



Agenda

Council Meeting

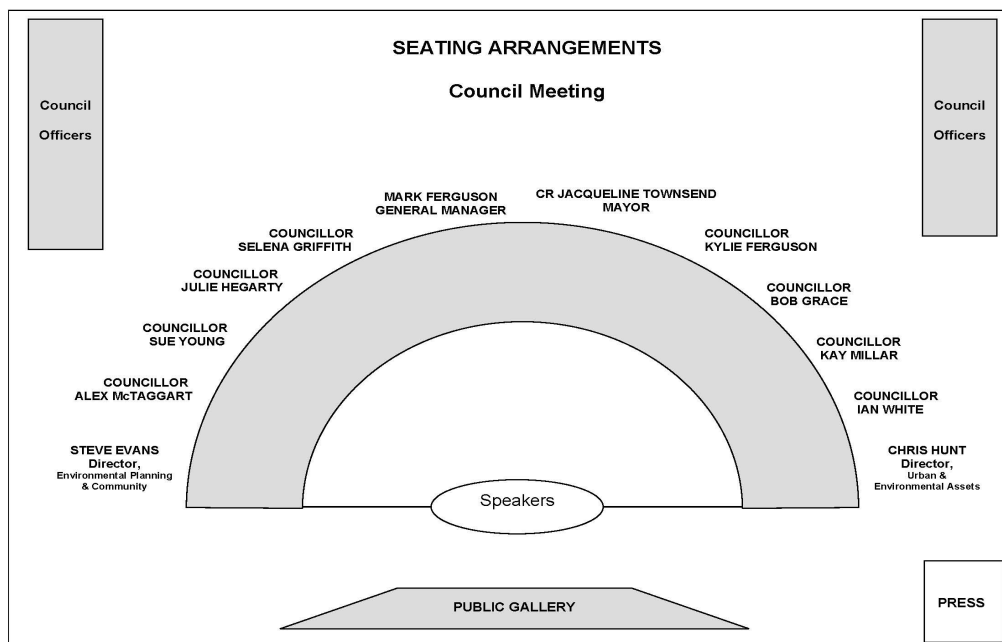
Notice is hereby given that a Council Meeting of Pittwater Council will be held at Mona Vale Memorial Hall on

19 August 2013

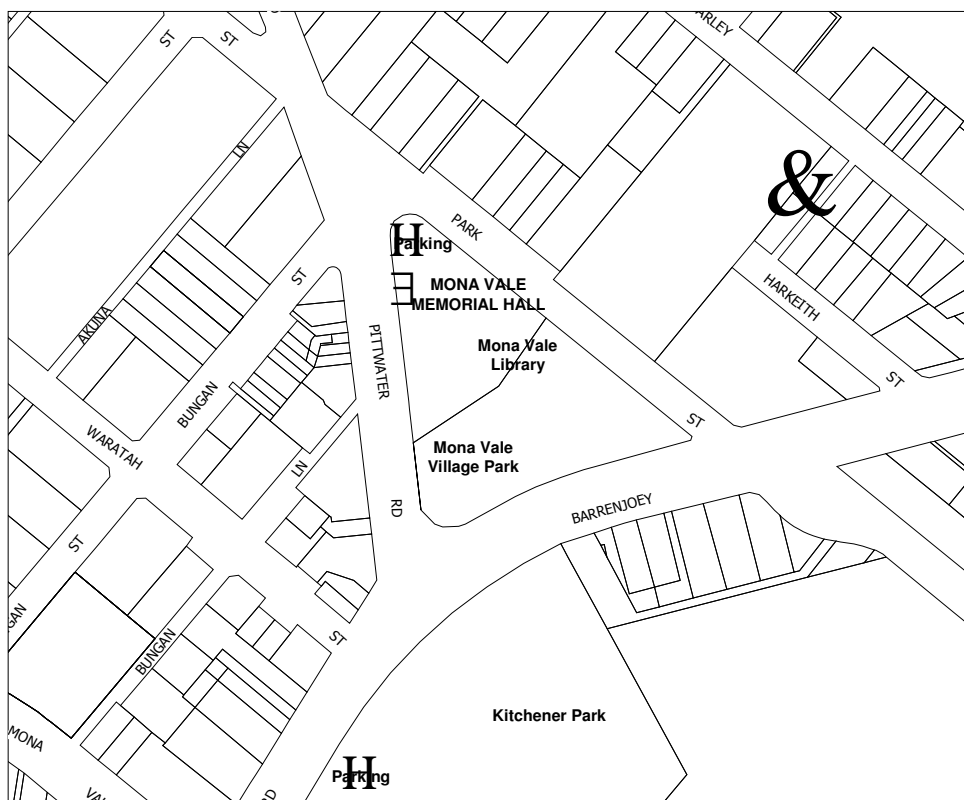
Commencing at 6.30pm for the purpose of considering the items included on the Agenda.

Mark Ferguson
GENERAL MANAGER

Seating Arrangements



Meeting Location



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.**

Council Meeting

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

Council Meeting

1.0 Public Forum

GUIDELINES FOR RESIDENTS - PUBLIC FORUM

Objective

The purpose of the Public Forum is to gain information or suggestions from the community on new and positive initiatives that Council can consider in order to better serve the Pittwater community.

- The Public Forum is not a decision making forum for the Council;
- Residents should not use the Public Forum to raise routine matters or complaints. Such matters should be forwarded in writing to Council's Customer Service Centres at Mona Vale or Avalon where they will be responded to by appropriate Council Officers;
- There will be no debate or questions with, or by, Councillors during/following a resident submission;
- Council's general meeting procedures apply to Public Forums, in particular, no insults or inferences of improper behaviour in relation to any other person/s is permitted;
- No defamatory or slanderous comments will be permitted. Should a resident make such a comment, their submission will be immediately terminated by the Chair of the Meeting;
- Up to 20 minutes is allocated to the Public Forum;
- A maximum of 1 submission per person per meeting is permitted, with a maximum of 4 submissions in total per meeting;
- A maximum of 5 minutes is allocated to each submission;
- Public submissions will not be permitted in relation to the following matters:
 - Matters involving current dealings with Council (eg. development applications, contractual matters, tenders, legal matters, Council matters under investigation, etc);
 - Items on the current Council Meeting agenda;
- The subject matter of a submission is not to be repeated by a subsequent submission on the same topic by the same person within a 3 month period;
- Participants are not permitted to use Council's audio visual or computer equipment as part of their submission. However, photographs, documents etc may be circulated to Councillors as part of the submission;
- Any requests to participate in the Public Forum shall be lodged with Council staff by 12 noon on the day of the Council Meeting. To register a request for a submission, please contact Warwick Lawrence, phone 9970 1112.

Mark Ferguson
GENERAL MANAGER

2.0 Resident Questions

RESIDENT QUESTION TIME

Objective

The purpose of Resident Question Time is to provide the community with a forum to ask questions of the elected Council on matters that concern or interest individual members of the community.

The following guidelines apply to any person addressing a Council / Committee meeting in relation to a Resident Question:

- 1. Residents Question Time is conducted at the commencement of the second Council Meeting of the month and prior to the handling of General Business.*
- 2. A maximum of 10 minutes is allocated to Residents Question Time.*
- 3. Each Resident is restricted to two (2) questions per meeting.*
- 4. All questions are to be in writing or made electronically and lodged with the General Manager no later than 6.15pm on the day of the Council meeting at which it is to be considered.*
- 5. Questions must be precise and succinct and free of ambiguity and not contain any comments that may be offensive, defamatory or slanderous in any way.*
- 6. A brief preamble may accompany the question to clarify the issue however only the actual question will be included in the minutes of the Council meeting.*
- 7. Responses to residents questions made at the meeting will also be included in the minutes of the Council meeting.*
- 8. Resident's questions taken on notice shall be the subject of a report to Council setting out both the question and response and shall be included in the agenda at the second meeting of the month following the resident's question.*
- 9. There will be no debate or questions with, or by, Councillors during / following a resident question and response.*

3.0 Apologies

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

4.0

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.

5.0 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 5 August 2013.

6.0 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.*

7.0	Councillor Questions on Notice
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Nil.

8.0	Mayoral Minutes
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Nil.

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

10.0	Council Meeting Business
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Nil.

Governance Committee

11.0	Governance Committee Business
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C11.1 Annual Financial Reports 2012/13 - Submission to Audit

Meeting: Governance Committee

Date: 19 August 2013

STRATEGY: **Business Management**

ACTION: Produce monthly, quarterly and annual budgets and statements

PURPOSE OF REPORT

To authorise the referral of the Annual Financial Reports for 2013/13 to Council's Auditor.

1.0 BACKGROUND

- 1.1 Section 413, 415 and 416 of the Local Government Act 1993 require Council's General Purpose and Special Purpose Annual Financial Reports for 2012/13 to be prepared, referred to audit and audited by 31 October 2013.

In regard to this process, Council is required to authorise the referral of the Financial Reports to Council's Auditor. The General Purpose Report covers Council's general operations and the Special Purpose Report covers Council's Business Activity (Caravan Park Operations) pursuant to the requirements of the National Competition Policy.

- 1.2 Section 413 of the Local Government Act 1993 states that the Financial Reports must be accompanied by a Statement of Council's opinion (**Attachment 1 & 2**) made pursuant to a resolution of Council and signed by:
- The Mayor
 - At least one other Councillor
 - The General Manager, and
 - The Responsible Accounting Officer (Chief Financial Officer)

2.0 ISSUES

2.1 Tabling of Annual Financial Reports

- 2.1.1 As the Financial Reports are audited, they are tabled at this meeting for Council's inspection.
- 2.1.2 Section 418 of the Local Government Act 1993 states that as soon as practicable but not more than 5 weeks after the Audit Report is received, Council must give notice that a Meeting will be held to present the Financial Reports and the Auditor's Report to the public. Such public notice must include a summary of the Financial Reports.
- 2.1.3 Council's Auditor may be invited in writing to the meeting to present his report.

2.2 Financial Position of Council as at 30 June 2013

2.2.1 The Annual Financial Reports for 2012/13 show that Council has achieved:

- A Net Operating Result (Surplus) (before Capital Amounts) of \$2,407,000 reflecting:
 - Income from Continuing Operations (*rates, fees, interest, grants etc*) \$ 71.958M
 - Expenses from Continuing Operations (*wages, depreciation, materials etc*) \$ 69.551M
\$ 2.407M
- An improvement in Net Assets resulting from Operations of \$16.023M (includes Capital items)

2.2.2 The Unrestricted Current Ratio is 3.24:1. This is the ratio of unrestricted Current Assets held that are available to meet any Current Liabilities. The Unrestricted Current Ratio is used to assess the adequacy of working capital and the ability of Council to satisfy its financial obligations in the short term. This strong ratio of 3.24:1 means that for every \$1 of Current Liabilities owed by the Council, there is available \$3.24 in Current Assets to meet such Liabilities. This figure is an increase on last year's ratio of 2.59:1 due to a decrease in current liabilities associated with the timing of payables and an increase in Total Cash Assets (Current Asset).

2.2.3 The Debt Service Ratio for the year ended 30 June 2013 is 2.39%. This ratio provides an indication that 2.39% of the operating income of Council will be used to service Council's loans. This figure is an increase on last year's ratio of 2.06% as a result of Council's planned borrowing program and the associated increase in debt servicing of existing and new loans.

2.2.4 The Rate Coverage Ratio is 54.28%. The decrease of this ratio in 2012/13 is as a result of an increase in rates associated with the Council's allowable rate increase of 7.4% and the increase in the ratio denominator of *Income from Continuing Operations* which has been significantly increased by the inclusion in Council's Accounts of the book value of McCarrs Creek Road of \$11.060 million in income line *Grant and Contributions for Capital Purposes*. This percentage indicates the amount of Rates and Annual Charges that make up Total Revenues of Council. The figure for 2011/12 was 55.44%.

2.2.5 The percentage of rates outstanding at 30 June 2013 has remained relatively constant at 5.26% (excluding Postponed Rates etc). Council target is 5%.

2.2.6 The Buildings and Infrastructure Renewals Ratio as at 30 June 2013 is 81.59%. This ratio indicates the rate at which assets (buildings and infrastructure) are being renewed as against the rate at which they are depreciating. This figure is an increase on last year's ratio of 71.98%.

2.3 Audit and Risk Committee

2.3.1 The 2012/13 Annual Financial Accounts were presented to Council's Audit and Risk Committee on 7 August 2013. The Audit and Risk Committee have verbally endorsed Council's Financial Accounts and written comments will be included as part of the Report to Council for the Presentation of Council's Annual Financial Accounts for 2012/13 in September 2013.

3.0 SUSTAINABILITY ASSESSMENT

The foundation of Council's 2020 Strategic Plan and subsequent organisational structure is built around 5 Sustainability principles listed below. Council continues to strive toward being a leader within the field of sustainability within Pittwater.

