- Enhanced reputation and positive public relations benefits
- Civic leadership on emissions reduction, leading by example
- Financial savings through achieving energy efficiencies
- Staff engagement, capacity building and green skills development
- Ongoing greening of Council buildings in design and integrated energy performance
- Fostering behaviour change that reduces the energy intensity of Council operations
- Sector leadership through deployment of innovative design, technologies and processes
- Recognising and encouraging the contribution of carbon sequestration by vegetation
- Working collaboratively to target emissions with other local, regional, state and federal organizations and/or agencies

2.0 Strategic directions: priority areas and objectives

The challenge at the heart of this Strategy is to drive ongoing reduction of GHG discharges to the atmosphere across the scope of Council's operations. The aim is to reduce GHG emissions as much as is possible, as fast as is feasible in a manner that is consistent with Council's financial sustainability as our contribution to meeting the challenge of global climate change.

Pittwater Council has commenced the process of transitioning towards a sustainable future where operations are based on more efficient use of energy, energy conservation and utilisation of cleaner energy sources. This Strategy aims to guide and focus action that takes Council's achievement to the next level during the four year period, 2013-2017.

The aim is to accelerate reduction in Council's greenhouse gas emissions and achieve a declining trajectory for tonnes of CO2-e emitted to the atmosphere. The Strategy is structured around three cross-cutting priority areas that respond to gaps and challenges identified in our GHG mitigation response to date. Priority areas for action are:

PRIORITY AREA 1   Quantifying greenhouse gas emissions

PRIORITY AREA 2   Reducing greenhouse gas discharges to the atmosphere

PRIORITY AREA 3   Leading and driving innovation and change

Key objectives are:

- to contain the rising cost of energy to Council operations

- to quantify greenhouse gas emissions and trends against targets annually

- to drive cost-effective action across Council's operations that reduces GHG discharges to the atmosphere

- to engage the workforce in the process of reducing emissions

- to lead by example and inspire local action.

Council has made significant progress to date with integrating energy management into business planning through the annual rolling Delivery Program and mainstreaming implementation through the Operational Plans of the Council's Business Units. The result is that emissions from greenhouse gas sources over which Council has operational control have stabilised at around 2,850 tonnes CO2-e annually.

The next challenge is to cost-effectively achieve a declining trend in total GHG emissions that enables Council to meet its 2025 strategic objective 'to continue to reduce its ecological footprint'.

2.1 Quantifying Greenhouse Gas Emissions

One of the key objectives as set out in the GHG Strategy is **to quantify greenhouse gas emissions and trends against targets annually**

Discussion

The rapidly evolving carbon management context in Australia means that we need to become more accountable for quantifying the GHG emissions resulting from our operations – both direct and indirect. To manage and reduce emissions over time, it is essential to understand the major sources and the magnitude of emissions from each source.

A high priority is to improve Council's monitoring, analysing and reporting of greenhouse gas emissions, energy use and costs. Energy and GHG emissions data and information management underpins our capability to track, analyse, report and promote our emissions reduction performance and progress towards successful achievement of Council's adopted targets and commitments in the area of climate change mitigation.

The **intended outcome** is that GHG emissions management is undertaken on the basis of an informed understanding of Council's emission quantities, sources and trends**.**

2.1.1   Measuring and auditing GHG emissions

With good data, information and knowledge in place we can monitor trends and improve strategic and operational management to drive emissions down. Effective management of carbon and energy data to inform long term planning and day-to-day action is a high priority.

Reliably measuring GHG emissions has been a significant challenge across the entire local government sector, but advances in data management tools and solutions are becoming available that bring the promise of making the job easier. In particular, web-enabled online carbon management information platforms and smart meter technology may be an option for Council in future years.

In 2008, Council participated in a nation-wide project delivered by ICLEI – the International Council for Local Environmental Initiatives which aimed to improve energy and GHG emissions information. The project established a useful framework for continuous improvement of a council's Energy & Greenhouse Gas Information System which is illustrated in Figure 5 below.
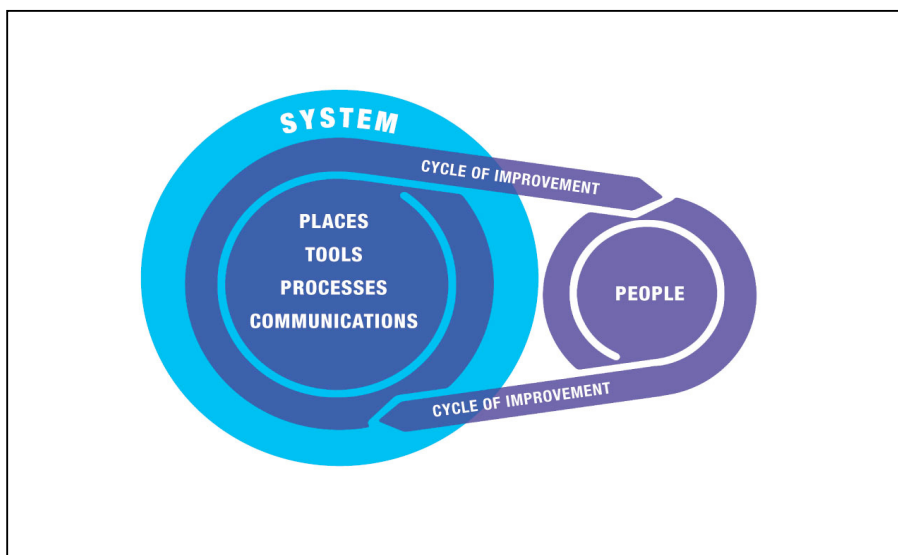

Figure 5 - Energy and GHG Emissions Information System

Continual improvement of Council's Energy & GHG Information System comprising databases, analysis tools, processes, and communications and the skills, knowledge and awareness of the people who use or provide the data is critical to achieving the aim of accelerating emissions reduction to achieve a declining emission trend.

Council's current GHG inventory was developed under Cities for Climate Protection (CCP) Program framework and is now superseded. A high priority action to improve information availability and quality is to revise Council's GHG accounting and reporting methodology and align it with Australia's national GHG accounting system – the NGERs framework and ensure compliance with national and international standards and protocols.

As a minimum, Council's revised and updated GHG inventory should include all direct emissions sources and emissions from purchased electricity as these are mandatory for organisations reporting under NGERs. Council's GHG emissions inventory may progressively include relevant indirect, supply chain emissions where these can be readily quantified.

Importantly, aligning Council's GHG emissions inventory to NGERS will result in a significant reduction in quantification of emissions attributed to Council directly, as streetlighting emissions (currently comprising 50% of Council emissions) will attributed to the energy retailer as a direct emission rather than to Council.

Council aims to ensure continuous improvement towards sustainability based on accountability, transparency and good governance. This includes striving towards state and federal targets and aligning GHG emission accounting with relevant best practice standards – the Greenhouse Gas Protocol and AS ISO 14064-1:2006.

Emission Type	Category	Example
Direct GHG Emissions	**Scope 1**	Direct emissions occur from sources that are owned or controlled by the company. For example, emissions from combustion of natural gas for heating and liquid fuels for transport.
Electricity indirect GHG emissions	**Scope 2**	Indirect emissions from fossil fuel generated electricity purchased from the grid. Electricity is used in Council operations for a wide range of purposes including heating, lighting and office equipment
Other indirect emissions	**Scope 3**	Indirect emissions generated as a result of procurement of goods and services through the supply chain - e.g. paper or commercial airline flights, but which are the direct emission of another entity.

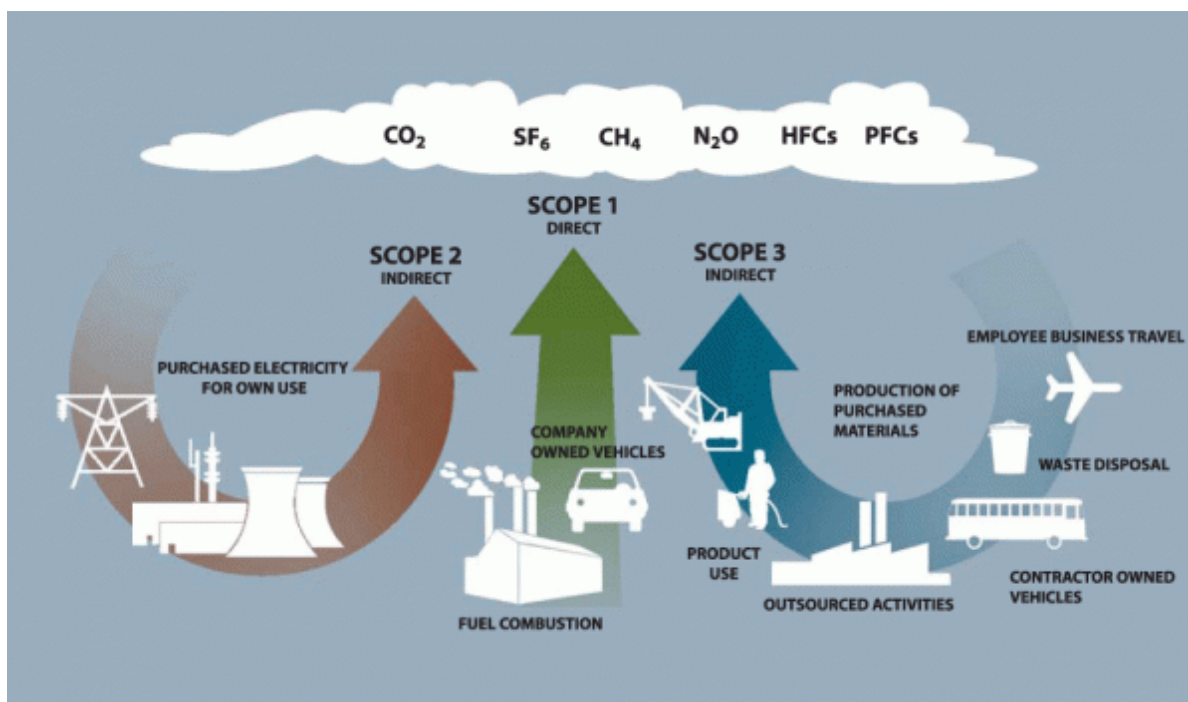**Table 3** – Emission Reporting Classifications (WBCSD / WRI - GHG Protocol)