3.1 Supporting & Connecting our Community (Social)

No direct impact on Supporting & Connecting our Community.

3.2 Valuing & Caring for our Natural Environment (Environmental)

No direct impact on Valuing & Caring for our Natural Environment.

3.3 Enhancing our Working & Learning (Economic)

No direct impact on Enhancing our Working & Learning.

3.4 Leading an Effective & Collaborative Council (Governance)

The 2012/13 Financial Results provide a financial basis for Council and Council staff in the delivery of sustainable services to the community .

3.5 Integrating our Built Environment (Infrastructure)

No direct impact on integrating our Built environment.

4.0 EXECUTIVE SUMMARY

4.1 The Annual Financial Reports for 2012/13 show that Council has achieved:

- A Net Operating Result (Surplus) (before Capital Amounts) of \$2,407,000.
 - An Unrestricted Current Ratio of 3.24:1
 - A Debt Service Ratio for the year ended 30 June 2013 of 2.39%.
 - A Rate Coverage Ratio of 54.28%.
 - An Outstanding Rates percentage of 5.26%.
 - A Buildings and Infrastructure Renewals Ratio of 81.59%.
-

RECOMMENDATION

1. That the Annual Financial Reports for 2012/13 be adopted.
2. That the Mayor, Councillor, General Manager and Chief Financial Officer be authorised to sign the necessary Financial Statements.
3. That the Annual Financial Reports for 2012/13 be referred to Council's Auditor.
4. That on receipt of the Audited Reports, a copy is forwarded to the Department of Local Government and the Australian Bureau of Statistics.
5. That Council's Auditor be invited in writing to attend the appropriate meeting to present his Report to the Council.

Report prepared by

Mark Jones

CHIEF FINANCIAL OFFICER

Pittwater Council

General Purpose Financial Report

for the financial year ended 30 June 2013

Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

The attached General Purpose Financial Report has been prepared in accordance with:

- The Local Government Act 1993 (as amended) and the Regulations made there under,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, this Report:

- presents fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

We are not aware of any matter that would render this Report false or misleading in any way.

Signed in accordance with a resolution of Council made on 19th August 2013.

Jacqueline Townsend
MAYOR

COUNCILLOR

Mark Ferguson
GENERAL MANAGER

Mark Jones
RESPONSIBLE ACCOUNTING OFFICER

Pittwater Council

Special Purpose Financial Reports

for the financial year ended 30 June 2013

Statement by Councillors and Management

made pursuant to the Local Government Code Of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Reports have been prepared in accordance with:

- NSW Government Policy Statement “*Application of National Competition Policy to Local Government*”.
- Department of Local Government Guidelines “*Pricing & Costing for Council Businesses: A Guide to Competitive Neutrality*”.
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines – “*Best Practice Management of Water and Sewerage*”.

To the best of our knowledge and belief, these Reports:

- Present fairly the operating result and financial position for each of Council’s declared Business Activities for the year, and
- Accord with Council’s accounting and other records.

We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on the 19th August 2013.

Jacqueline Townsend
MAYOR

COUNCILLOR

Mark Ferguson
GENERAL MANAGER

Mark Jones
RESPONSIBLE ACCOUNTING OFFICER

C11.2	Quarterly Budget Review Statement for the Quarter Ending 30 June 2013
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Meeting: Governance Committee

Date: 19 August 2013

STRATEGY: Business Management

Action: To provide monthly, quarterly and annual budgets and financial statements

PURPOSE OF REPORT

To provide Council with the financial results for the quarter ending 30 June 2013 of the 2012/2013 Financial Year, as per Local Government (General) Regulations Clause 203. These Reports are to be produced and reported, *"No later than 2 months after the end of each quarter (except the June quarter), and the Responsible Accounting Officer of a Council must prepare and submit to the council a budget review statement."*

1.0 BACKGROUND

- 1.1 The Integrated Planning and Reporting Framework as developed by the Division of Local Government requires Council to use a minimum standard of reporting that will assist in adequately disclosing its overall financial position and additionally provide sufficient information to enable informed decision making while ensuring transparency.

This reporting requirement, known as the Quarterly Budget Review Statement (QBRS) will facilitate progress reporting against the original and revised budgets at the end of a quarter. They will also provide explanations for major variations that result in budgetary changes and enable the Responsible Accounting Officer (RAO) to indicate whether the Council will be in a satisfactory financial position at the end of the Financial Year.

For the information of Council and the Community, the Original 2012/2013 Budget was adopted by Council as part of the 2012-2016 Delivery Program & Budget on 18 June 2012. The Revised 2012/13 Budget was adopted by Council on 20 May 2013, and has been transferred to the Revised Budget column in this report.

- 1.2 Council's reporting structure undertakes a dual format of both financial and strategic information which includes:

- Budget Review Statement
- Performance Indicators
- Summary of Financial Statements
- Financial Statements (Consolidated, Operating, Cash flow, Reserve Balance, Balance Sheet),
- Total Works Program (Including Capital Budget Review Statement)
- Loan Projections
- Special Rates Variation and Stormwater Management Service Charge
- Developer Contribution Plans
- Consultancy and Legal Expenses
- Key Directions and Associated Strategies

2.0 ISSUES

2.1 Responsible Accounting Officer (RAO) Budget Review Statement

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

"It is my opinion as the Chief Financial Officer that the Quarterly Budget Review for Pittwater Council for the quarter ended 30/6/13 indicates that Council's financial position at 30/6/13 is sound."

Mark Jones - Chief Financial Officer (7/5/13)

"This position is summarised in the performance indicators of 2.2 of this report."

Investment Statement

The Responsible Accounting Officer (ROA) certifies that all funds including those under restriction have been invested in accordance with Section 625 of the Local Government Act, 1993 the Local Government (General) Regulations, and Council's Investment Policy (No 143).

Such restricted funds amount to \$30.016 million and form part of Council's total funds invested that amount to \$33.250 million as at 30th June 2013 (as per Council's June Investment Report).

Cash (Bank) Statement

The Responsible Accounting Officer (ROA) certifies that Council's Bank Statement has been reconciled up to and including the 30th June 2013 and the closing balance of cash of \$35.585 million forms part of Council's Current Assets on Council's Balance Sheet.

Reconciliation Statement

The Responsible Accounting Officer (ROA) certifies that the Year to Date (YTD) Cash and Investments (as per Council's Balance Sheet) have been reconciled with funds invested and those held at cash at bank. The table below outlines Council's Cash and Investment reconciliation.

Cash & Investment Reconciliation as at 30th June 2013

Total Cash on Hand	9,800
Council's Bank Account Ledger	2,325,182
Investments	33,250,000
Total Cash & Investments	35,584,982

2.2 Performance Indicators

In assessing an organisations financial position, there are a number of performance indicators that can assist to easily identify whether or not an organisation is financially sound. These indicators and their associated benchmarks, as stipulated by the Local Government Association of NSW and Shires Association of NSW are set out below.

#	Performance Indicator	2012/13 Actual	2011/12 Actual	2010/11 Actual	Local Government Bench Mark
1	Operating Result (before Capital amounts)	\$2.407m Surplus	\$1.106m Surplus	\$669,000 Surplus	Surplus
2	Consolidated Result	\$384,000 Surplus	\$579,000 Surplus	\$196,000 Surplus	N/A
3	Unrestricted Current Ratio	3.24:1	2.59:1	3.47:1	>100% or 1:1
4	Debt Service Ratio	2.39%	2.06%	2.20%	<10%
5	Rates and Annual Charges Coverage ratio	54.28%	55.44%	59.16%	>50%
6	Rates and Annual Charges Outstanding %	5.26%	5.49%	5.23%	<5%
7	Building and Infrastructure Renewals Ratio	81.59%	71.98%	74.85%	>100%

1. Operating Result (before Capital Contributions)

The Operating result is the Profit or Loss that Council makes from normal Operations (Excluding expenditure on Capital items). A Surplus is a positive financial indicator.

2. Consolidated Result

The Consolidated Result is the increase or call on Council funds which shows the source and application of both Operating and Capital Income and Expenditure along with transfers to and from Reserves applicable to those activities. A Surplus is a positive financial indicator.

3. Unrestricted Current Ratio

The Unrestricted Current ratio is the ratio of Unrestricted Cash Assets held that are available to meet any current liabilities. The above ratio indicates that Council currently projects to have \$3.24 (excluding externally restricted funds such as S94 and grant monies) available to service every \$1 of debt as it falls due at the end of the financial year. A ratio greater than one is a positive financial indicator.

4. Debt Service Ratio

This ratio demonstrates the cost of servicing Council's annual debt obligations (loan repayments, both principal and interest) as a portion of available Revenue from Ordinary Activities. A lower ratio is a positive financial indicator.

5. Rates and Annual Charges Coverage Ratio

This ratio indicates the dependency of Rates and Annual charges over Council's total Revenue from continuing operations. A higher ratio is a positive financial indicator.

6. Rates and Annual Charges Outstanding %

This indicates the percentage of Rates and Annual charges outstanding at the end of the financial year. A lower ratio is a positive financial indicator.

7. Building and Infrastructure Renewal Ratio

This ratio indicates the rate of renewal/replacement of existing assets as against the depreciation of the same category of Assets. A ratio greater than one is a positive financial indicator.

2.3 Summary of Financial Statements

2012-13 Statement of **Consolidated Financial Position**

Consolidated Statement shows the source and application of both Capital & Operating Income and Expenditure along with the movements in Reserves.

	(\$ '000)
Total direct income (Operating & Capital)	81,549
Total transfer from Reserves	13,846
Total income	95,395
Total direct Expenditure (Operating & Capital Expenditure)	87,909
Total transfers to Reserves	15,363
Total Expenditure	103,272
Add Back Depreciation - Non Cash	8,261
Increase in Council Funds (Includes Operating Results before Capital of \$2.407 million)	384

2012-13 **Income Statement**

Income statement shows the extent to which community equity has changed by net result of ordinary activities during year.

	(\$ '000)
Operating Income	72,404
Operating Expenditure	69,997
Operating Results before Capital	2,407
Capital Income (Grants and Contributions)	13,616
Changes in Net Assets – Resulting from Operations	16,023

2012-13 Statement of **Cashflows**

The statement of cash flows shows the nature and amount of council's cash inflows and outflows for all activities.

	(\$ '000)
Cash inflows	82,432
Cash outflows	81,069
NET Inflows/(Outflows)	1,363
Funds Carried Forward from Prior year	34,222
Total General Fund	35,585

2012-13 **Balance Sheet**

The Balance sheet shows council's assets & liabilities which make up community equity.

	(\$ '000)
Current Assets (Includes Cash Assets of \$35,585)	40,252
Non Current Assets	1,048,711
Total Assets	1,088,963
Current Liabilities	14,594
Non Current Liabilities	12,445
Total Liabilities	27,039
Net Community Assets	1,061,924
Balance at Beginning of the year	1,045,901
Net results	16,023
TOTAL COMMUNITY EQUITY	1,061,924