Figure 6 - Overview of Scope 1, 2 and 3 emissions

2.1.2   Setting Key Performance Indicators and Targets

Community Strategic Plan

Council's Community Strategic Plan establishes the over-arching vision and objectives to be achieved through implementation of actions through Council's rolling Delivery Program and Budget. This Strategy will contribute towards achievement of strategic objectives, including:

- To continue to reduce Council's ecological footprint;
- To improve Council's future financial sustainability and
- Council to be a leader in sustainable management

Key Performance Indicators

Key performance indicators enable direction and magnitude of trends in GHG discharges to be determined. Successfully controlling and reducing greenhouse gas emissions from Council operations will be indicated by trend directions and percentage change for each measure.
Inclusion of the suite of measures set out in following suite of measures set out in Table 3 is recommended:

Key Performance Indicators	Desired trend	Status
Fossil energy consumption	Decreasing	% change
GHG emissions per full time equivalent staff	Decreasing	% change
Tonnes of CO2-e emissions discharged to atmosphere	Decreasing	% change
Proportion of renewable energy in Council's energy mix	Increasing	% change
Renewable energy production	Increasing	% change
Cumulated financial savings from energy saving actions	Increasing	% change

Table 4 – Key performance indicators for GHG emission reporting

Targets

The setting of greenhouse gas emission reduction targets is an area of policy that is contentious and rapidly changing. Where targets are set, they should be ambitious yet realistic, and should be SMART (Specific, Measurable, Achievable, Realistic and Time-bound).

Targets can be set as either (a) absolute targets or (b) intensity targets and can be set at the organisation-wide level or for individual properties or areas of operation.

1)   Proposed Emissions Reduction Targets:

- Reduce CO2-e discharges to the atmosphere by 1% annually, year-on-year
- Reduce CO2-e discharges to the atmosphere by 15% on 2008/09 levels, by 2025

2)   Proposed Renewable Energy Target

- Generate 20% of Councils electricity locally, from renewable energy sources by 2025

After re-developing our GHG Emissions Inventory and establishing baselines for energy production, we will work to develop measures and targets as appropriate for operational sectors including energy use in buildings and facilities, public lighting and fleet.

2.1.3   Reporting, scrutiny and review of progress

Regulatory Reporting of GHG Emissions

Regulatory requirements around GHG emissions management have undergone significant change in recent years as the Australian Federal Government has put mechanisms in place to comply with national GHG pollution abatement commitments under the Kyoto Protocol.

The National Greenhouse and Energy Reporting (NGER) Act 2007 has established a national framework for collation and reporting of carbon emissions, carbon projects and the energy use of corporations. Under Australia's carbon pricing mechanism, Australia's largest polluters become liable to pay the carbon price on their emissions from 1 July 2012

With annual GHG emissions of around 2,900 tonnes CO2-e from all scope 1 and 2 sources, Pittwater Council is well below NGERs energy and greenhouse reporting threshold levels in 2011/12 (50,000 tonnes CO2-e emitted from a corporate group / 25,000 tonnes CO2-e from a facility). Council's operations are too small to trigger carbon pricing liability under current regulations. However, this situation may change in the future. The clear trend is toward greater accountability for emissions management by all sectors of society, including local government.

Voluntary reporting of GHG emissions

Before emissions data is disseminated publicly, Council needs to be sure that the information is relevant, accurate and based on the best data available at the time of publication. Development of a GHG Emissions Inventory aligned with NGERs will improve information available for public dissemination.

An annual report to Council, with quarterly updates to operational staff and Managers will track progress towards achieving objectives and targets.

2.2   Reducing greenhouse gas emissions

Council's GHG Strategy objectives are **to drive cost-effective action across Council's operations that reduces GHG discharges to the atmosphere** and **to contain the rising cost of energy to Council operations**

Discussion

Greenhouse gas emissions from Council's operations have stabilised at around 2,900 tonnes carbon dioxide equivalent (CO2-e). The next challenge is to drive ongoing GHG emission reductions year-on-year and achieve a downward trajectory. In order to achieve this outcome, Council will need to achieve as practicable:

- reducing consumption of energy from fossil fuel sources
- increasing production of clean energy from renewable sources
- reducing year-on-year total tonnes of GHG pollution to the atmosphere
- incorporating financial sustainability in all aspects of energy reduction.

Taking action to reduce greenhouse gas emission is a win-win proposition, as the economic co-benefit of emissions reduction is considerable financial savings on energy input costs over time. Council will strive for continuous improvement and best practice in achieving emissions reductions through energy conservation approaches including behaviour change, improving energy efficiency and switching to cleaner fuel sources.

The **intended outcome** is that GHG emissions reductions are achieved year-on-year, and a declining trend is established

2.2.1 Review and strengthen Council's energy management processes and practices

An energy management system includes all of the elements involved in planning, managing, measuring and continually improving energy performance.

Energy management includes people such as building managers, a range of plans and planning processes, building management metering and control systems, operating procedures, maintenance procedures, reporting feedback and control systems and energy data management and analysis tools. In 2011, a new standard was released by the International Standards Organisation (ISO) – ISO 50001: Energy Management Systems – Requirements with Guidance for Use, which can be used for guidance purposes only.

Our latest energy management review (February 2012) indicated that Council needs to establish formal systems for energy management; integrate energy systems into business systems and achieve best practice through continuous improvement. Recommendations for improvements were made in the areas of:

- reporting, feedback and control systems
- targets, performance indicators and motivation
- procedures for plant design and purchasing of equipment
- documentation and records and
- energy efficiency of existing plant.

2.2.2 Implement an annual program of GHG abatement measures, including renewable energy generation locally

To accelerate emissions reduction, Council will assess opportunities for GHG emission reductions on an annual basis, using the following carbon management principles in a continual review and improvement cycle:

⇒ **Avoid creating emissions**

How can the generation of emissions be avoided in the first place?

The first priority in reducing greenhouse gas emissions is to cut out any unnecessary or wasteful use of energy. This step focuses on considering energy conservation measures – good housekeeping practices that involve minor changes in employee work practices, incur little or no cost, can usually be implemented quickly and generate immediate and ongoing savings. Some opportunities involve using technology such as video-conferencing to replace travel to meetings for example.

Many of the gains come from employee behaviour change such as turning off computers or walking instead of driving, and may need ongoing reinforcement to be effective. Energy conservation is a challenge requiring policy programmes, technological development and behavioural change to go together hand-in-hand.

⇒ **Reduce generation of emissions**

Is there a way to change or modify activities to reduce emissions?

Energy efficiency opportunities that reduce emissions while also reducing costs can be found in most areas of operations within an organisation. Council has already implemented a significant portfolio of projects to drive energy efficiencies in our facilities over the past decade, but there is still more that can be done.

Included in this step are investments or modifications that improve facilities, infrastructure and processes to increase energy efficiency. Examples include selection of office equipment with high efficiency ratings and modifying buildings, equipment or processes to ensure they run efficiently. One of the most important measures possible is to design buildings to be more energy efficient in the first place by using sustainable building design principles.

⇒ **Switch to cleaner sources of energy**

Is it possible to change to less GHG intensive energy sources?

This step encourages consideration of options for switching energy sources so they are fewer greenhouses emissions-intensive. The three primary areas of opportunity to switch to lower intensity fuels are:

- direct renewables energy generation, such as installing solar panels
- purchase of renewable energy indirectly through the GreenPower scheme
- exchange a high intensity fossil fuel source for one with a lower carbon content.

Council has made a significant investment in installing solar power generation capacity. As at 30 June 2012, 42 kilowatts of solar panels have been installed in 7 locations. These solar panel systems reduce Council's dependence on coal-fired electricity from the grid and so reduce greenhouse gas emissions. Measures to reduce emissions from the fleet have included using the lower GHG intensity E10 and E85 fuel in Council cars.

⇒ **Offset residual emissions**

Should Council offset residual emissions?

A carbon offset is any project that indirectly 'reduces' GHG emissions at one source by investing in GHG emissions reductions elsewhere. Carbon offset products most typically involve projects that invest in renewable energy, energy efficiency and reforestation. For organisations that have decided to 'go carbon neutral' this step involves assessing their 'residual emissions' on an annual basis, and purchasing carbon offsets to 'neutralise' their emissions, often at considerable expense.