2.4 Consolidated Financial Statement

Pittwater Council Budget Review for quarter ending - 30 June 2013 Consolidated Statement								
	\$000's							
	Original	Approved	Sept 2012	Dec 2012	Mar 2013	Revised	June 2013	June 2013
	Budget	Changes	Variations	Variations	Variations	Budget	Actual	Variations
Direct Income								
User Fees	11,382	0	273	377	98	12,130	12,323	194
Regulatory Fees	1,433	0	15	36	-93	1,391	1,485	94
Regulatory Fines	2,626	0	0	-2	-5	2,619	2,617	-2
Operating Grant Transfers	3,645	0	-371	71	-65	3,280	3,927	647
Capital Grant Transfers	977	0	314	107	-47	1,350	1,148	-202
Capital Contributions	8,643	0	-5,093	4,024	-60	7,514	7,592	79
Operating Contributions	593	0	200	53	75	921	987	66
Rates Income	35,269	0	0	0	0	35,269	35,222	-47
Domestic Waste Charges	11,481	0	0	0	0	11,481	11,465	-16
Return on Investments & Other Interest Income	1,402	0	0	284	100	1,786	1,867	81
Rebates Income	350	0	10	0	0	360	360	0
Other Income	392	0	70	105	12	579	774	195
Capital Sales	6,945	0	-4,500	-741	-28	1,677	1,782	105
Total Direct Income	85,138	0	-9,083	4,314	-13	80,356	81,549	1,193
Reserve Transfer								
Transfer From Reserve-S94	11,987	263	-4,380	-2,226	-618	5,025	3,704	-1,321
Transfer From Reserve-Other	7,364	2,338	101	683	200	10,686	10,142	-544
Total Transfers From Reserves	19,351	2,600	-4,279	-1,544	-418	15,711	13,846	-1,865
Direct Expenditure								
Salaries & Wages	21,455	0	15	28	50	21,548	21,361	-188
Other Employee Costs	7,166	0	21	117	1	7,306	6,797	-508
Materials	2,214	0	-373	1,247	23	3,110	3,043	-67
Stores	165	0	0	-2	12	175	295	119
Minor Plant Purchases	32	0	0	14	11	57	70	13
Plant & Equipment	2,179	0	18	86	-74	2,208	2,266	58
Contract Services External	26,800	2,047	-3,285	-2,931	-151	22,481	20,272	-2,208
Depreciation Expense	8,230	0	56	0	0	8,286	8,261	-25
Interest Expense	633	0	0	47	0	680	684	3
Professional Expenses	4,950	15	-179	86	-84	4,787	4,358	-429
Legal Expenses	1,100	0	0	0	-200	900	688	-212
Bad & Doubtful Debts	360	0	0	0	0	360	334	-26
Leases/Rentals/Hire/Licences	596	0	52	95	29	772	911	139
Public Utilities	1,820	0	-22	91	60	1,950	2,075	126
Communications	560	0	0	4	6	570	536	-35
Advertising	302	0	1	-6	1	299	355	56
Insurance	993	0	0	22	0	1,015	1,037	22
Banking	169	0	0	0	0	169	197	28
Other Expenses	500	0	-38	20	12	494	482	-11
Office Expenses	350	0	0	28	54	433	606	174
Sundry Services/Waste Disposal	4,859	0	0	30	50	4,939	4,910	-30
Memberships	120	0	0	-7	2	115	96	-19
Levies/Contributions/Subsidies	3,619	0	26	20	-172	3,494	3,367	-126
Capital Purchases/Payments	4,447	538	190	234	-69	5,340	4,906	-434
Total Direct Expenditure	93,620	2,600	-3,519	-776	-437	91,488	87,909	-3,579
Reserve Transfer								
Transfer To Reserve-S94	6,331	0	-5,093	0	-60	1,177	1,277	100
Transfer To Reserve-Other	12,679	0	-4,664	3,568	49	11,633	14,086	2,453
Total Transfer to Reserves	19,010	0	-9,757	3,568	-11	12,810	15,363	2,553
Increase/(call) on Council Funds(Inc Dep'n)	-8,141	0	-86	-22	18	-8,231	-7,878	354
Add back Depreciation - Non Cash	8,230	0	56	0	0	8,286	8,261	-25
Increase/(call) on Council Funds	89	0	-30	-22	18	55	384	329

As indicated in the above columns:

1. The "Original" Budget (+/-) the "Approved" Changes equals the "Revised" Budget
2. The difference between Councils Revised budget & year-end Actuals are shown in the June 2013 Variation Column.
3. The above June 2013 Variations are explained at item 2.5 of the report

2.5 Consolidated Financial Statement Variance analysis

The Consolidated Financial result for the year ended 30 June 2013 is a surplus of uncommitted funds of \$384,000. This surplus includes unspent Council funds of \$340,000 to be revoted to the 2013-14 Financial Year. The revotes include IT equipment of \$340,000. Excluding revotes, the surplus amounts to \$44,000. This represents a minor variance of \$11,000 against the March quarterly review, which provided a surplus of \$55,000.

The variance from Budget to Actual can be mainly attributed to: -

Budgeted Consolidated Result as per the Adopted Budget - Y/E 30 June 2013 Increase of Council Fun \$		55
Budget to Actual Variance		\$000's
INCOME		
Additional User fees mainly relating to Lakeside Caravan Park, Parking/Film Permits, Rental Income	\$	194
Additional Regulatory Fee's mainly relating to Planning DA Income	\$	94
Increased Operating Grant Transfers mainly relating to the advance payment of the Financial Assistance Grant attributable to the 2013-14 Financial year	\$	647
Reduced Capital Grant Transfers mainly relating to Woorak Reserve, North Arm Newport, Water Efficiency device facilities and Northern Beach Floodwarning works	-\$	202
Additional Capital & Operating Contributions mainly relating to Restorations Income	\$	145
Additional Return on Investments	\$	81
Additional Capital Sales mainly relating to Plant & Vehicle Sales	\$	105
Additional Other Income mainly relating to Insurance & Legal Recoveries and additional Income associated with Markets and Prelodgements	\$	195
EXPENDITURE		
Reduced Salaries, Wages & On costs mainly attributed to discounting ELE provision to comply with Accounting standards (Y/E Adjustment), along with Workers Comp & Superannuation savings	\$	696
Reduced Materials, Stores & Contract Services External mainly relating to works Works such as Palm Beach Wharf, Church Pt Seawall & Sydney Lakeside Cabins Upgrade & Macpherson st Bridge Wwood (Refer to Revote List)	\$	2,085
Reduced Professional Expenses mainly relating to Narrabeen High Sports fields and Northern Beaches Flood warning System, Bushfire Asset Protection Zones works	\$	429
Reduced Legal Expenditure mainly relating to Planning and Compliance	\$	212
Additional Public Utilities & Leases Expenditure Mainly relating to Electricity & Gas Supplies and Equipment leases relating to Capital Improvement works	-\$	265
Reduced Levies/Contributions/Subsidies mainly relating to the NSW Fire Levy	\$	126
Reduced Capital Purchases/Payments mainly relating to Library Purchases & Plant & Vehicle Purchases	\$	434
Additional Other Expenditure mainly relating to Publications/Subscriptions, Printing & Stationary	-\$	229
RESERVE MOVEMENTS		
Reduced Transfers from Reserve - S94 mainly relating to Macpherson St Bridge WW and Community & Library purchases	-\$	1,321
Reduced Transfers from Reserve - Other mainly relating to Church Point Seawall, Narroy Rd, and Palm Beach Wharf works	-\$	544
Increased Transfers to Reserve - S94 mainly relating to S94 Receipts	-\$	100
Increased Transfers to Reserve - Other mainly relating to General Reserve, Domestic Waste Reserve	-\$	2,453
NET Changes	\$	329
Actual Consolidated Result year ending 30 June 2013 - Increase of Council Funds		\$ 384

2.6 Operating Statement

Pittwater Council Budget Review for the quarter ending - 30 June 2013 Operating Statement								
	Annual Budget - \$000's							
	Original Budget	Approved Changes	Sept 2012 Variations	'Dec 2012 Variations	*Mar 2013 Variations	Revised Budget	June 2013 Actual	June 2013 Variations
Direct Income								
User Fees	11,382	0	273	377	98	12,130	12,323	193
Regulatory Fees	1,433	0	15	36	-93	1,391	1,485	94
Regulatory Fines	2,626	0	0	-2	-5	2,619	2,617	-2
Operating Grant Income	3,645	0	-371	71	-65	3,280	4,090	810
Operating Contributions	593	0	200	53	75	921	987	66
Rates Income	35,269	0	0	0	0	35,269	35,222	-47
Domestic Waste Charges	11,481	0	0	0	0	11,481	11,465	-16
Return on Investments & Other Interest Income	1,402	0	0	284	100	1,786	1,867	81
Rebates Income	350	0	10	0	0	0	0	0
Other Income	392	0	70	105	12	579	865	286
Profit / (Loss) on Sale of Assets	2,139	0	-1,000	-561	-27	550	631	81
Gain from Joint Venture Assets	0	0	500	0	0	860	681	-179
Total Direct Income	70,711	0	-303	363	95	70,866	72,233	1,367
Internal Income								
Plant Hire/Service Agreement - Capital Works	100	0	0	0	0	100	172	72
Total Internal Income	100	0	0	0	0	100	172	72
Direct Expenditure								
Salaries & Wages	20,883	0	15	28	50	20,976	20,625	-351
Other Employee Costs	6,961	0	21	117	1	7,100	6,552	-548
Materials	862	0	-2	78	32	970	1,094	124
Stores	165	0	0	-7	12	170	222	51
Minor Plant Purchases	32	0	0	4	11	47	62	15
Plant & Equipment	2,179	0	9	66	-96	2,157	2,175	18
Contract Services External	10,090	0	468	147	83	10,788	11,070	282
Depreciation Expense & Ammortisation	8,370	0	57	0	0	8,427	8,402	-25
Interest Expense	633	0	0	47	0	680	684	3
Professional Expenses	4,039	0	101	-178	-46	3,916	3,835	-81
Legal Expenses	1,100	0	0	0	-200	900	688	-212
Bad & Doubtful Debts	360	0	0	0	0	360	334	-26
Leases/Rentals/Hire/Licences	596	0	52	3	22	673	659	-14
Public Utilities	1,820	0	-22	91	60	1,950	2,072	122
Communications	560	0	0	4	6	570	534	-37
Advertising	302	0	1	-6	1	299	348	49
Insurance	993	0	0	22	0	1,015	1,037	22
Banking	169	0	0	0	0	169	197	28
Other Expenses	500	0	-38	20	11	493	479	-14
Office Expenses	350	0	0	28	53	432	595	164
Sundry Services/Waste Disposal	4,859	0	0	5	50	4,914	4,870	-44
Memberships	120	0	0	-7	2	115	96	-19
Levies/Contributions/Subsidies	3,619	0	26	20	-172	3,494	3,367	-126
Total Direct Expenditure	69,563	0	688	484	-120	70,616	69,997	-619
Operating Results before Capital	1,248	0	-991	-122	215	350	2,407	2,057
Grants & Contributions - Capital	7,120	0	-4,780	131	-107	2,364	13,616	11,252
Material Public Benefits - S94	0	0	0	0	0	0	0	0
Change in Net Assets - Resulting from C	8,368	0	-5,771	9	108	2,714	16,023	13,309

As indicated in the above columns:

1. The "Original" Budget (+/-) the "Approved" Changes equals the "Revised" Budget
2. The difference between Councils Revised budget & year-end Actuals are shown in the June 2013 Variation Column.
3. The above June 2013 Variations are explained at item 2.7 of the report

2.7 Operating Financial Statement Variance analysis

The Actual Operating Result before Capital for the financial year 2012/2013 is a surplus of \$2.407 million. This represents a positive variance of \$2.057 million compared to the previously adopted budget (March quarterly review) of \$350,000.

The variance from Budget to Actual can be mainly attributed to: -

Budgeted Operating Results before Capital as per Adopted Budget for the year ending 30/6/13		\$	350
Budget to Actual Variance			\$000's
INCOME			
Additional User fees mainly relating to Lakeside Caravan Park, Parking/Film Permits and Rental Income		\$	193
Additional Regulatory Fee's mainly relating to Planning DA Income		\$	94
Increased Operating Grant Transfers mainly relating to the advance payment of the Financial Assistance Grant attributable to the 2013-14 Financial year		\$	810
Additional Return on Investments		\$	81
Additional Other Income mainly relating to Insurance & Legal Recoveries and additional Income associated with Markets and Prelodgements		\$	286
Additional Profit on Sale of Assets mainly relating to Vehicle Sales		\$	81
Reduction from joint Venture interests mainly relating to Rural Fire Service		-\$	179
EXPENDITURE			
Reduced Salaries, Wages & On costs mainly attributed to the discounting of ELE provisions to comply with Accounting Standards (Y/E Adjustment), along with Workers Comp and Superannuation Savings		\$	899
Additional Materials, Stores & Contract Services External mainly relating to additional works such as Tree administraion, Restorations & Reserves Maintenance		-\$	490
Reduced Professional Expenses		\$	81
Reduced Legal Expenditure mainly relating to Planning and Compliance		\$	212
Additional Public Utilities & Leases Expenditure Mainly relating to Electricity & Gas Supplies		-\$	122
Reduced Levies/Contributions/Subsidies mainly relating to the NSW Fire Lewy		\$	126
Additional Other Expenditure mainly relating to Publications/Subscriptions, Printing & Stationary		-\$	15
NET Changes		\$	2,057
Actual Operating Results before Capital for the year ending 30 June 2013 Surplus		\$	2,407

2.8 Cash Flow Statement and Reserves Balances

The actual total General Fund for the year ended 30 June 2013 stands at \$35.585 million. Compared to the previously adopted budget (March quarterly review) this amount is an increase of \$3.551 million. This is mainly attributed to Capital Works revotes and the advanced payment of the Financial Assistance Grant.

Pittwater Council Budget review for the quarter ended - 30 June 2013 Cash Flow Statement								
	\$'000's							
	Original Budget	Approved Changes	*Sept 2012 Variations	Dec 2012 Variations	Mar 2013 Variations	Revised Budget	June 2013 Actual	June 2013 Variation
Cash Inflows								
Rates & Garbage	46,605	0	0	0	0	46,605	47,033	428
Grants	4,622	0	46	177	0	4,845	5,165	320
User Charges	11,382	0	273	377	98	12,130	12,711	581
Regulatory Fees & Fines	4,059	0	15	34	-98	4,010	4,054	44
Contributions & Donations	593	0	200	77	75	945	802	-143
Return on Investments & Other Interes	1,402	0	0	284	100	1,786	1,822	36
Sale of Assets (Excluding Land)	2,445	0	0	-741	-27	1,677	1,782	105
Sale of Land	4,500	0	-4,500	0	0	0	0	0
Other	742	0	80	105	11	938	1,286	348
S94 Contributions Received	6,143	0	-5,093	0	-60	990	1,277	287
Proceeds from loan	2,500	0	0	4,000	0	6,500	6,500	0
GST Net Inflow	0	0	0	0	0	0	0	0
Total Inflows	84,994	0	-8,979	4,312	99	80,426	82,432	2,006
Cash Outflows								
Employee Salary & Wages	21,455	0	15	28	50	21,548	21,353	-195
Employee Other Costs	6,601	0	0	117	0	6,718	6,092	-626
Insurance Claims/Premiums	993	0	0	22	0	1,015	1,639	624
Levies & Contributions	3,619	0	26	20	29	3,694	2,371	-1,323
Materials/Stores/Contracts	46,009	2,062	-3,859	-1,244	-250	42,718	43,311	593
Legal Expenses	1,100	0	0	0	-200	900	688	-212
Loan Interest Repayments	633	0	0	47	0	680	567	-113
Loan Principal Repayments	932	0	0	54	-28	958	958	0
Purchase Of Assets	3,515	538	190	180	-40	4,383	4,089	-294
Total Outflows	84,857	2,600	-3,628	-776	-439	82,614	81,069	-1,545
Net Inflows/(Outflows)	137	-2,600	-5,351	5,089	538	-2,188	1,363	3,551
Funds Carried Forward from Prior Year	22,209	12,013	0	0	0	34,222	34,222	0
Total General Fund	22,346	9,413	-5,351	5,089	538	32,034	35,585	-3,551
Less Restricted Assets	4,529	4,254	-714	2,285	559	10,913	13,474	2,561
Less Unexpended Grants	900	-200	0	0	0	700	797	97
Less Internal Reserves	14,725	894	-4,765	2,828	-153	13,529	15,745	2,216
Increase/(call) on Council Funds	2,192	4,465	128	-24	131	6,891	5,569	-1,322

The above Total Projected General Fund Results for the financial year ending 30 June 2013 are made up of Externally Restricted, Internally Restricted and Available Cash as outlined in the Reserve Balances (Cash & Investments Budget Review Statement) below:

Pittwater Council
Budget review for the quarter ended - 30 June 2013
Reserve Balances
(Cash & Investments Budget Review Statement)

	Original Budget	Approved Changes	Sept 2012 Variations	Dec 2012 Variations	Mar 2013 Variations	Revised Budget	June 2013 Actual	June 2013 Variations
Externally Restricted								
Section 94	2,661	4,135	-713	2,227	558	8,868	10,288	1,420
Domestic Waste Management	1,863	-92	0	0	0	1,984	2,237	253
Special Rates Variation	5	0	0	0	0	3	841	838
Stormwater Levy	43	15	0	0	0	58	108	50
Grants	900	0	0	0	0	700	797	97
Total Externally Restricted	5,472	4,043	-713	2,227	558	11,613	14,271	2,658
Internally Restricted								
Avalon Golf Course	23	-9	0	0	0	14	0	-14
Bus Shelter Reserve	29	-20	0	0	0	9	0	-9
Capital Works Loan	0	0	0	0	0	0	0	0
Caravan Park Capital Works	307	61	0	0	0	367	396	29
Caravan Park Loan	302	0	788	-741	-36	312	684	372
Carry Over Works	0	0	0	0	0	0	340	340
Cemetery Reserve	2021	324	205	100	-75	2575	2293	-282
Church Point Carpark	411	-47	0	0	0	364	370	6
Commercial Centres Outdoor Seating	315	-1	-40	0	7	281	292	11
Community Centre Trusts	53	23	-40	-33	0	3	3	0
Election Reserve	0	0	0	0	0	0	0	0
Employee Leave Entitlement	1270	199	0	0	0	1469	1607	138
Environmental Infrastructure Levy	144	-65	0	0	0	79	318	239
Environmental Levy (Escarpment)	157	21	0	-4	0	174	183	9
General Reserve	2726	-601	-530	-127	0	1469	2915	1446
IT Reserve	0	0	0	0	0	0	0	0
Kitchener Park Telco Tower	35	-35	0	0	0	0	0	0
Lagoon Entrance Clearing	175	-100	0	0	0	75	0	-75
Marine Infrastructure	110	91	13	-181	33	67	35	-32
Mona Vale Car Park Loan	0	0	0	3900	0	3900	3916	16
Narrabeen Sports Field	0	0	0	0	0	0	154	154
Other	689	-24	0	72	21	758	755	-3
Plant Replacement	20	0	0	0	0	20	0	-20
Restoration Reserve	190	-75	0	0	0	115	115	0
RMS Contribution	0	1298	-742	0	-91	465	375	-90
Road Reserve	408	92	-80	-100	9	329	289	-40
Sportsfield Contributions	173	-173	0	0	0	0	0	0
Strategic Property Rationalisation Reserve	4402	18	-4339	0	0	81	81	0
Tennis Liason Trust Fund	195	-10	0	0	-21	165	151	-14
Trust and Bonds (eg. Tree and Footpath)	529	-91	0	0	0	438	473	35
Total Internally Restricted	14,682	879	-4,765	2,886	-152	13,529	15,745	2,216
Total Restricted	20,154	4,947	-5,478	5,113	5,113	25,142	30,016	4,874
Available Cash	2,192	4,466	127	-25	538	6,892	5,569	-1,323
Total General Fund (Cash Flow Statement)	22,346	9,413	-5,351	5,088	5,651	32,034	35,585	-3,551

As indicated in the above columns:

1. The "Original" Budget (+/-) the "Approved" Changes equals the "Revised" Budget
2. The difference between Councils Revised budget & year-end Actuals are shown in the June 2013 Variation Column.
3. The above June 2013 Variations are explained below

Revised Restricted Reserve Balance for the year ending 30/6/13	\$ 25,142
Budget to Actual Variance	\$000's
Additional Externally Restricted Reserve - S94 mainly relating to Macpherson St Bridge Warriewood and Community & Library purchases	\$ 1,420
Additional Externally Restricted Reserve - Domestic Waste Management	\$ 253
Additional Externally Restricted Reserve - Special Rates Variation mainly relating to Church Point Seawall, Narroy Rd and Palm Beach Wharf works	\$ 838
Additional Internally Restricted Reserves - Caravan Park Loan mainly relating to Lakeside Cabin upgrades	\$ 372
Additional Internally Restricted Reserves - Revoted Carry Over works	\$ 340
Additional Internally Restricted Reserves - General	\$ 1,446
Additional Internally Restricted Reserves - Employee Leave Entitlement	\$ 138
Additional Internally Restricted Reserves - Narrabeen Sports Field	\$ 154
Reduced Internally Restricted Reserve - Other mainly relating to RMS Contribution	-\$ 87
Actual Restricted Reserve Balance for the year ending 30/6/2013	\$ 30,016

2.9 Balance Sheet

Council's Projected total increase in equity for the year ending 30 June 2013 is \$16.023 million (net change in assets resulting from operations). Council's Total Equity now stands at \$1.062 billion.

Pittwater Council Balance Sheet For Quarter Ending 30 June 2013			
Actual 30/06/2013 \$'000's		Projected 30/06/2013 \$'000	Actual 30/06/2012 \$'000
CURRENT ASSETS			
4,335	Cash Assets	1,931	11,692
31,250	Investments	30,103	22,530
3,511	Receivables	4,192	4,122
59	Inventories	56	56
1,097	Other	335	335
0	Non Current Assets held for sale	0	0
<u>40,252</u>	TOTAL CURRENT ASSETS	<u>36,617</u>	<u>38,735</u>
NON-CURRENT ASSETS			
0	Investments	0	0
1,256	Receivables	883	883
0	Inventories	0	0
1,035,914	Infrastructure Property, Plant and Equipment	1,027,727	1,017,013
6,789	Investments Accounted for using the Equity Method	6,467	6,467
1,800	Investment Property	1,750	1,750
2,952	Intangible Assets	2,952	3,093
<u>1,048,711</u>	TOTAL NON-CURRENT ASSETS	<u>1,039,779</u>	<u>1,029,206</u>
<u>1,088,963</u>	TOTAL ASSETS	<u>1,076,396</u>	<u>1,067,941</u>
CURRENT LIABILITIES			
5,371	Payables	6,809	6,581
0	Rates & DWM Paid in Advance	0	0
1,340	Interest Bearing Liabilities	1,211	955
7,883	Provisions	7,189	7,189
<u>14,594</u>	TOTAL CURRENT LIABILITIES	<u>15,209</u>	<u>14,725</u>
NON-CURRENT LIABILITIES			
0	Payables	0	0
12,290	Interest Bearing Liabilities	12,417	7,160
155	Provisions	155	155
<u>12,445</u>	TOTAL NON-CURRENT LIABILITIES	<u>12,572</u>	<u>7,315</u>
<u>27,039</u>	TOTAL LIABILITIES	<u>27,781</u>	<u>22,040</u>
<u>1,061,924</u>	NET ASSETS	<u>1,048,615</u>	<u>1,045,901</u>
EQUITY			
1,061,924	Accumulated Surplus/ (Deficit)	1,048,615	1,045,901
	Asset Revaluation Reserve		
<u>1,061,924</u>	TOTAL EQUITY	<u>1,048,615</u>	<u>1,045,901</u>

2.10 Total Works Program Including Capital Budget Review Statement

Council's Total Works Program including Maintenance and Capital (Renewals, Upgrades & New) expenditure amounts to \$26.663 million as at 30 June 2013. This expenditure has been categorised below in terms of budgeted expenditure by *Type*, associated *Funding* and by budgeted and actual expenditure by *Strategy* and *Key Direction*.

It is now proposed that \$2.477 million of Capital works (as listed below) and \$340,000 of Capital IT purchase expenditure be revoted into the 2013-14 financial year.

Pittwater Council Total Major Works Program - By Type of Expenditure 2012/13 Actuals

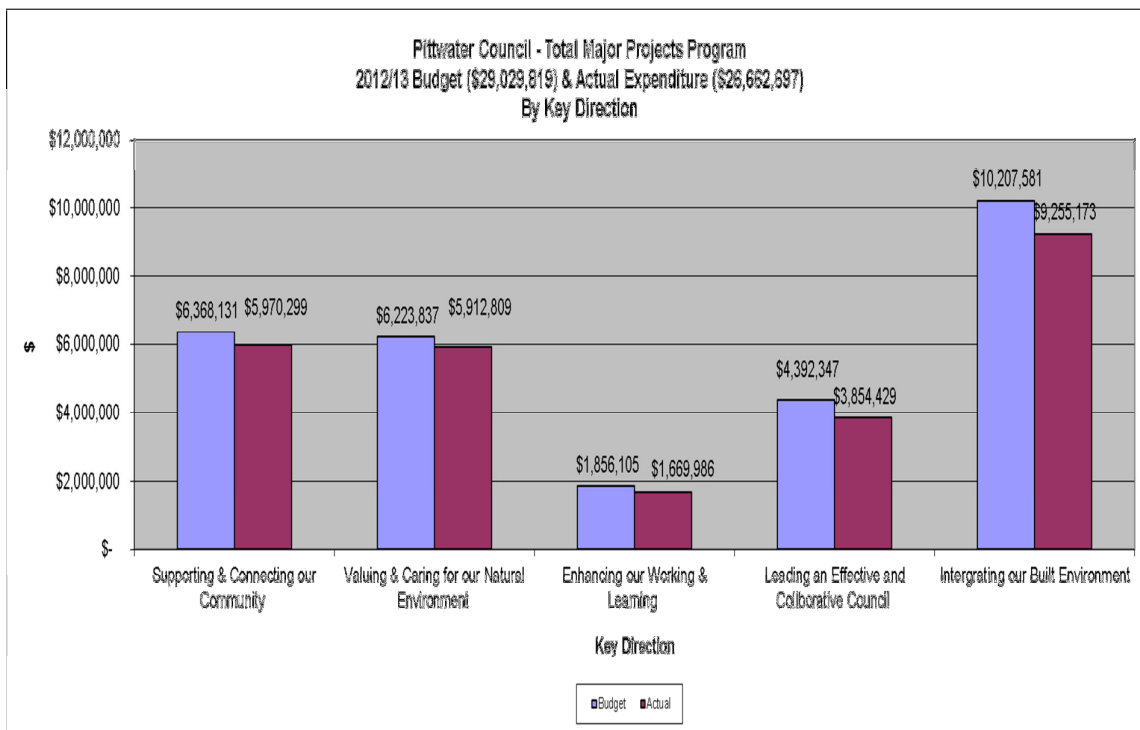
Reserves - Improvements	\$	2,540,857	9.53%
Buildings - New	\$	2,295,674	8.61%
Reserves - Maintenance	\$	2,016,409	7.56%
Streetscape - Maintenance	\$	1,878,476	7.05%
Buildings - Maintenance	\$	1,738,068	6.52%
Drainage	\$	1,693,417	6.35%
Bushland Restoration & Protection	\$	1,602,938	6.01%
Road - Heavy Patch	\$	1,431,212	5.37%
Road - Resheet	\$	1,348,064	5.06%
Sports Field - Maintenance	\$	1,083,652	4.06%
Reserves - Playground Improvements	\$	1,007,103	3.78%
Other	\$	938,161	3.52%
Buildings - Improvements	\$	696,213	2.61%
Carpark - Improvements	\$	687,055	2.58%
Traffic Facilities	\$	529,953	1.99%
Kerb & Gutter	\$	523,738	1.96%
Footpath	\$	483,671	1.81%
Asset Management	\$	480,860	1.80%
Wharfs - Improvement	\$	480,685	1.80%
Commercial Centre - Maintenance	\$	468,938	1.76%
Rock Pools - Maintenance	\$	436,293	1.64%
Flood Management	\$	401,859	1.51%
Cemetery Maintenance	\$	396,898	1.49%
Coastal Management	\$	386,341	1.45%
Wharfs - Maintenance	\$	335,524	1.26%
Walkway - Improvements	\$	203,284	0.76%
Road - Heavy Patch/Resheet	\$	194,126	0.73%
Seawalls - Improvements	\$	157,591	0.59%
Natural Environment	\$	84,351	0.32%
Walkway - Maintenance	\$	65,551	0.25%
Rock Pools - Improvements	\$	54,479	0.20%
Carpark - Maintenance	\$	12,839	0.05%
Commercial Centre - Improvements	\$	8,417	0.03%
Total	\$	26,662,697	100%