Pittwater Council will continue to prioritise achieving real reductions to our emissions through improvements to operations over purchasing carbon offsets, which ensures that genuine emissions reductions occur. Council had for a time been purchasing 10% GreenPower for its buildings but in May 2010 the Council decided to re-allocate the funds and invest in local renewable energy generation projects instead.

Are there any opportunities to sequester our emissions in carbon sinks?

This step invites consideration of opportunities to draw down and remove carbon dioxide from the atmosphere through bio-sequestration in vegetation. Pittwater's remnant vegetation is an important carbon sink that stores significant quantities of carbon.

The potential of remnant vegetation as a sink for GHG emissions will continue to be explored by Council as part of this GHG Strategy.

2.3   Leading and driving innovation and change

The Council GHG Strategy objectives are to **engage the workforce in the process of reducing emissions** and **to lead by example and inspire local action.**

Discussion

Local Government has a pivotal role to play in leading the way towards reduced emissions and fossil fuel dependence in ways that can make a difference.

Council has the opportunity to take a leadership role within the community through improving internal operating performance, building organisational alignment and then by providing clear direction and support to the community to assist the transition towards a sustainable energy future. We aim to innovate, inspire and lead by example in GHG mitigation.

Council has achieved a significant milestone in stabilising emissions, even as services to our community have increased. We have 'harvested the low hanging fruit' and now the job gets harder but on behalf of the community it serves, Council is committed to learning our way towards reducing emissions and sharing what we learn with the community as we go.

There are many others in the local government sector who have embarked on the same learning journey. We will foster collaborations and partnerships and learn from local government sector leaders.

The **intended outcome** is that Pittwater Council is leading by example in achieving greenhouse gas emission reductions and financial savings in its operations.

Figure 7 – Pittwater Council - leading by example and inspiring local action

2.3.1 Engage and educate Council staff in sustainable energy use

The first step in working with our community to lead change toward lower net emissions is to build our own credentials – by undertaking a learning journey in the direction of sustainable energy within Council's own operations and achieving ongoing GHG emission reductions.

Council's workforce has proved it is our most important asset with a wealth of skills, resourcefulness and creativity. A key opportunity now exists to focus on becoming a learning organisation through capacity building, training and engagement of staff – strengthening organisational capacity to reduce emissions by developing, supporting and valuing our people.

To date, the focus on engaging and educating staff with sustainable energy use has been limited. Strengthening the awareness and skills of Council's workforce to identify cost-effective ways to save energy is an important focus which can deliver real gains in GHG emissions reductions through energy conservation and efficiency measures.

Council's success in achieving year-on-year GHG emissions reduction will only be achieved through innovation in all areas of the workplace. With support from the staff, our processes can be made more collaborative, efficient and effective. Shop-floor staff are well placed to contribute practical and innovative ideas and suggestions for achieving energy saving goals.

We need to engage staff in identifying cost-effective ways to save energy and create a culture of energy efficient operations, where all staff are accountable for energy management outcomes and are provided with resources to implement long-lasting change.

2.3.2 Build partnerships for change

Council needs to develop and nurture relationships, collaborative arrangements and partnerships with sector leaders in climate change mitigation and local government who can support our learning journey.

One of the most important collaborative arrangements is our role within the SHOROC group of Councils (Pittwater, Warringah, Manly and Mosman). The SHOROC Sustainability Strategy launched in July 2011, includes a focus on reducing greenhouse gas emissions by focusing on efficient and renewable energy sources. Council will continue to work actively within this framework to reduce emissions.

Relationships can be strengthened or developed with education and research institutions such as the Institute for Sustainable Futures at UTS, with leading councils such as City of Sydney and with key organisations such as the Australian Centre of Excellence in Local Government who are currently working to strengthen collaborative arrangements between the Federal Government and the Local Government Sector on transition towards a low carbon future.

2.3.3 Stay informed about developments and trends in the carbon management sector

The knowledge, science, policies, politics, economics and technologies of climate change mitigation and energy management are evolving rapidly. In order to properly manage impacts and maximise opportunities, Council needs to stay well informed of these developments.

In particular, Council needs to be aware and informed about new developments in low emission technologies, processes and methods that support a clean technology approach that displaces the need for fossil fuel consumption in Council's operations.

An Emerging Issues in GHG Management paper will be developed each year, building on the Council GHG Strategy to update Council management on relevant changes in technology, emissions management, new challenges, opportunities and risks. The paper will inform development of GHG emissions abatement actions in the Delivery Program and Budget.

2.3.4   Promote Council's achievements in emissions reduction

Council has invested significant energy and resources in reducing its carbon footprint to date and much has been achieved. But more can be done to ensure that internal and external stakeholders are informed, aware and engaged with progress on the journey towards becoming a low carbon council.

Council will expand activities to promote Council's GHG emission reduction projects and achievements, and share what we learn with the community as we go. The aim will be to inspire, engage and support the Pittwater community to reduce emissions in their homes, schools and workplaces.

Council has achieved significant results through the energy reduction and GHG emission projects implemented to date, although these achievements can be better promoted with the Pittwater community and internally with Council staff.

Council will strengthen marketing and promotion of achievements to the community and will work with innovative technologies such as social media to get the message out and engage young people. Development and implementation of a communications plan will be a key element in this Strategy.

3.0   Implementing the priorities and objectives

Pittwater Council is committed to reducing greenhouse gas emissions. We've challenged ourselves with a target of 15% reduction GHG emissions on 2008/09 levels by 2025, and set an overarching strategy of progressive reduction of emissions from council operations through replacement of fossil fuel reliance with GHG emission-free technologies, processes and methods.

Council will deliver priorities and objectives set out in the Council GHG Emissions Reduction Strategy 2013 – 2017 through embedding the processes and cultural changes needed and working through cross-business unit collaboration and teamwork to achieve a culture of innovation and energy efficiency to reduce emissions.

3.1   Alignment with Council policies and commitments

The Council GHG Strategy is informed by, aligned with and supports implementation of Council's policies and commitments as set out in documents including:

- Sustainability Policy (No. 164)
- Climate Change Policy (No. 176)
- Procurement Policy (183)
- Climate Change Action Plan Framework, 2009
- NSW Mayor's Agreement on Climate Change, 2008
- Community Strategic Plan – Pittwater 2020 and its successor, Pittwater 2025

3.2   Embedding GHG emission reduction into Council operations.

The Council GHG Strategy sets out the long term vision, strategic direction and framework of priority areas for GHG abatement action within Council operations for the period 2013 – 2017. It identifies issues, opportunities and challenges that helps Council to decide on actions for inclusion in the Delivery Program.

Council's process will be that each year, actions that respond to the needs and issues identified in this Council GHG Strategy will be developed for adoption in the annual Delivery Program and Budget, to be implemented through the Operational Plans of relevant Business Units.

The diagram at Figure 8 below, illustrates where the Council GHG Strategy sits within Council's Integrated Planning and Reporting (IPR) Framework.   Appendix 1 provides a list of proposed actions for consideration. A key sub-plan of this Strategy is Council's Energy Management Plan, which focuses on reducing energy in Council's top 10 energy consuming sites.
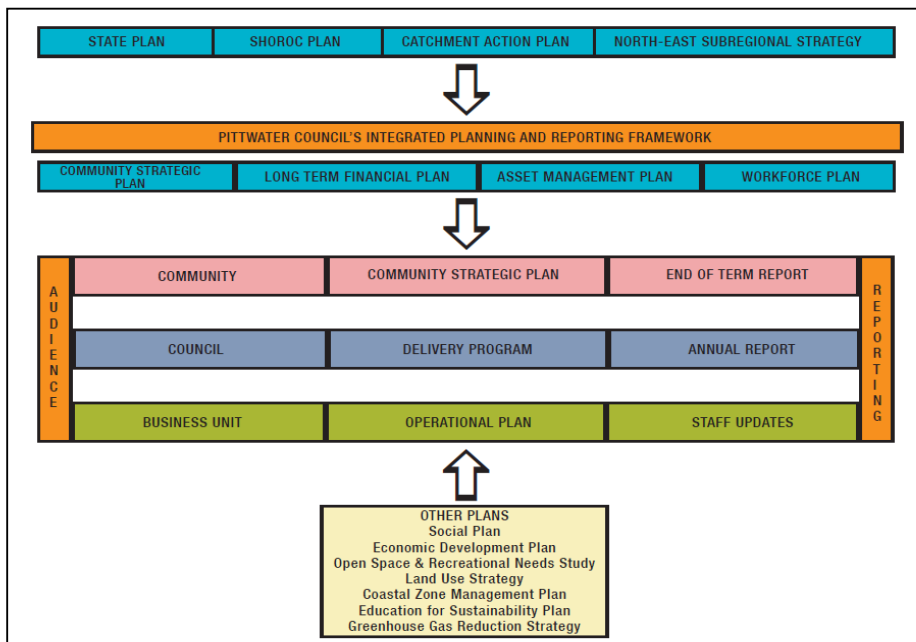

Figure 8 - Where the Council GHG strategy fits into the corporate planning structure.