2012/13 Actual Expenditure - By Major Categories			
Infrastructure Based		Recreational/Environmental/Education Based	
Roads & Carpark	\$ 4,887,274	Natural Environment	\$ 1,956,124
Commercial Centres	\$ 2,355,831	Reserves & Sportsfields	\$ 7,044,919
Drainage & Flooding	\$ 2,255,563	Coastal	\$ 1,034,704
Buildings	\$ 4,890,242	Wharfs	\$ 816,209
Footpaths	\$ 483,671	Other	\$ 444,693
Other	\$ 493,468		
Total	\$ 15,366,048	Total	\$ 11,296,649

Note: Other incorporates Bridge Design, Cycleways, Traffic Projects, Carpark Studies etc

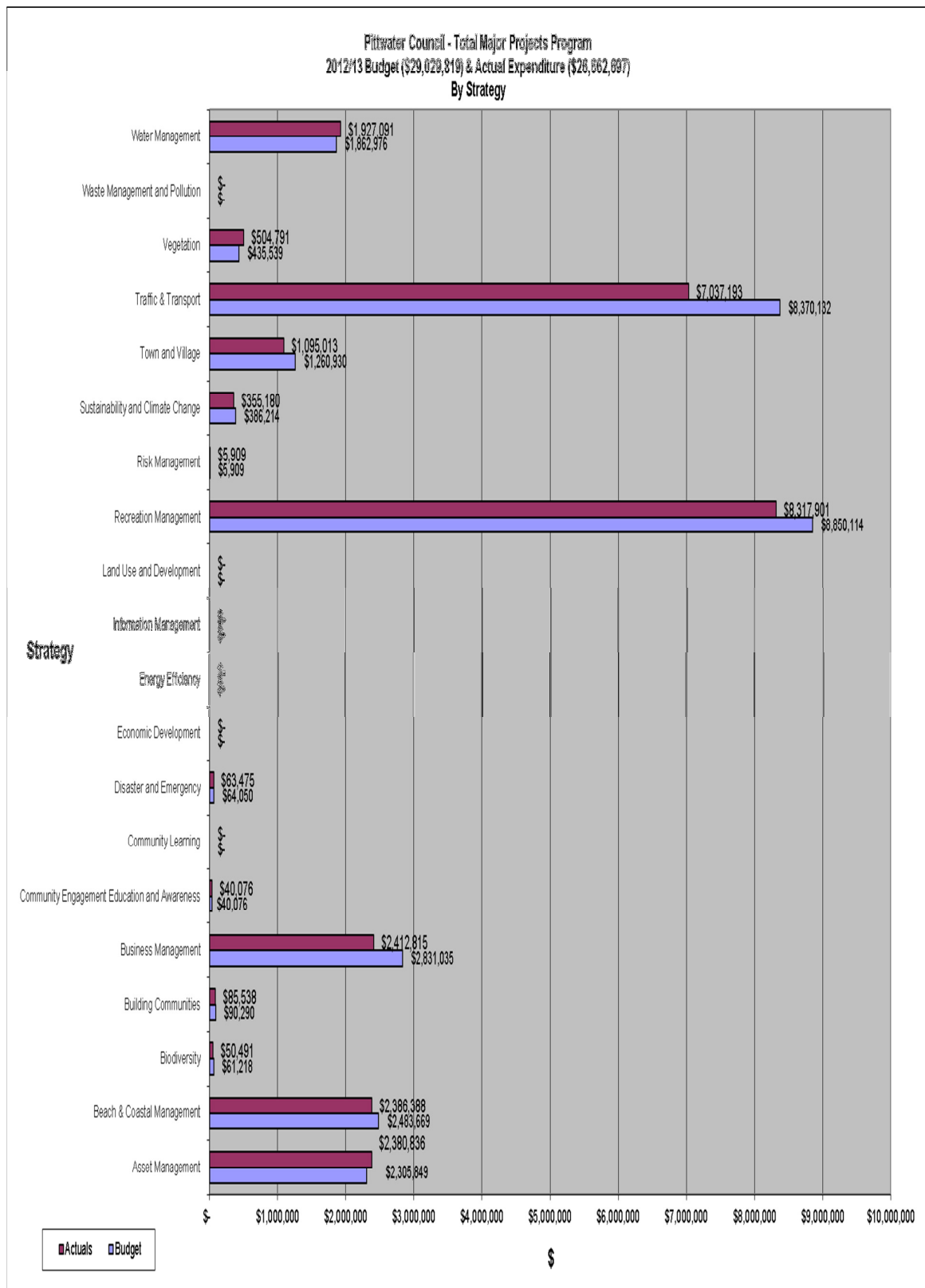
Note: Other incorporates Energy Initiatives, Education Programs, Tree Planting, Impact Studies etc

2012/2013					
PROPOSED REVOTES					
Description of Work	Projected	s94	SRV	Other	Funding
	Total	Funded	Funded	Contributions	Provider
	Budget	Projects	Projects		
Urban Infrastructure					
Pittwater Rd Safety Bollards & Fence Works	75,000	0	0	75,000	Road Res
Boondah Rd from MacPherson St Wwood	1,057,561	1,057,561	0	0	S94 WWV
Narroy Rd Footpath Stage 3 Nareen Creek	94,783	0	94,783	0	SRV
Irrawong Rd Nth Narrabeen - Drainage Outlet Structure	5,000	0	0	5,000	SMSC
Waterview St Mona Vale	5,000	0	0	5,000	SMSC
Emergency Works - Drainage	29,454	0	0	29,454	SMSC
Total Urban Infrastructure	1,266,798	1,057,561	94,783	114,454	
Reserves Recreation & Public Buildings					
Facilities and Services at Beaches Dune Restoration	6,099	0	6,099	0	SRV
Palm Beach Wharf	451,926	0	451,926	0	SRV
Church Point Seawall	134,060	0	134,060	0	SRV
Church Point Seawall (Works)	224,597	0	0	224,597	El Levy
Bushfire Asset Protection Zones	13,779	0	13,779	0	SRV
Total Reserves Recreation & Public Buildings	830,461	0	605,864	224,597	
Corporate Strategy					
Sydney Lakeside Upgrade Cabins	363,071	0		363,071	Loan
Energy Saving Initiatives and Retrofits SRV	4,203	0	4,203	0	SRV
Water Saving and Re-Use Initiatives SRV	12,016	0	12,016	0	SRV
Total Corporate Strategy	379,290	0	16,219	363,071	
GRAND TOTAL - CAPITAL	2,476,549	1,057,561	716,866	702,122	

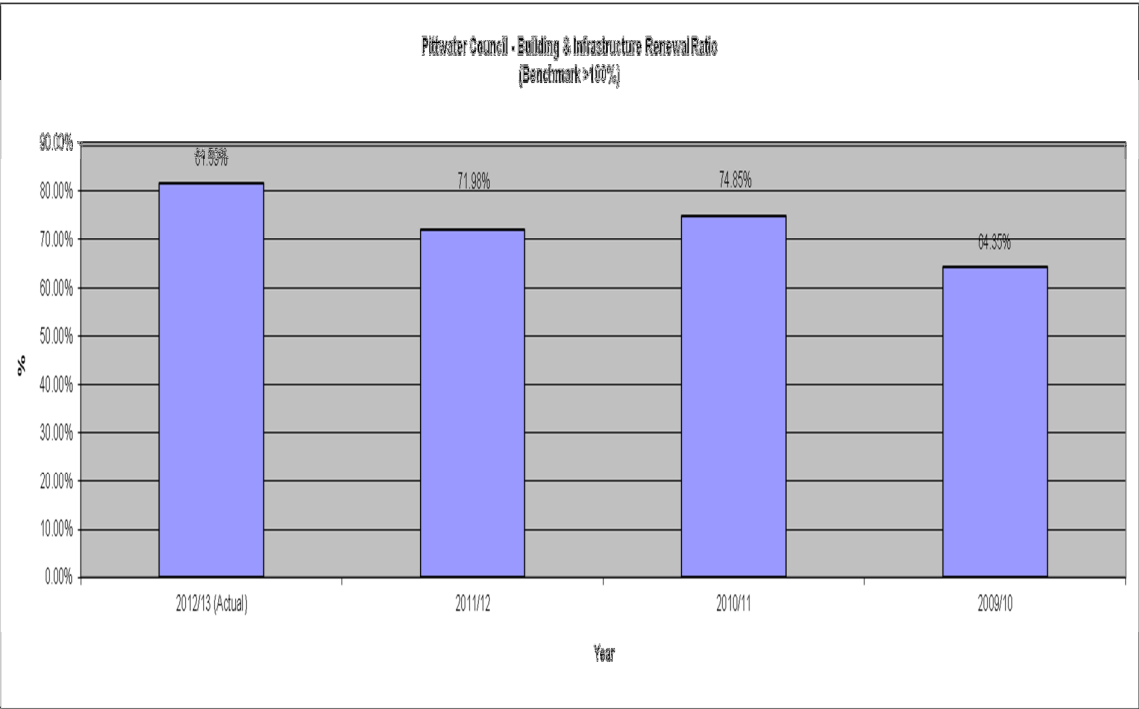


Total Major Projects Program has been categorised below by budgeted and actual expenditure in *Strategies*.

Total Major Projects Program Summary by Strategy



As a part of Council's Major Projects Program it has been recognised that more funds are required to be spent in the area of Building and Infrastructure Renewal in order for Council to achieve the industry benchmark of 100%. This benchmark reflects that for every \$1 of depreciation associated with Buildings and Infrastructure, Council's should be spending at least \$1 in renewals. Historically, Council has been below this benchmark but with the injection of funds raised via the Special Rate Variation into the area of Building and Infrastructure renewal this ratio has improved to be projected marginally below the industry benchmark at financial year end. It is anticipated that with the continual injection of such funds on an annual basis the benchmark will be met in future years.