Implementation of the Council GHG strategy will be driven through strategies and objectives adopted through the Pittwater 2025 Community Strategic Plan, and will require support and commitment across the entire organisation. Relevant strategies and objectives include:

Pittwater 2025 Strategies	Pittwater 2025 Objectives
Corporate Management	• To improve Council's future financial sustainability • To continue to reduce Council's ecological footprint • Council to be a leader in sustainable management (social, economic, environmental, leadership)
Community Education & Learning	• To increase community involvement and provide activities, education and opportunities in sustainability initiatives
Recreational Management	• To reduce energy and water consumption within Council activities and buildings in order to lead by example

Table 5 – Key Pittwater 2025 strategies and objectives for driving GHG abatement outcomes

3.3   Sustainable financing for emissions reduction.

Establishing sustainable funding sources for ongoing investment in energy savings / GHG reduction opportunities is a critically important element of successfully achieving the outcomes set out in this plan. Investment is required in activities including staff education and training, energy efficiency retrofits for buildings and solar technology (hot water and electricity generation). Sources of funding for GHG emissions reduction include:

- **staff training budget**: ongoing integration of sustainability thinking and energy efficiency skills development within the work of Council officers

- **Capital Expenditure Program**: ongoing implementation of retrofit energy improvement projects

- **Special Rate Variation funds**: the Pittwater community has agreed to support additional works by means of a Special Rate Variation which provides additional funds for a defined number of years. Projects to be funded include energy efficiency and renewable energy projects

- **External grants**: both the Federal and State Governments are making funding available to local government to accelerate energy efficiency projects.

- **Revolving Energy Fund**: Council's Revolving Energy Fund is up and running, capturing savings from energy abatement and recycling the savings back into the fund for future works.

Council has established a Revolving Energy Fund that captures the dollar value of the energy savings from abatement measures. Savings are recycled back into more energy saving actions, in a virtuous circle that is now saving Council significant money and establishing a sustainable source of financing for projects.

Council will continue to develop, refine and improve operation of the Revolving Energy Fund to finance ongoing GHG reduction measures and will pursue grant funding, incentives and rebates available for energy saving projects as appropriate.
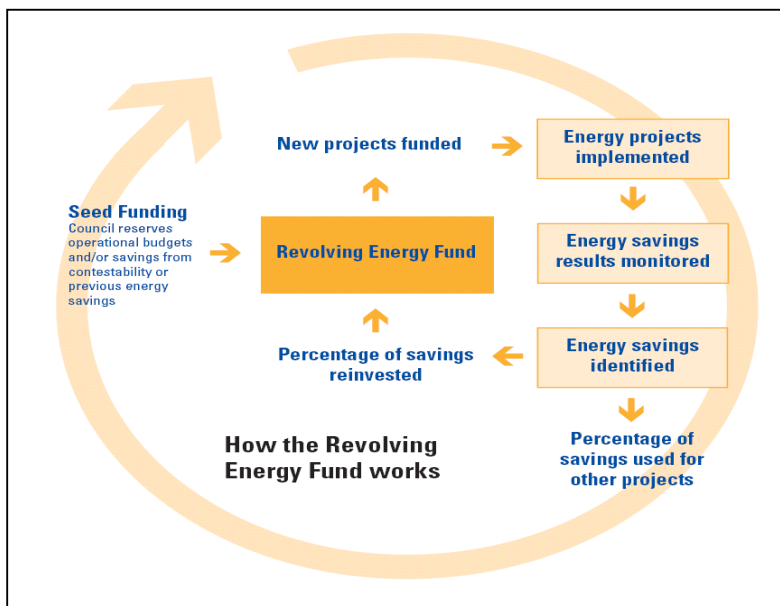

Figure 9 – How the Revolving Energy Fund Works

4.0 Monitoring, evaluation and mechanism for review of the Council GHG strategy

Pittwater Council is committed to ensuring that its greenhouse gas emissions reduction approach follows current best practice.

The success of the Council GHG Strategy will be reviewed annually as part of the continuing management and monitoring of the Council's delivery program and energy saving action programs of work. The Strategy will be updated as appropriate to incorporate new emissions sources, new emission reduction opportunities, policy changes and other best practice approaches.

Throughout the duration of the Council GHG Strategy 2013 – 2017 implementation period, Council will monitor progress against the objectives and expected outcomes contained in both the Strategy and the programmes of work and will take necessary corrective action to remedy any problems with implementation.

5.0 References

Australian Academy of Science – 'The Science of Climate Change: Questions & Answers, August 2010', p 13

AS ISO 14064-1:2006 'Australian Standard. Greenhouse Gases – Part 1: Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals.

COP 18 (2012) – United Nations annual meeting No.18 "Conference of the Parties" [to the United Nations Framework Convention on Climate Change] held in Doha , Qatar in December 2012.

International Council for Local Environmental Initiatives (ICLEI), 2009– 'Best Practice Guide to Energy and Emissions Information Management in Local Government'

Pittwater Council (2012) – Agenda Items C8.2 Council's Revolving Energy Fund (Report to Council) – 3 September 2012

Rahmstorf, S et al (2012) – Comparing climate projections to observations up to 2011, in Environmental Research Letters (7) 2012, 044035 in (htttp://iopscience.iop.org)

World Bank, 2012 – 'Turn down the Heat–why a 4° warmer world must be avoided'. A report for the World Bank by the Potsdam Institute for Climate Impact Research and Climate Analytics.

World Business Council for Sustainable Development / World Resources Institute 'Greenhouse Gas Protocol: a Corporate Accounting and Reporting Standard '– revised edition.

APPENDIX 1 - Summary table: outcomes, key result areas and proposed actions by priority area

This Strategy sets out the framework, issues, challenges and opportunities that will inform annual development of GHG abatement actions to be implemented via Council's rolling annual Delivery Program, rather than including detailed recommendations in a 'stand alone document'.

Appendix 1 presents an initial set of proposed actions for consideration by Council's management team during formulation of the annual Delivery Program and Business Unit Operational Plans. It is proposed that the list of suggested actions be reviewed and updated on an annual basis.

PRIORITY 1 – Quantifying Greenhouse Gas Emissions

The **intended outcome** of actions implemented under this priority area is that energy and GHG emissions management is undertaken on the basis of an informed understanding of Council's emission quantities, sources and trends. Ongoing development and implementation of action to ensure continuous improvement of Councils GHG emissions accounting, monitoring, analysis and reporting systems are essential to deliver this outcome.

Key Result Area	Proposed Actions / Operations for Delivery Program	Priority
Measuring and auditing greenhouse gas emissions	• Annually develop a Greenhouse Gas Emissions Inventory in line with best practice standards and protocols for GHG accounting and aligned with Australia's national framework for GHG accounting – the National Greenhouse & Energy Reporting System (NGERs)	High
	• Effectively monitor and record energy consumption data from natural gas, electricity and fuel supplies	High
	• Quantify fugitive emissions from refrigerants, for inclusion under Scope 1 emissions accounting	Medium
	• Research inclusion of relevant supply chain emissions for possible inclusion in Council's GHG emissions inventory	Low
Set key performance indicators and targets	• Set an organisation wide GHG emission reduction target for tonnes CO2-e released to the atmosphere	High
	• Set GHG emission reduction targets for operational sectors of Council.	Medium
	• Work regionally in developing SHOROC targets for CO2 emission reductions across each Council.	Medium
Reporting, scrutiny and review of progress	• Report energy and GHG emission reduction performance to Council and Senior Management Team on an annual basis with quarterly updates	High
	• Publish Council's energy consumption, GHG emissions, and renewable energy generation metrics on the SHOROC website	High
	• Publish Council's GHG emissions inventory and profile through the State of Pittwater Report and to our website annually.	High
	• Review progress in achieving emissions reductions annually	High
	• Consider carbon offset and sequestration options to reduce residual emissions	Medium

Table 6 – Proposed actions for quantifying GHG emissions

PRIORITY 2: Reducing greenhouse gas discharges to the atmosphere

The **intended outcome** is that greenhouse gas emissions are declining year-on-year, and a downward trend is established. This will be achieved through effective implementation of measures that strengthen energy management processes; avoid waste of energy; increase energy efficiency and increase production of renewable energy.

Key Result Area	Proposed Actions / Operations for Delivery Program	Priority
Reviewing and strengthening Councils energy management processes and practices	• Establish and document a formal system for energy management guided by relevant standards (such as ISO 50001:2011 [Energy Management])	High
	• Review, update and implement Council's Energy Management Plan (formerly Energy Saving Action Plan) focusing on top 10 energy using sites, in line with State Government directions.	High
	• Develop a prioritised inventory of GHG abatement opportunities annually, to be included in Council's operational plan and annual works program.	High
	• Monitor energy and financial savings through the Revolving Energy Fund	High
	• Maintain documentation for all implemented energy projects and report results achieved against the original objectives to encourage improvement.	Medium
	• Review results of the energy management program annually	Medium
Implementing an annual program of GHG abatement measures, including renewable energy generation locally	• Increase installed capacity of cost-effective solar hot water systems in operational and community buildings	High
	• Increase installed capacity of cost-effective solar electricity generation systems (solar PV) providing renewable energy to power Council operations	High
	• Implement sustainable energy efficiency retrofits within Council buildings and facilities through the annual building maintenance program.	High
	• Implement an annual program of measures that reduces costs and greenhouse gas emissions from the Council fleet	High
	• Install insulation in Council facilities that are not currently well insulated	Medium
	• Undertake a waste audit to quantify GHG emissions from the corporate waste stream for inclusion in GHG inventory	Medium
	• Consider development of a Sustainable Building Policy to ensure that new buildings and extensions are designed to achieve the maximum Green Star Rating consistent with available finances.	Medium
	• Investigate and implement initiatives that reduce public domain lighting energy consumption	Medium
	• Investigate feasibility of an electric vehicle (EV) in Council's car fleet, with a charge point at Boondah Depot.	Medium
	• Investigate video conferencing technologies as an alternative to travelling to meetings	Low

Table 7 – Proposed actions for reducing GHG emissions

PRIORITY 3 – Leading and driving innovation and change

The **intended outcome** is that Pittwater Council is leading by example in achieving greenhouse gas emission reductions and financial savings within its own operations. The aim is to contribute towards global climate change mitigation and to contribute towards ensuring Council's future financial sustainability.