<p style="text-align: center;">Pittwater Council Budget review for the quarter ended - 30 June 2013 Capital Budget Review Statement</p>								
	Original Budget	Approved Changes	*Sept 2012 Variations	Dec 2012 Variations	Mar 2013 Variations	Revised Budget	June 2013 Actual	June 2013 Variations
Capital Funding								
Rates & Other Untied Funding	2,513	0	0	830	-53	3,291	3,903	612
Capital Grants & Contributions	977	0	314	107	-48	1,350	1,209	-141
Reserves:								
- External Restrictions/Reserves	11,464	263	-4,420	-2,227	-418	4,662	3,152	-1,510
- Internal Restrictions/Reserves	4,538	1,180	849	-411	190	6,346	4,715	-1,631
New Loans	2,198	1,157	-788	1,181	10	3,759	3,444	-315
Receipts from Sale of Assets	0	0	0	0	0	0	0	0
- Plant & Equipment	1,354	0	0	0	0	1,354	1,459	105
- Land & Buildings	1,091	0	0	-741	-28	323	323	0
Other Funding	0	0	0	0	0	0	0	0
Total Capital Funding	24,136	2,600	-4,045	-1,260	-346	21,085	18,205	-2,880
Capital Expenditure								
New Assets								
- Plant & Equipment	0	0	0	0	0	0	0	0
- Land & Buildings	2,551	1,157	-1,050	0	0	2,659	2,296	-363
- Roads	3,813	82	-3,805	995	25	1,110	78	-1,032
- Footpaths	0	143	0	0	-93	50	42	-8
- Drainage	927	0	-883	38	0	82	103	21
- Foreshore Assets	0	0	0	0	0	0	0	0
- Natural Assets	0	0	0	0	0	0	0	0
- Recreational Assets	2,897	37	195	100	-28	3,201	3,160	-41
- Other	175	0	166	45	0	385	269	-116
Renewal & Upgrades of Assets								
- Land & Buildings	665	0	0	-10	-10	645	806	161
- Roads	4,984	0	744	-3,221	-16	2,491	2,488	-3
- Footpaths	441	0	250	43	-60	674	441	-233
- Drainage	1,025	0	-289	0	0	736	683	-53
- Foreshore Assets	1,272	505	72	47	0	1,896	1,052	-844
- Natural Assets	300	98	150	137	0	685	685	0
- Recreational Assets	185	39	266	333	-60	763	794	31
- Other	455	0	-50	0	-7	398	402	4
Total Capital Works	19,689	-2,173	-4,235	-1,494	-249	15,773	13,299	-2,474
Other								
- Plant & Equipment Replacement	3,515	538	190	180	-68	4,355	3,921	-434
Loan Repayments (Principal)	932	0	0	54	-28	958	985	27
Other Capital Expenditure	0	0	0	0	0	0	0	0
Total Capital Expenditure	24,136	-1,635	-4,045	-1,260	-346	21,085	18,205	-2,880

As indicated in the above columns:

1. The "Original" Budget (+/-) the "Approved" Changes equals the "Revised" Budget
2. The difference between Councils Revised budget & year-end Actuals are shown in the June 2013 Variation Column.
3. The above June 2013 Variations are explained below

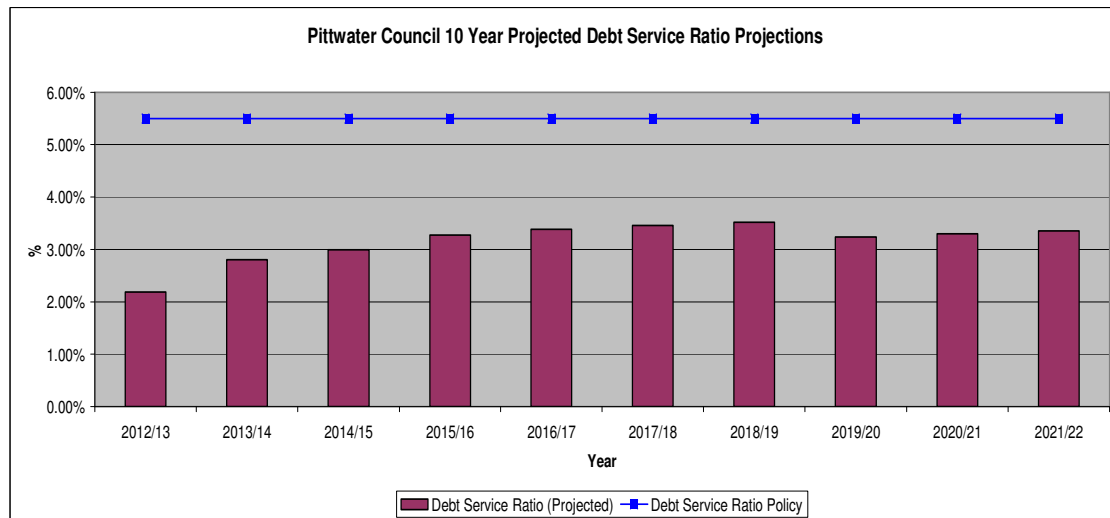
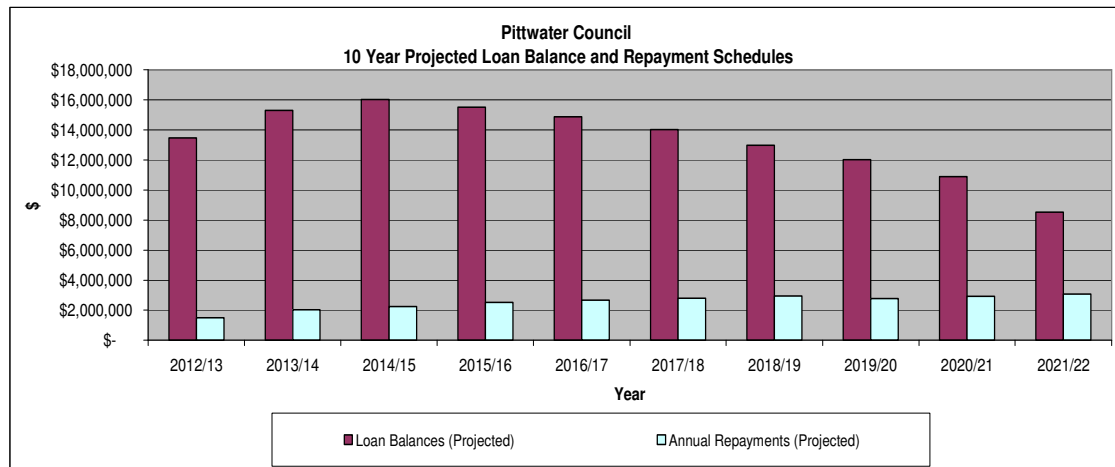
Budgeted Capital Expenditure as per Adopted Budget for the year ending 30/6/13		\$ 21,085
Budget to Actual Variance		\$000's
Reduced New Asset Expenditure Buildings mainly relating to Sydney Lakeside Cabins	-\$	363
Reduced New Asset Expenditure Roads mainly relating to Macpherson St Wwood works	-\$	1,032
Reduced Footpath Expenditure mainly relating to Narroy Rd Nareen Creek	-\$	233
Reduced Foreshore Assets Renewal mainly relating to Palm Beach Wharf Church Point Seawall works	-\$	844
Increased Renewal & Upgrades of Assets other	\$	26
Reduced Plant Replacement mainly relating to Plant Purchases	-\$	434
Actual Capital Expenditure for the year ending 30 June 2013	\$	18,205

2.11 Loan Projections

Council's estimated loan balances, principal and interest repayments and debt service ratio (loans only) are demonstrated below for the next ten years. As indicated, Council's Loan program is increasing in order to support Council's infrastructure renewal needs and commercial opportunities. Although increasing, the debt service ratio remains well within Council's Policy and well within financially sustainable parameters.

Period	Year	New Loan Borrowings	Loan Balance at Financial Year End	Projected Principal Repayments	Projected Interest Repayments	Projected Repayments Annually	Debt Service Ratio
1	2012/13	\$ 6,500,000	\$ 13,473,242	\$ 957,724	\$ 545,077	\$ 1,502,801	2.18%
2	2013/14	\$ 3,000,000	\$ 15,289,568	\$ 1,183,674	\$ 843,345	\$ 2,027,019	2.80%
3	2014/15	\$ 2,000,000	\$ 16,020,137	\$ 1,269,431	\$ 970,412	\$ 2,239,843	2.99%
4	2015/16	\$ 1,000,000	\$ 15,524,865	\$ 1,495,271	\$ 1,025,870	\$ 2,521,141	3.27%
5	2016/17	\$ 1,000,000	\$ 14,864,652	\$ 1,660,214	\$ 1,005,985	\$ 2,666,199	3.38%
6	2017/18	\$ 1,000,000	\$ 14,019,018	\$ 1,845,634	\$ 959,213	\$ 2,804,847	3.45%
7	2018/19	\$ 1,000,000	\$ 12,979,365	\$ 2,039,653	\$ 902,833	\$ 2,942,487	3.52%
8	2019/20	\$ 1,000,000	\$ 12,031,405	\$ 1,947,960	\$ 840,623	\$ 2,788,582	3.24%
9	2020/21	\$ 1,000,000	\$ 10,885,950	\$ 2,145,455	\$ 782,168	\$ 2,927,623	3.30%
10	2021/22	\$ -	\$ 8,529,030	\$ 2,356,921	\$ 709,654	\$ 3,066,575	3.36%

Note: The above Loan Balances & Repayments exclude Council's Short Term Finance Lease and are based on a Loan drawdown in June each year



2.12 Special Rates Variation Levy

In order for Pittwater Council to remain a strong, independent and sustainable Council in 2011 an application was submitted to IPART for a Special Variation to Council's rates. This application was subsequently approved in full allowing for a cumulative growth in Council's rates of 7.8% in 2011/12, 7.4% in 2012/13 (including Carbon Price Adjustment) and 6% in 2013/14 (including CPI increases).

Council's Special Rate Variation (SRV) will provide funds for a wide range of Infrastructure Works and Environmental Programs that will progressively improve both our 'urban' and 'natural' environment. The schedule of works and programs will be overseen through the Special Rate Variation (SRV) Advisory Committee.

The 2012/13 list of funds and SRV works are shown below. .

Opening Reserve Balance as at 01/07/12	337,540
Actual Income 2012/2013	2,885,452
Actual Expenditure 2012/2013 (as shown below)	2,382,043
Projected Budget Reserve Balance for the year ended 30 June 2013 (restricted)	840,949

Special Rates Variation Works	Budget	YTD Actuals
Addison Rd Ingleside - South end to McCowen Rd	15,842	15,842
Laurel Rd Ingleside - No 9 to Ingleside Rd	19,552	19,552
DeLauret Ave Newport - Turning Circle off Prince Alfrd Pde	22,707	22,707
Ilya Ave Bayview - Narla Rd to Turning Circle west	28,092	28,092
Coles Pde Newport - B'joey Rd to Foamcrest Ave	24,480	24,480
Calvert Pde Newport - Stanley St to Queens Pde	30,677	30,677
Beach Rd Palm Beach - Pittwater Rd to B'joey Rd	20,228	20,228
Melaleuca St Newport - Queens Pde East to Cul de sac	43,673	43,673
Park St Mona Vale - Maxwell to No 70	80,578	80,578
Grandview Pde Mona Vale - No 41 to No 49	16,140	16,140
Minkara Rd Bayview - Various Locations	62,343	62,343
Grandview Drive Newport - No 35 around Crn Opp Syb	47,211	47,211
Barrenjoey Rd Avalon - George St to North Avalon Pde	47,239	47,239
Powderworks Rd - Warraba Rd	60,712	60,712
Narroy Rd Footpath Stage 3 Nareen Creek	96,496	1,713
Scotland Island Stage 1 Pits Construction	8,302	8,302
Scotland Island Roads & Drainage Infrastructure	154,652	154,652
Careel Bay Wharf Pontoon	21,280	21,280
McCarrs Crk Reserve Carpark	40,000	40,000
Avalon Beach Reserve Carpark	45,131	45,131
Boating Infrastructure Improvements - Cargo	81,820	81,820
Hitchcock Park Drainage	44,622	44,622
Beaches and Ocean pools Upgrades	41,240	41,240
Facilities and Services at Beaches Dune Restoration	51,550	45,451
Griffin Reserve Bayview	99,756	99,756
Newport Beach Dune Fencing	2,444	2,444
Pittwater Park Palm Beach Seawall Upgrade	900	900
Palm Beach Wharf	500,035	48,109
Avalon Surf Club	389,303	389,303
Church Point Seawall	134,060	-
Bicentennial Coastal Walkway upgrades	16,908	16,908
Bushland Upgrades	137,477	137,477
Ingleside Chase Escarpment Bushland Restoration	20,625	20,625
Managing & Protecting Creeks and Waterways	105,954	105,954
Bushfire Asset Protection Zones	155,246	141,467
Risk Management – Bushland	82,821	82,821
Energy Saving Initiatives and Retrofits SRV	81,279	77,076
MV Libry/Admin Solar PV SRV	1,927	1,927
CEC Pelican Path Electrical SRV	19,894	19,894
Water Saving and Re-Use Initiatives SRV	41,240	29,224
Facilities and Services at Beaches (Extension of Lifeguard Services)	103,100	45,240
Keeping Villages and Surrounding Areas Beautiful	85,573	66,133
Protecting Native Plants and Animals - Feral Animal Control	51,550	51,550
Noxious and Environmental Weed Eradication	32,975	32,975
Community Bushcare Program	8,575	8,575
Total Special Rates Variation Works	3,176,209	2,382,043

2.13 Stormwater Management Service Charge

The Stormwater Management Service Charge Program (based on Section 496A to the Local Government Act 1993 made by the Local Government Amendment (Stormwater) Act 2005 and in accordance with clauses 125A, 125AA, 200A and 217 of the Local Government (General) Regulation 2005) is levied on rateable urban land that is categorised for rating purposes as residential or business (excludes vacant land – see definition in the Act). The charge levied is:

- \$25 for land categorised as residential
- \$12.50 per residential strata lot
- \$25 per 350 square metres (or part thereof) for land categorised as business
- Pro-rata apportionment for business strata complexes.