Key Result Area	Proposed Actions / Operations for Delivery Program	Priority
Engage and educate Council staff in sustainable energy use	• Develop and deliver staff capacity building, skills development and climate change awareness programs that embed sustainable energy awareness into the behaviour of the workforce.	High
	• Establish a system to engage all staff in contributing ideas and practical suggestions for cost-effective ways to reduce GHG emissions in the workplace.	High
	• Progressively develop GHG Reduction Action Plans for each Council facility, in collaboration with staff	Medium
Building partnerships for change	• Document, explore and strengthen existing collaborative arrangements, partnerships and potential partnerships that can support Council's GHG emission reduction objectives	High
	• Collaborate with SHOROC Councils to identify the most effective strategies to achieve greenhouse gas emission reductions through regional scale projects.	Medium
Staying informed about developments and trends in carbon management	• Update Council management on emerging issues, trends and technologies in energy and GHG emissions management and their strategic implications through an Emerging Issues Paper or report on an annual basis	High
	• Investigate / trial innovative leading edge low GHG emissions technologies to raise awareness of renewable energy in the community	Medium
Promoting Council's achievements in reducing emissions	• Develop and implement a communications plan to market Council's achievements in energy & GHG emission reductions to staff and the community	High
	• Use Council's sustainable energy demonstration sites (e.g CEC, Newport Community Centre) as venues and tools to engage and educate the community in sustainable energy use	High
	• Develop and implement a Community Greenhouse Gas Emissions Reduction Strategy, targeting energy and GHG emissions at the community level	High
	• Provide interactive energy consumption, renewable energy production and GHG emissions information to the public online and in customer service centres.	Medium
	• Continue to support development of 'Community Eco-marker' tags to identify and showcase sustainability projects and initiatives to the wider community.	Medium

Table 8 – Proposed actions for leading and driving innovation and change

APPENDIX 2 – Glossary of climate change mitigation terms

Definitions of many of the key terms included in this strategy are provided below:

Abatement – refers to activities and projects implemented that reduce greenhouse gas emissions

Atmosphere – the envelope of gases surrounding the Earth. Dry atmosphere is comprised almost entirely of nitrogen (78.1%) and oxygen (20.9%), together with a number of trace gases and radiatively active (heat trapping) greenhouse gases. The atmosphere also contains water vapour (highly variable depending on weather conditions), clouds and aerosols.

Base year – historical period specified for the purpose of comparing GHG emissions or removals or other GHG information over time

Boundary of an organisation – used in greenhouse gas accounting, the 'boundary' of an organisation refers to the decisions that govern what emission sources will be included in the organisation's Greenhouse Gas Emissions Inventory.

Carbon cycle – the annual movement / exchanges (fluxes) of carbon between reservoirs or 'sinks' (oceans, atmosphere, terrestrial biosphere and sediments). The natural carbon cycle is driven by various chemical, physical, geological, and biological processes, but human activity is now transferring carbon from oil, gas and coal reservoirs, into the atmosphere.

Carbon dioxide (CO2) – is a naturally occurring gas, and one of the most abundant greenhouse gases in the atmosphere. It is also generated as a by-product of burning fossil fuels and land use changes and is the main human caused greenhouse gas that affects the Earth's radiative balance.

Carbon dioxide equivalent (CO2-e) - a unit for comparing the global warming power of a GHG with carbon dioxide. CO_2-e is estimated by multiplying the mass of a greenhouse gas by its global warming potential.

Carbon footprint – is a measure of the total quantity of greenhouse gas emissions caused by the activity of an entity, both directly and indirectly through the supply chain. An entity can be an individual, family, organisation, event or production of a product or service.

Carbon neutrality – achieving zero net greenhouse gas emissions by first reducing emissions as much as possible, then 'neutralising' the remaining emissions through purchase of carbon offsets on an annual basis, in line with Australia's National Carbon Offset Standard.

Carbon offset - a carbon offset is the 'currency' for offsetting. Purchase of an emissions reduction (usually sold in one tonne carbon dioxide equivalent [CO2-e] units) undertaken outside the boundary of your organisation. In purchasing an offset, you purchase the rights to claim the emissions reduction. Offsetting can be undertaken on a voluntary basis or to meet regulatory requirements.

Carbon pollution: the human emission of carbon dioxide and other greenhouse gases into the atmosphere is referred to as carbon pollution.

Cities for Climate Protection (CCP) Program - an international carbon management program helping local governments voluntarily reduce their emissions. The program supported Councils around Australia to abate an estimated 18 million tonnes C02-e from their internal operations and within their communities during the period June 1997 – June 2009
Climate change – is the increase in the average measured temperature of the Earth's near-surface air and oceans since the mid-20th century, and its projected continuation.

Climate change mitigation – means action taken to limit global warming, by reducing greenhouse gas emissions.

Climate change adaptation – means action taken to prepare for and respond to impacts resulting from climate change including sea level rise, increasing frequency of storm events, shoreline recession and biodiversity loss.

Climate system - means the totality of the atmosphere, hydrosphere, biosphere and geosphere and their interactions.

Council operations – are all of the processes, practices, machinery, vehicles, buildings and other facilities operated directly by Pittwater Council as a corporate entity, to deliver services, infrastructure and other benefits to the community it serves.

Emission generating activities: are activities undertaken by council such as fuel usage and electricity consumption that result in the emission of greenhouse gases to the atmosphere.
Energy conservation – an energy management strategy targeting the avoidance of wasteful energy use and the reduction in demand for energy-related services (e.g if you don't need it – turn it off)

Energy efficiency – an energy management strategy targeting the reduction in consumption of energy for current operations (e.g if you need it, do it more efficiently)

Enhanced greenhouse effect – refers to the addition of more heat trapping gases to the atmosphere, over and above the natural carbon cycle. The additional gases (primarily due to burning of fossil fuels) are changing the composition of the atmosphere. The enhanced greenhouse effect is contributing to warming of the Earth's surface.

Fossil fuels -   are hydrocarbons primarily coal, oil and natural gas which formed under intense pressure within the Earth's crust millions of years ago, from the ancient remains of plants and animals. Fossil fuels are non-renewable on the timescale of present uses by the human economy.

Global warming – in the context of this Strategy, refers to the measured increase in the average temperature of the Earth's surface since the industrial revolution as a result of the accumulation of greenhouse gases in the atmosphere which are changing the energy balance of the Earth with space.

Global warming potential (GWP) – factor describing the radiative forcing impact of one mass-based unit of a given GHG relative to a given unit of carbon dioxide over a given period of time.

Greenhouse effect - is a natural atmospheric process whereby warmth from the sun is retained near the surface of the earth, through the action of heat trapping (greenhouse) gases. As a result, Earth's average global temperature is about 35 degrees Celsius warmer than would be the case without them, thus enabling life on earth to flourish as water can exist in liquid form.

Greenhouse gas (GHG): gaseous constituent of the Earth's atmosphere, both natural and man-made, that absorb and trap infrared radiation (heat). The Kyoto Protocol regulates six greenhouse gases – Carbon dioxide (CO2), Methane (CH4), Nitrous oxide (N20), Hydro-fluorocarbons (HFCs), Per-fluorocarbons (PFCs) and Sulphur hexafluoride (SF6).

Greenhouse gas accounting: describes the way to inventory and audit greenhouse gas emissions. The process is used to produce a greenhouse gas emissions assessment – a business tool which quantifies direct and indirect GHG emissions from an organisation's operations, in order to understand and manage climate change impacts.

Greenhouse gas emission: means the total mass of a GHG released to the atmosphere over a specified period of time.

Greenhouse gas inventory – an organisation's greenhouse gas sources, greenhouse gas sinks, GHG emissions and removals

Greenhouse gas information system – policies, processes and procedures to establish, manage and maintain GHG information

Greenhouse gas source – physical unit or process that releases a GHG into the atmosphere

Intergovernmental Panel on Climate Change (IPCC) – a scientific body established in 1988 by the United Nations at the request of member governments to evaluate and communicate the current state of knowledge about man-made climate change for the information of policy makers.

Kyoto Protocol - an international agreement made under the United Nations Framework Convention on Climate Change (UNFCCC) and adopted in 1997. The Protocol commits signatories to achieve greenhouse gas emissions reductions and sets binding targets relative to their 1990 levels. An agreement to extend the first commitment period of the Kyoto Protocol beyond 2012 was negotiated at an international meeting in Dubai in December 2012.

Liable entities – Under the Federal Government's Carbon Pricing Mechanism, the entity responsible for a facility, including a landfill facility that emits the threshold amount (25,000 tonnes CO_2-e greenhouse gases) in an eligible financial year becomes liable for all its emissions. Liability is calculated annually on a facility basis. A responsible entity can be any 'legal person ', including local government authorities.