The purpose of the service charge is to fund both capital projects and recurrent expenditure relating to new or additional stormwater management services to eligible land within the 23 sub-catchments within Pittwater by taking a 'global' approach to stormwater services and ensuring a reasonable equitable distribution of Stormwater Management Services over time.

The Stormwater Management Service Charge Annual Works Program is set out below:

Opening Reserve Balance as at 01/07/12	45,273
Actual Income 2012/2013	542,890
Actual Expenditure 2012/2013 (as shown below)	480,546
Projected Budget Reserve Balance for the year ended 30 June 2013 (restricted)	107,617

Stormwater Management Service Charge	Budget	YTD Actuals
Pit/Pipeline Adjustments - Various Locations	13,670	13,670
5 Taminga St Bayview	16,200	16,200
307 Hudson Parade Clareville	11,504	11,504
151 Riverview Rd Avalon	31,021	31,021
Irrawong Rd Nth Narrabeen - Drainage Outlet Structure	5,000	-
Cynthea Rd Palm Beach - Drainage Outlet Structure	12,540	12,540
Hudson Pde Clareville - Drainage	2,232	2,232
Waterview St Mona Vale	5,000	-
Careel Creek Catchment CCTV	14,900	14,900
Emergency Works - Drainage	85,445	55,991
Kywong Reserve Elanora Heights - Creekline Rehab	100	100
Elvina Ave Newport Drainage	64,507	64,507
Careel Creek Catchment CCTV	2,225	2,225
Community & Industry S/W Pollution Education	8,809	8,809
S/W Quality Treatment Device Improvements	206,847	206,847
Careel Creek (Avalon) Flood Study Update	9,000	9,000
Overland Flow (Category 3) Flood Mapping	31,000	31,000
Total Stormwater Management Service Charge	520,000	480,546

2.14 Developer Contribution Plans

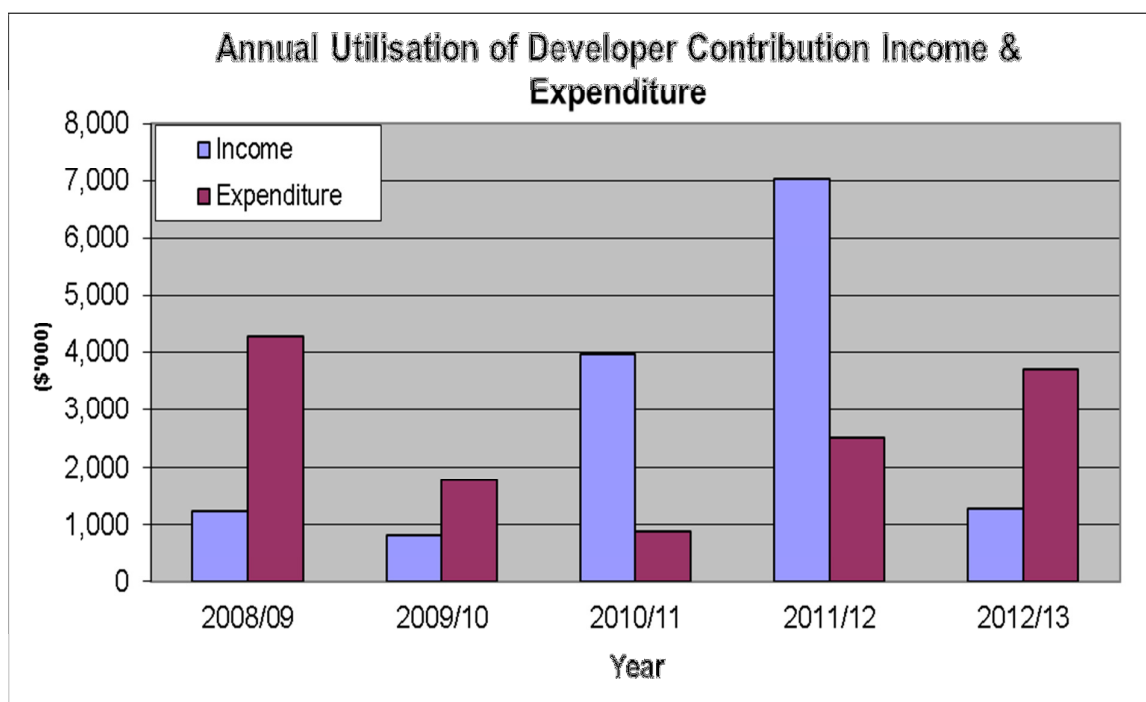
Developer Contributions are monetary contribution levied on developers at the development applications stage to pay for a proposed increase in demand for public services, such as roads and parks.

Council has a number of contribution plans, each containing income projections and work programs, enabling a financial strategy to efficiently and equitably administer the funds. A summary detailing the balances and projected income and expenditure for the current year of the various plans is contained within the table below:

DEVELOPER CONTRIBUTION PLANS	Actual			
	Plan Balance as at 30/06/12	Expenditure for 2012/13	Income for 2012/13	Plan Balance as at 30/06/13
Community Service Facilities	\$ 172,454	\$ 223,859	\$ 159,784	\$ 108,379
Mona Vale Car Parking	\$ 3,311,202	\$ -	\$ 124,298	\$ 3,435,499
Newport Car Parking	\$ 92,973	\$ -	\$ 3,491	\$ 96,464
Open Space	\$ 454,442	\$ 274,157	\$ 428,391	\$ 608,675
Village Streetscape	\$ 410,690	\$ 154,923	\$ 234,957	\$ 490,724
Public Libraries	\$ 282,062	\$ 155,218	\$ 99,076	\$ 225,920
Warriewood Valley	\$ 7,992,029	\$ 2,895,806	\$ 227,480	\$ 5,323,703
Totals	\$ 12,715,851	\$ 3,703,963	\$ 1,277,476	\$ 10,289,364

Council is required to undertake financial management of developer contributions as the authority responsible for most of the communities' infrastructure and regional facilities. The timing of the capital expenditure is heavily dependent upon the levels of development and contributions received.

To demonstrate Pittwater Council's financial management of developer contributions, a comparison of income (contributions received) versus expenditure for the provision of community facilities is shown in the graph below.



2.15 Consultancy and Legal Expenses

As a part of Council's Quarterly Budget Review Statement, expenditure associated with Consultancies and Legal Expenses are to be disclosed. Accordingly, YTD expenditure associated with Consultancies and Legal Fees are as follows:

Expenditure	Expenditure YTD	Budgeted (Y/N)
Consultancies	\$4,358,201	Yes – Budget \$4,787,151
Legal Fees	\$687,990	Yes – Budget \$900,000

A decrease in the June Quarterly Budget Review associated with Consultancies has occurred. The budget has been decreased from \$4,870,818 to \$4,787,151. The Final expenditure of \$4,358,201 is below the Revised Budget of \$4,787,151.

A decrease in the March Quarterly Budget Review associated with the Legal Fees has occurred. The budget has been decreased from \$1,100,000 to \$900,000. The Final expenditure of \$687,990 is below the Revised Budget of \$900,000.

Contracts and Other Expenses

As a part of Council's Quarterly Budget Review Statement, a list of Contracts that **exceed \$50,000** and that have been entered into during the June 2013 Quarter and have yet to be fully performed are to be disclosed (*excluding contracts selected from Council's preferred supplier list and those associated with employment*). Accordingly, a list of such Contractors is as follows:

Contracts entered into in the June 2013 Quarter (exceeding \$50,000)

Contractor	Detail & Purpose	Contract Value	Start	Duration	Budget (Y/N)
NIL					

In determining Council's Original Budget and subsequent Budget Reviews an overall budget is assigned to functions of Council that incorporate a number of contracts to fulfil to projected works associated with that function of Council. Contracts that are undertaken throughout the year that give rise to an increase in the overall contractors budget assigned to a function of Council are required to be separately disclosed. Accordingly, a list of Contracts associated with a budgetary increase is listed below (*note: if no contracts are listed below, all contracts let during the Quarter have not given rise to a budgetary increase and have been facilitated with the Original or previous Quarterly Budgetary Reviews*):

Contracts entered into in the June 2013 Quarter that gave rise to an increase in the Budget.

Contractor	Detail & Purpose	Contract Value	Start	Duration	Budget (Y/N)
NIL					

3.0 Key Directions and Associated Strategies

Over the last two years Pittwater Council, in collaboration with the Local Community, developed Pittwater 2020, the first of its kind. This strategic plan provides an overarching framework to proactively respond to the community aspirations and desires.

The Strategic Plan articulates the community vision for what Pittwater should be like in 2020 and outlines five interlinked and independent key directions and their associated strategies under which all planning will occur. The 20 key strategies have been developed providing the operational mechanism – vision, objectives, initiatives and measures – to achieve the inspirational goals and targets.

Accordingly, in an effort to assist Council's Strategic Plan and associated vision the 2012/13 budget, in addition to traditional financial reporting formats, has been broken down based upon the key five directions and their 20 associated strategies.

For information for the community the net consolidated position of each key direction and strategies are outlined below:

5 Key Directions - Net Budget Position:

3.1 Supporting & Connecting our Community (Social)

The net impact of the 2012/13 Actuals for this key direction is a cost of \$6.828 million.

This net cost includes:	
Operating Expenditure	\$10.363 million
Capital Expenditure	\$2.977 million
Income	(\$4.357) million
Transfer from Reserve*	(\$2.589) million
Transfer to Reserve*	\$433,000
Net Cost to Council	\$6.828 million

3.2 Valuing & Caring for our Natural Environment (Environmental)

The net impact of the 2012/13 Actuals for this key direction is a cost of \$5.688 million.

This net cost includes:	
Operating Expenditure	\$16.619 million
Capital Expenditure	\$2.490 million
Income	(\$12.141) million
Transfer from Reserve*	(\$2.135) million
Transfer to Reserve*	\$856,000
Net Cost to Council	\$5.688 million

3.3 Enhancing our Working & Learning (Economic)

The net impact of the 2012/13 Actuals for this key direction is a cost of \$1.345 million.

This net cost includes:	
Operating Expenditure	\$5.036 million
Capital Expenditure	\$1.324 million
Income	(\$4.374) million
Transfer from Reserve*	(\$1.461) million
Transfer to Reserve*	\$820,000
Net Cost to Council	\$1.345 million

3.4 Leading an Effective & Collaborative Council (Governance)

The net impact of the 2012/13 Actuals for this key direction is income of \$20.723 million.

This net income includes:	
Operating Expenditure	\$24.881 million
Capital Expenditure	\$7.372 million
Income	(\$52.483) million
Transfer from Reserve*	(\$12.439) million
Transfer to Reserve*	\$11.946 million
Net Income to Council	(\$20.723) million

3.5 Integrating our Built Environment (Infrastructure)

The net impact of the 2012/13 Actuals for this key direction is a cost of \$6.477 million.

This net cost includes:	
Operating Expenditure	\$12.926 million
Capital Expenditure	\$4.060 million
Income	(\$8.194) million
Transfer from Reserve*	(\$3.623) million
Transfer to Reserve*	\$1.308 million
Net Cost to Council	\$6.477 million

**Note: Transfers to and from Reserve represent funds acquired in the current and/or prior financial years but are utilised or placed into reserve in the current financial year.*

20 Strategies - Net Budget Position:

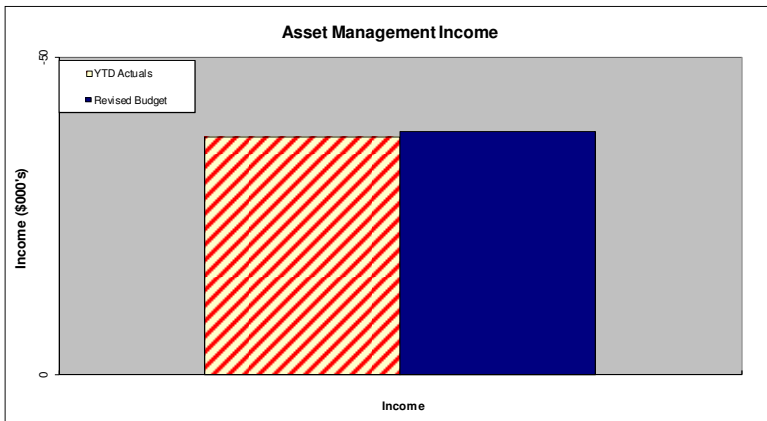
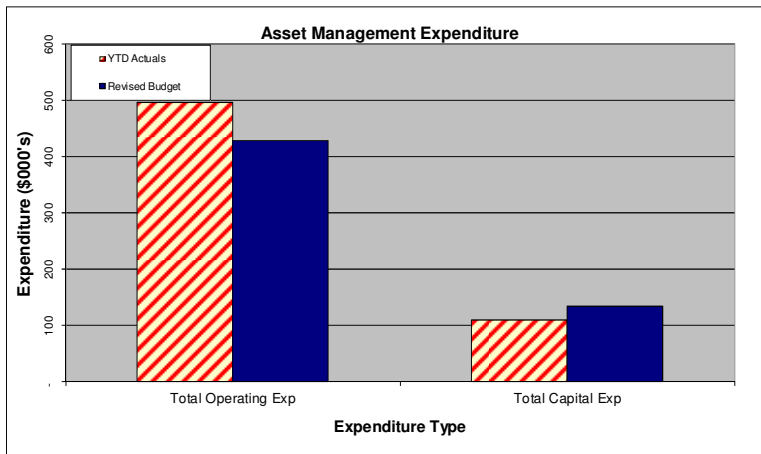
ASSET MANAGEMENT