National Greenhouse and Energy Reporting Act 2007 (NGER Act) – The NGER Act introduced a single national framework for reporting and disseminating company information about greenhouse gas emissions, energy production and energy consumption.

National Greenhouse and Energy Reporting Scheme (NGER scheme) - The National Greenhouse and Energy Reporting NGER scheme is the national framework for corporations to report on greenhouse gas emissions, energy use and energy production in Australia. The scheme was established under provisions of the NGER Act.

Precautionary principle – as defined in Principle 15 of the *Rio Declaration (1992)* and the NSW Local Government Act 1993 states that ' *Where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation'*

Renewable energy - energy generated from sources rapidly replaceable by natural processes. Includes direct sunshine (solar) as well as wind energy, wave energy, tidal energy and geothermal energy. Renewable energy can also include biofuels, and plantation forestry.

United Nations Framework Convention on Climate Change (UNFCCC) — is an international agreement to protect the atmosphere, signed at the 1992 Earth Summit in Rio de Janeiro. It has as its ultimate objective "to achieve…stabilisation of greenhouse gas concentrations in the atmosphere at a level which would prevent dangerous anthropogenic interference with the climate system".

APPENDIX 3 – Greenhouse gases regulated under the Kyoto Protocol

Gaseous components of the atmosphere that trap heat in the atmosphere are collectively known as greenhouse gases. The concentration of greenhouse gases in the atmosphere is one of the factors regulating the global average temperature of the Earth.

In order, the most abundant naturally occurring greenhouse gases in Earth's atmosphere are: water vapour; carbon dioxide; methane; nitrous oxide and ozone. Together, the heat-trapping properties of these gases keep the Earth within a temperature range that enables life through the natural greenhouse effect. Greenhouse gases maintain the Earth's temperature 33°C warmer than would be the case without them in the atmosphere.

A number of other gases have been created in the laboratory by humans for a range of industrial purposes which have as a side-effect a powerful ability to absorb and re-radiate warmth. When discharged to the atmosphere, they become man-made greenhouse gases and amplify the greenhouse effect. Many of these gases are thousands of times as powerful as CO2 and have extremely long atmospheric lifetimes.

Since the industrial revolution, human activity has discharged vast quantities of greenhouse gases through fossil fuel combustion and industrial processes, raising the concentration of these gases and changing the composition of the atmosphere. This cumulative build-up of residual greenhouse gases is amplifying the greenhouse effect, resulting in global warming and driving ongoing degradation of climate conditions.

The United Nations Framework Convention on Climate Change regulates six greenhouse gases under the Kyoto Protocol. They are:
o   Carbon dioxide (CO_2)
o   Methane (CH_4)
o   Nitrous oxide (N_2O)
o   Hydrofluorocarbons (HFCs)
o   Perfluorocarbons (PFCs)
o   Sulphur hexafluoride (SF_6)

Carbon dioxide	Carbon dioxide enters the atmosphere as a result of human activities through the burning of fuels which contain carbon, particularly the fossil fuels (coal, oil, natural gas), trees and wood products, and as a result of other chemical reactions (e.g., manufacture of cement).
	In Australia, the largest single contributor to CO_2 emissions is electricity generation from burning coal, followed by road transport. Carbon dioxide is removed from the atmosphere (or "sequestered") when it is absorbed by plants as part of the biological carbon cycle.
	CO_2 accounts for 83% of the global warming impact and is therefore used as the standard to which the other 5 greenhouse gases are compared. CO_2 has a GWP (Global Warming Potential) of 1 and an atmospheric lifetime of around 100 years.

Methane	Methane forms when organic matter such as paper, food waste and vegetation prunings decompose in the absence of oxygen.
	In Australia, the agriculture sector accounts for the majority of methane emissions – from sheep and cattle. The gas is also emitted during the production and transport of coal, natural gas, and oil and by the decay of organic waste in municipal landfills.
	The global warming potential of methane is 21 times that of carbon dioxide (CO_2). It has a relatively short life in the atmosphere of around 12 years.
Nitrous oxide	Nitrous oxide is produced by both natural and human-related sources. The gas enters the atmosphere during agricultural and industrial activities, and during combustion of fossil fuels and solid waste.
	In Australia, agriculture accounts for the majority of nitrous oxide (N_2O) emissions primarily through the application of fertiliser, soil disturbance and application of animal wastes to agricultural soils. Emissions of N_2O also enter the atmosphere from stationary and mobile combustion of fossil fuels – electricity generation and the transport sector.
	N_2O is an important greenhouse gas as it breaks down very slowly – over about 120 years. N_2O exists in the atmosphere at only minute levels compared to carbon dioxide (less than 1000th the concentration of CO_2 but N_2O has a high global warming potential of about 310 times that of CO_2.
Fluorinated Gases	Hydrofluorocarbons, perfluorocarbons, and sulphur hexafluoride are synthetic, powerful greenhouse gases that are discharged from a variety of industrial processes. These gases are typically emitted in small quantities, but have high global warming potentials (potency as a greenhouse gas) and long atmospheric lifetimes.
	The major source of hydrofluorocarbons (HFC) is leakage from refrigeration equipment during operation and its end-of-life destruction. Most emissions of perfluorocarbons (PFC) in Australia arise from the aluminium smelting process. The major sources of Sulphur Hexafluoride (SF_6) release include leakage from electrical switchgear, from magnesium smelting processes and use in semiconductor manufacture.
	These gases are extremely stable, with high global warming potentials. The estimated atmospheric lifetime of HFCs is believed to be tens to hundreds of years; PFCs thousands of years; and it is believed that SF_6, with a GWP 23,900 times that of carbon dioxide could last up to around 3200 years in the atmosphere. Although emitted in smaller quantities, it is essential that these gases are tightly controlled.

Table 9 – Kyoto greenhouse gases

APPENDIX 4 – Summary of Pittwater Council's GHG Mitigation Action 2000 - 2012

As a coastal Council, Pittwater Council is aware of the challenges posed by climate change and has an extensive track record of programs, activities and initiatives to abate greenhouse gas emissions. Climate change mitigation action to reduce emissions commenced in 1998, and includes:

Establishing Corporate Commitment, Policies and Programs
- Participation in the Cities for Climate Protection Program, 2000–2009
- Developed and adopted Greenhouse Gas Reduction Strategy in 2004
- Developed and adopted Sustainability Policy in 2006.
- Developed and adopted 2020 Strategic Plan in April 2008.
- Developed and adopted Climate Change Policy in 2009.
- Developed and adopted Climate Change Action Plan Framework in 2009
- Developed and endorsed Climate Change Risk Framework in 2012

Establishing Sustainable Funding Sources for Emissions Reduction Action
- Redirected funds previously spent on GreenPower to investment in production of local renewable energy in 2009
- Established a Revolving Energy Fund in 2007, as a mechanism to finance ongoing investment in energy saving projects.
- Secured various small grants and rebates to supplement Council funds.

Strengthening Energy Management and Efficiency
- Developed and adopted Energy Savings Action Plan, 2007
- Lighting retrofit at Coastal Environment Centre, 2008
- Lighting retrofits at most locations including Boondah Works Depot, Vuko Place, Mona Vale Library, Avalon Rec Centre, Ted Blackwood Centre, and amenities blocks.
- LED lighting installed at beach rock pools, 2011, 2012
- LED lighting installed at Church Point car park, 2011
- Solar hot water installed at Ted Blackwood Centre, 2012
- Solar hot water reticulation system installed at Boondah Works Depot, 2011

Greening Council Buildings
- New Council buildings increasingly incorporate energy efficiency features and passive design principles e.g. Avalon Recreation Centre, Newport Community Centre and Mona Vale Library were constructed using sustainability principles for ventilation, power usage and use of natural lighting.

Collaborating regionally with other Councils
- Regional collaboration and networking through SHOROC Climate Change Working Group.

Generating Renewable Energy Locally
- As at 30 June 2012, 42 kW of solar PV capacity is installed. (see Appendix 5)

APPENDIX 5 – Solar Photovoltaic Installations to 30 June 2012

In 2010, Council decided to re-allocate funds from purchase of accredited GreenPower as a carbon offset, into increasing the installed capacity of renewable energy systems locally instead.

Table 10 lists solar panel power system capacity installed as of June 2012. The systems have a total capacity of 42 kilowatts, saving over 50 tonnes of GHG emissions annually.

By reducing fossil fuel energy consumption and increasing the supply of renewable energy to meet our needs, we aim to increase the proportion of renewables in our electricity supply over time.

Location	Total plant Power installed	Expected Output (kWh / year)	Expected CO2-e savings (tonnes/yr)
Boondah Depot	10.0	14,235.0	12.5
Coastal Environment Centre	5.0	7,117.5	6.3
Currawong Beach Cottages	5.0	7,117.5	6.3
Newport Recreation Centre	7.0	9,964.5	8.8
Mona Vale Administration Centre	2.0	2,847.0	2.5
Avalon Recreation Centre	2.0	2,847.0	2.5
Sydney Lakeside Amenities (North)	11.0	15,658.5	13.8
TOTAL	42.0	59,787.0	52.7

Table 10 – Solar power systems installed

APPENDIX 6 – A framework for driving innovation and change

In 2007, the EPA Victoria developed a Carbon Management Principles Framework, to guide their emission reduction process. The Principles provide a tool that may be usefully adopted and applied in Pittwater Council's annual process.

The Carbon Management Principles focus attention on key areas of a business operation for consideration through a framework of questions that can be used to inform annual action planning for GHG emission reduction. Use of the Principles is advocated by the Local Government Association of Queensland.
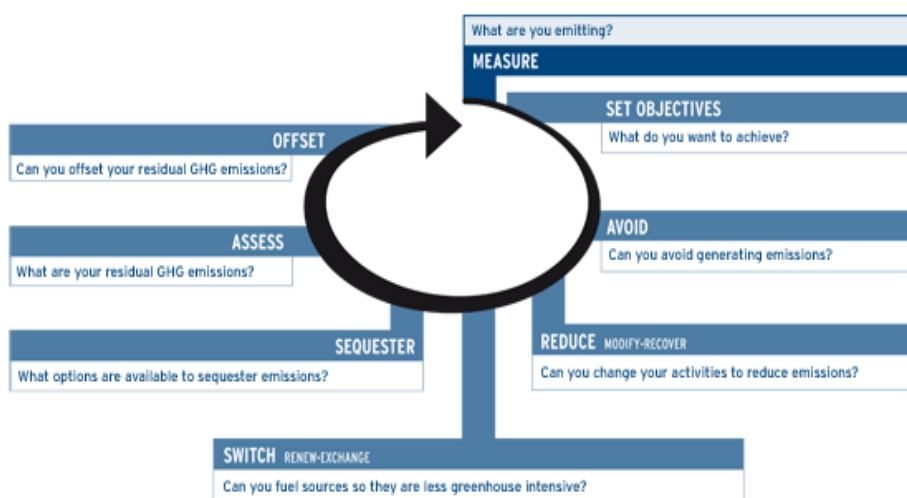

Figure 10 – VIC EPA Carbon Management Principles

The key steps in carbon management are:

⇒ **Measure:** what are you emitting? To manage and reduce emissions over time, it is essential to understand the major sources and magnitude of emissions from each source. The first step is to develop a greenhouse gas (GHG) inventory. You can't manage what you can't measure.

⇒ **Set objectives**: what do you want to achieve? A key step is to set clear and measurable short term and / or long term goals and targets in line with strategic objectives. Can be applied to the organisation as a whole or to individual buildings such as a works depot or sectors such as fleet for example.

⇒ **Avoid: c**an you avoid generating emissions? This step focuses on considering energy conservation measures – good housekeeping practices that involve minor changes in employee work practices, incur little or no cost, can usually be implemented quickly and generate immediate and ongoing savings. Many of the gains come from employee behaviour change such as turning off computers and may need ongoing reinforcement to be effective.

⇒ **Reduce:** can you change modify your activities to reduce emissions? This step refers to investments or modifications that improve facilities, infrastructure and processes to increase energy efficiency, such as selection of office equipment with high efficiency ratings.

⇒ **Switch:** can you change to less energy intensive sources? This step encourages looking for opportunities to ensure that the primary energy source being used is being delivered in the most GHG efficient way. Includes direct renewables - generating clean energy from solar panels; purchasing renewables - through the GreenPower scheme and exchanging a fossil fuel energy source for one with a lower carbon content – e.g E10 fuel for fleet vehicles.

⇒ **Sequester:** should you consider sequestering your emissions? This step invites consideration of opportunities to remove GHG from the atmosphere through bio-sequestration in vegetation. Pittwater's remnant vegetation is an important carbon sink that stores significant quantities of carbon. The potential of remnant vegetation as a sink for GHG emissions will continue to be explored by Council as part of this GHG Strategy.

⇒ **Assess:** what are your residual GHG emissions – have you reached your goal? This step is conducted to assess how effective the emissions reduction strategies have been in meeting objectives and targets. Are there reduction opportunities that have not been considered?

⇒ **Offset:** can you offset your residual GHG emissions? A carbon offset is any project that indirectly 'reduces' GHG emissions at one source by investing in GHG emission reductions elsewhere. Organisations that go 'carbon neutral' achieve this result by purchasing offsets that neutralise their residual emissions. Council has on occasion purchased carbon offsets to 'neutralise' the carbon footprint of events.

⇒ **Review:** what can you do differently? GHG emissions management is not a static process. Regular review is essential to ensure that new technologies and practices are considered and included as they emerge over time. GHG emissions management should be undertaken on the basis of continuous improvement.

Adapted from Lower your Impact, Carbon Management at Work – www.epa.vic.gov.au

Council Meeting

11.0   Adoption of Community, Recreation and Economic Development Committee Recommendations

12.0   Adoption of Natural Environment Committee Recommendations

Committee of the Whole

13.0   Confidential Items

Pittwater Council is committed to, and has fostered, the practice of open local government. Some matters, however, are of a sensitive nature and are dealt with in Closed Session. The nature of such matters are contained within Section 10A(2) of the Local Government Act, 1993, the text of which is recorded within the recommendation hereunder.

1.   That in the public interest, and pursuant to Section 10A(2) of the Local Government Act, 1993, the Council resolve into closed session to consider Item C13.1.

2.   That pursuant to Section 10A(2) of the Local Government Act, 1993, the press and public be excluded from the proceedings of the Committee of the Whole on the basis that the items to be considered are of a confidential nature, which includes:

   (i)   (a)   personnel matters concerning particular individuals (other than Councillors);

          (b)   the personal hardship of any resident or ratepayer;

          (c)   Information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting business or proposes to conduct business.

          (d)   Commercial information of a confidential nature that would, if disclosed:-

                 • prejudice the commercial position of the person who supplied it; or
                 • confer a commercial advantage on a competitor of the Council; or
                 • reveal a trade secret.

          (e)   information that would, if disclosed, prejudice the maintenance of the law;

          (f)   matters affecting the security of the Council, Councillors, Council staff or Council property.

          (g)   Advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

          (h)   Information concerning the nature and location of a place or an item of Aboriginal significance on community land

   (ii)   The grounds on which a meeting is closed to the public must be specified in the decision to close the meeting and recorded in the minutes of the meeting.

   (iii) A person (whether a Councillor or another person) is not entitled to be present at a meeting if expelled from the meeting by a resolution of the meeting.

3.   That the correspondence and reports relevant items considered in Closed Session be withheld from access to the press and the public.

4.   That upon resumption of the Council meeting in Open Session the General Manager (or nominee) report those resolutions made by the Committee of the Whole.

Mark Ferguson
GENERAL MANAGER

C13.1   Staff Matter

CONFIDENTIAL CLAUSE

*This report is **CONFIDENTIAL** in accordance with Section 10A(2)(a) of the Local Government Act 1993, which permits the Council to close the meeting to the public for business relating to the following: -*

> *(a)   personnel matters concerning particular individuals;*

A confidential report has been circulated to Councillors under separate cover for their consideration.

Council Meeting

14.0   Adoption of the Committee of the Whole Recommendation

Confidential Advice

Confidential - Tender Evaluation - T07/13 - Provision of Lifeguard Services

CONFIDENTIAL 'COMMERCIAL IN CONFIDENCE' ADVICE

Item No:	**C9.1**
Matter:	T07/13 – Provision of Lifeguard Services
	Tender Evaluation
From:	LES MUNN
	MANAGER – RESERVES, RECREATION & BUILDING SERVICES
Meeting:	Community, Recreation & Economic Development Committee
Date:	1 July 2013

The abovementioned matter is listed as Item No. C9.1 in Open Session in the Agenda.

The detailed analysis of the tenders is circulated separately.

Les Munn
MANAGER – RESERVES, RECREATION & BUILDING SERVICES

Confidential - T07/13 - Provision of Lifeguard Services

CONFIDENTIAL 'COMMERCIAL IN CONFIDENCE' ADVICE

The Tender Evaluation Panel (TEP) for this tender comprised the following:

Role	Name	Position
Chair	Peter Baartz	Senior Officer, Procurement & Fleet – Urban Infrastructure
Member – Requesting Department	Steven Lawler	Principal Officer – Reserves, Recreation & Building Services
Member - Autonomous	Glen Davis	Principal Officer – Commercial & Corporate Strategy

Note: Each panel member was required to declare any conflict of interest or pecuniary interest associated with the tender or any of the Companies that have submitted a tender

1.0 SCOPE
The Scope of Services required as follows:

1.1 The provision of lifeguard services at nine (9) locations within the Pittwater Council area namely:

- North Palm Beach
- Palm Beach
- Whale Beach
- Avalon Beach
- Bilgola Beach
- Newport Beach
- Bungan Beach
- Mona Vale Beach
- Warriewood Beach

1.2 The Services provided will include but are not limited to:

- Ensuring access to patrolled and fully manned safe swimming areas
- Rescue and resuscitation services
- Emergency response services in the patrolled areas, the beach generally and adjacent beaches
- First aid for local and surf related injuries
- Provision of advice to beach users on water and beach safety
- Control of surf-craft in the designated swimming areas
- Recruiting, appointing and training lifeguards and any support staff
- Liaising with Council approved commercial operators such as surf craft operators, learn to surf operators etc.
- Client liaison relating to water safety with schools, film companies and sporting groups, etc. that have booked Council's aquatic venues

- Liaison with weekend lifesavers and the Warringah Surf Rescue Communications Centre
- Liaison with EPA/Beachwatch with respect to water quality monitoring, beach closures and other restrictions following water contamination
- Assistance with EPA Coastal Waters Unit in sample collection and monitoring of algal blooms
- Purchase and maintenance of red and yellow warning flags and supporting poles
- Supervision of Learn To Surf operators as nominated by Council from time to time including and providing an assessment of beach conditions to such operators (?)
- Enforcing on behalf of Council the requirements of the Local Government Act and the Animals Act
- Reporting of all hazards on beach reserve, surf club and rock pool areas
- Conducting of weekly inspections of rescue tube box locations and reporting of associated damage
- Prompt replacement of lost or stolen tube boxes and subsequent invoicing to Council
- Provision of all equipment necessary for the supply of services under this tender

2.0   TENDERS RECEIVED

Two (2) tenders were collected from the tender box, with one (1) tender being received via Tenderlink. Each was duly registered by Council and were as follows, in no specific order:

Warringah Council
Lifeguarding Services Australia Pty Ltd
Surf Life Saving Services Pty Ltd

3.0   TENDER EVALUATION

3.1   An initial review was conducted by the Evaluation Panel (EP) to identify any non-conforming tenders. Submissions received from two (2) tenderers were found to be conforming and covered the specification to sufficient degree to allow further assessment. The tender received from Warringah Council did not conform and was subsequently culled:

Table 1 – Non conforming tenders

Tenderer	Non Conformance
Warringah Council	General Conditions of Contract

The tender from Warringah Council contained a letter stating "Warringah Council specifically discloses that it is not prepared to enter into a contract on the terms of the Contract set out in the General Conditions of Contract of the Tender T07/13 and further goes on to state "Nothing in this tender comprises an offer by Warringah Council that is capable of acceptance by Pittwater Council".

The panel deemed this to be a rejection of the contract offered in its entirety and felt that it would need to start a separate process to the tender to effect any outcome with Warringah Council. The tender was therefore not considered further.

3.2 Stage 2: Detailed Evaluation of Remaining Tenders

The lowest total price for this service per tender was accorded the highest available score for the criteria. Each higher priced tender was accorded a percentage of the score achieved by the lowest price tender; this was determined by the following formula.

Lowest price/higher price*weight = score

The remaining tenders underwent further detailed evaluation in relation to the key scored criteria

Scored Criteria	Schedule	%
Pricing Schedule	Form 1	25
Key personnel including key personnel of sub-contractors	Form 3	15
Demonstrated past experience in performing work similar to the Works required in this tender and value added services	Form 3	20
Quality assurance system and procedures	Form 6	10
Environmental sustainability and social equity	Form 9	5
Work process methodology	Form 11	25

3.3 Stage 3: Detailed Evaluation of Remaining Tenders

3.3.1 The highest scored tender of eighty five point five (85.5) was attained by **Surf Life Saving Services Pty Ltd**. The tender rated well across all scored criteria with both current and past experience being of particular note.

- The pricing received from Surf Life Saving Services Pty Ltd was the lowest tendered.

- An externally audited quality system was in evidence.

- The nominated key personnel were deemed to be adequately experienced to provide the services tendered and additionally lifeguards over the minimum requirements are to be provided.

- Letters of support from Manly and Pittwater area surf clubs were submitted with the tender

3.3.2 The second highest scored tender of seventy one point five (71.5) was attained by **Lifeguarding Services Australia**. This tender scored well in most key areas, the panel felt that some experience was lacking in the provision of life guard services to coastal councils.

- The value added component of the tender was deemed by the panel to be of little impact as it applied to price and provision of services.

- Some risk was noted as to the responses to project personnel and the required communications infrastructure.

4.0   FINANCIAL ASSESSMENT

Financial Implications

The funding of this service is possible through the allocated amount for contract services in the life guard services operating budget together with the extra funding provided by the special rate variation.

5.0   RECOMMENDATION of TEP to Council

1. That pursuant to Clause 178(1) of the Local Government Regulation 2005, the tender received from Surf Life Saving Services Pty Ltd in the amount of $994,753.22 per annum, exclusive of GST for a five (5) year period with two (2) optional extensions of one (1) year each available upon successful performance, be accepted.

2. That the unsuccessful tenderers be notified of the tender outcome and thanked for their participation.

EVALUATION SCORESHEET

The Evaluation Panel uses the following rating scale to score its level of the confidence that the Respondent/Tenderer would do what it claims it would do to meet the contractual requirements, based on the Evaluation Panel's assessment of the Respondent's/Tenderer's strengths and weaknesses.

Note: Where proposals score less than 50 in any criterion they are to be ruled non-compliant and assessed no further. Detailed reasons for non-compliance are to be recorded.

Absolutely Risk Free Superior response to criteria. Exceedingly innovative and flexible. Greatly exceeds the evaluation criteria. Comprehensively documented. All proposals and claims comprehensively detailed and substantiated. Unequivocal support from the referees. Minimum contract management	**100**
Statistically Risk Free Outstanding response to criteria. Highly innovative and flexible. Comprehensively meets the evaluation criteria. Completely documented. All proposals and claims fully detailed and substantiated. Unequivocal support from the referees.	**90**
Minimal Risk but Acceptable Excellent response to criteria. Very innovative and flexible. Comfortable meets the evaluation criteria. Very well documented with minor omissions acceptable without change. Minor lack of substantiation of claims. Refereed happy with the tenderer.	**80**
Minor Risk but Acceptable Very good response to criteria. Innovative and flexible. Satisfactory meets the evaluation criteria. Well documented with minor deficiencies and shortcomings resolved with clarification and manageable with minor changes. Referees happy with the respondent/tenderer but report minor shortcomings	**70**
Some Risk but Acceptable Good response to criteria. Minor innovation and flexibility. Satisfactorily meets the evaluation criteria. Satisfactorily documented, with minor deficiencies and shortcomings resolved with clarification, and manageable with important changes. Referees have reservations about past performance.	**60**
Risky and Barely Acceptable Acceptable response to criteria, but some non-critical elements are unworkable. Minor innovation and flexibility. Just meets the evaluation criteria. Satisfactorily documented, with important deficiencies and shortcoming not fully resolved with clarification, and manageable only with significant changes. Referees have experienced poor performance in the past.	**50**
Risky and Unacceptable (Proposal in Non-Compliant) Problematic response to criteria, with some important elements unworkable. Little innovation and flexibility. Barely meets the evaluation criteria. Barely documented, with important deficiencies and shortcomings not resolved by clarification and manageable only with substantial restructuring and extra Contract Manager effort. Referees report past failures.	**40**
Very Risky and unacceptable (Proposal is non-compliant) Poor response to criteria with many important elements unworkable. Little innovation and flexibility. Barely meets the evaluation criteria. Barely documented, with important flaws not resolved by clarification, and manageable only with a major re-write and excessive effort by the Contract Manager. Referees report past failure.	**30**
Extremely Risky and Unacceptable (Proposal in non-compliant) Unsatisfactory response to criteria with fundamentals lacking. No innovation and inflexible. Does not meet the evaluation criteria. Poorly documented, the Respondent/Tenderer has provided minimal information even with clarification. The respondent/tenderer has made an effort but possessed minimal capability and experiences. One or more referees are unable to recommend the tenderer	**20**
Unequivocally Risky (proposal is non-compliant) Incomplete response to criteria. No innovation and inflexible. Does not meet the evaluation criteria. Lacks documentation. Respondent/tenderer has provided some information but the submission/tender is not genuine. Is out of its depth. Is unsuited to the required services. No likelihood of the Respondent/Tenderer making any effort to manage the risk. Ne referees cited.	**10**

T07/13 – Provision of Lifeguard Services

Criteria	Response/clause to be evaluated	Weighting or Pass/Fail	Surf Life Saving Services Pty Ltd	Life Guarding Services Australia Pty Ltd	Warringah Council
MANDATORY CRITERIA			**Score PASS/FAIL**	**Score PASS/FAIL**	**Score PASS/FAIL**
Compliance with conditions of Tender	All Forms	Pass/Fail	**PASS**	**PASS**	**FAIL**
Corporate capacity	Form 2	Pass/Fail	**PASS**	**PASS**	**PASS**
Work Health & Safety	Form 7	Pass/Fail	**PASS**	**PASS**	**PASS**
Insurances	Form 8	Pass/Fail	**PASS**	**PASS**	**PASS**
Departures & Qualifications	Form 10	Pass/Fail	**PASS**	**PASS**	**FAIL**
SCORED CRITERIA			**Score**	**Score**	**Score**
The fees, rates and prices	Form 1	25 %	25	20	
Key personnel	Form 2	20 %	15	12	
Demonstrated past experience	Form 3	30 %	28	18	
Quality Assurance	Form 6	10 %	8.5	8.5	**CULLED**
Environmental sustainability and social equity	Form 9	5 %	3	4	
Work process methodology	Form 11	10 %	6	9	
TOTAL		**100 %**	**85.5**	**71.5**	

T07/13 – Provision of Life Guard Services

Values shown are price per annum and exclusive of GST

Tenderer	Price	Rank
Surf Life Saving Services Pty Ltd	**$ 994,753.22**	**1**
Life Guarding Services Australia Pty Ltd	**$ 1,236,376.68**	**2**
Warringah Council	**$ 1,306,421.00**	**3**