STRATEGY

Asset Management Coordination

Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	326	297
Other Employee Costs	118	116
Materials and Contracts	0	(0)
Depreciation	0	0
Interest	0	0
Other Costs	52	15
Total Operating Exp	495	428
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	108	132
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Exp	108	132
Income (Op & Cap)		
User Fees	(5)	0
Fees and Charges	0	0
Grant Transfers	0	0
Contributions	(31)	(38)
Rates Income	0	0
Domestic Waste Charge	0	0
Return on Investments & Other	0	0
Other Income	(2)	(1)
Capital Assets Disposals	0	0
Total Income (Op & Cap)	(37)	(38)
Transfers from Reserves	0	0
Transfers to Reserves	31	0
Net Cost* / (Income)	597	522

* Net Cost Funded By Rates



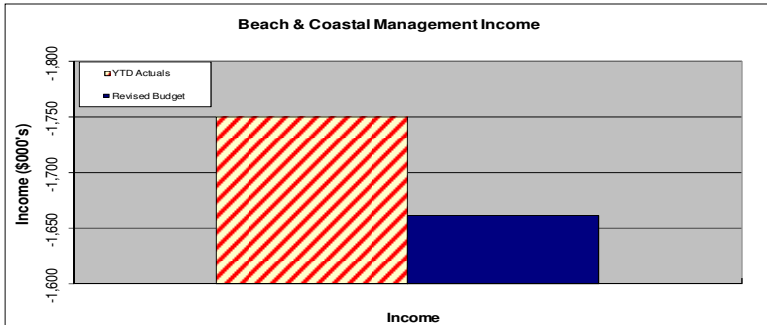
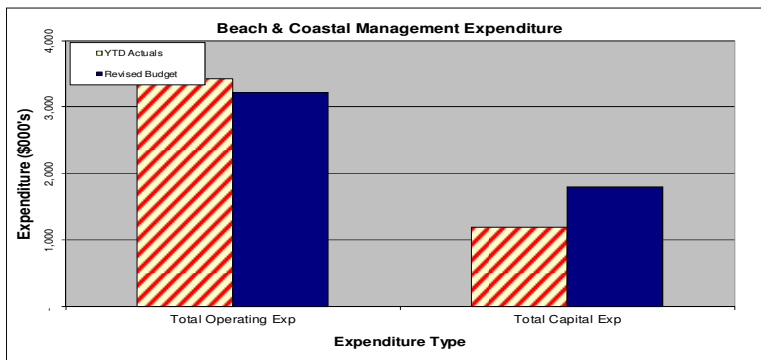
BEACH & COASTAL MANAGEMENT

STRATEGY

Beach & Coastal Management

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

* Net Cost Funded By Rates

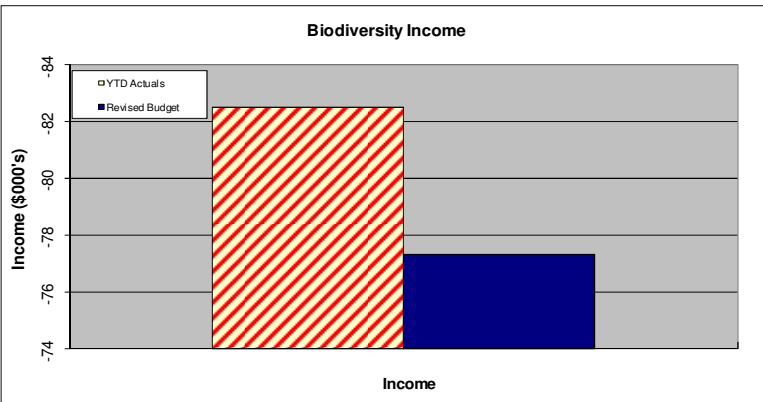
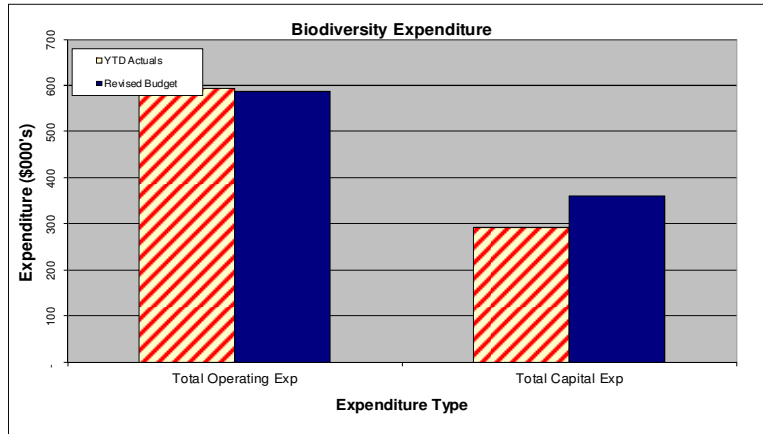


BIODIVERSITY

STRATEGY Biodiversity

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

* Net Cost Funded By Rates

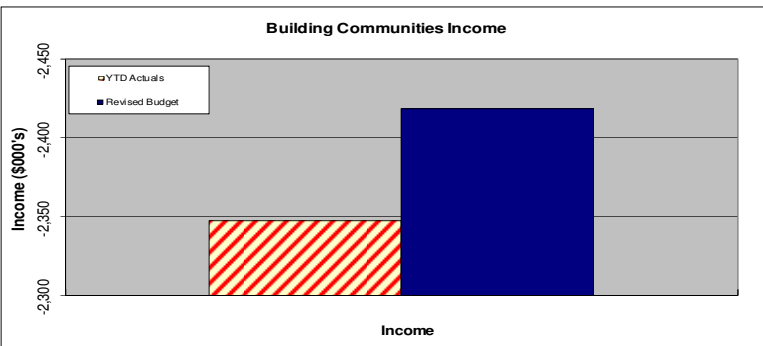
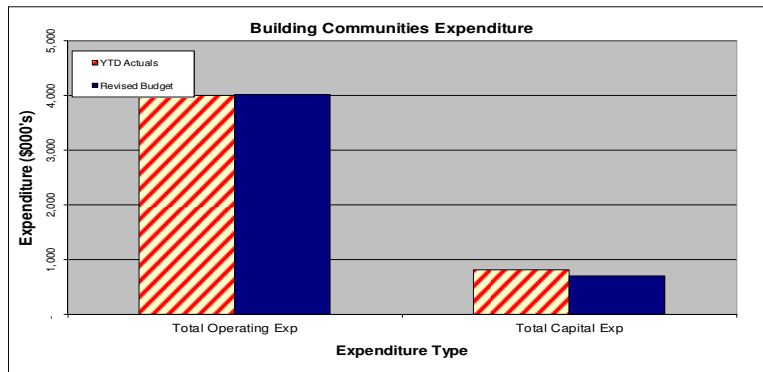


BUILDING COMMUNITIES

STRATEGY Building Communities

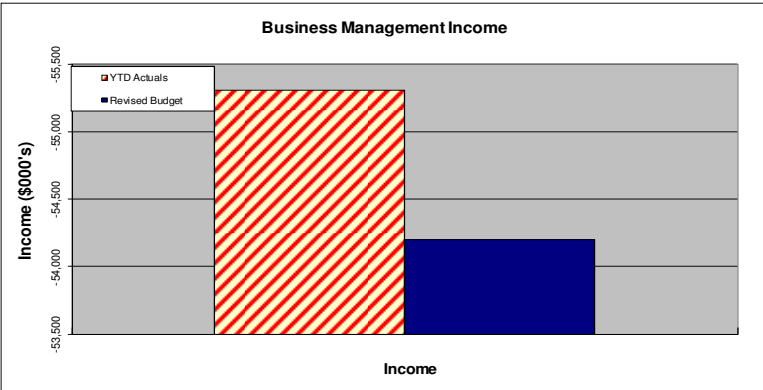
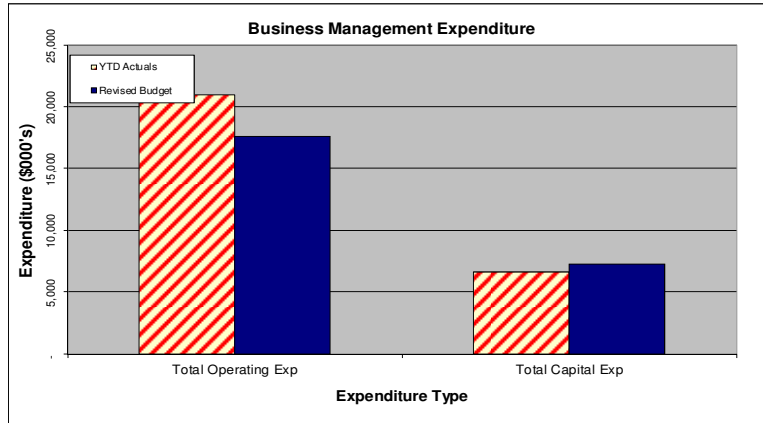
Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	2,130	2,127
Other Employee Costs	569	581
Materials and Contracts	251	303
Depreciation	0	1
Interest	1	2
Other Costs	1,033	991
Total Operating Exp	3,986	4,005
Capital Expenditure		
Capital Asset Acquisitions	88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

* Net Cost Funded By Rates



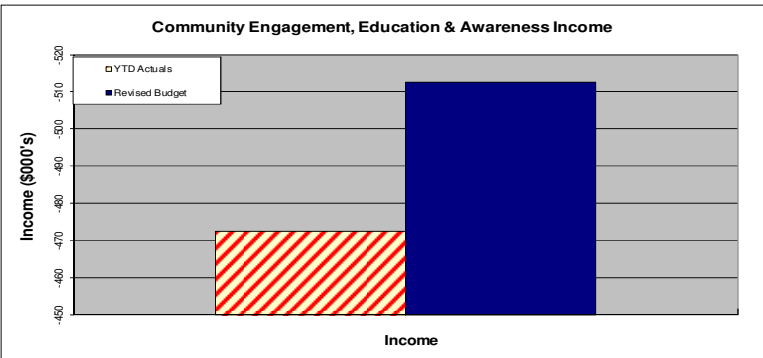
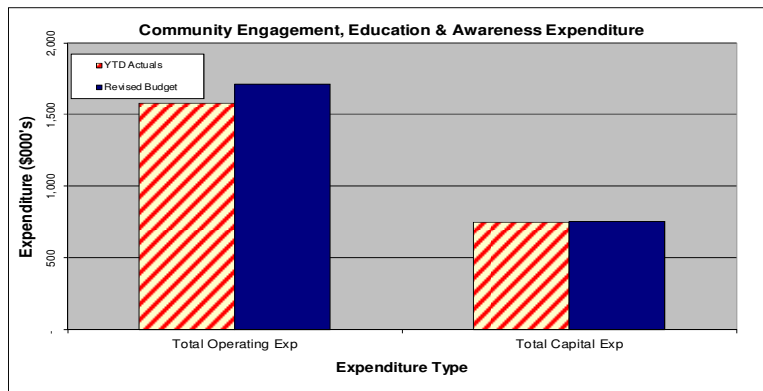
BUSINESS MANAGEMENT

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



COMMUNITY ENGAGEMENT, EDUCATION & AWARENESS

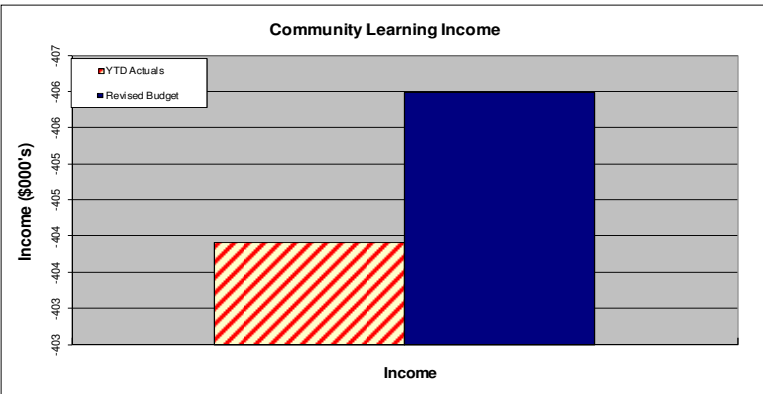
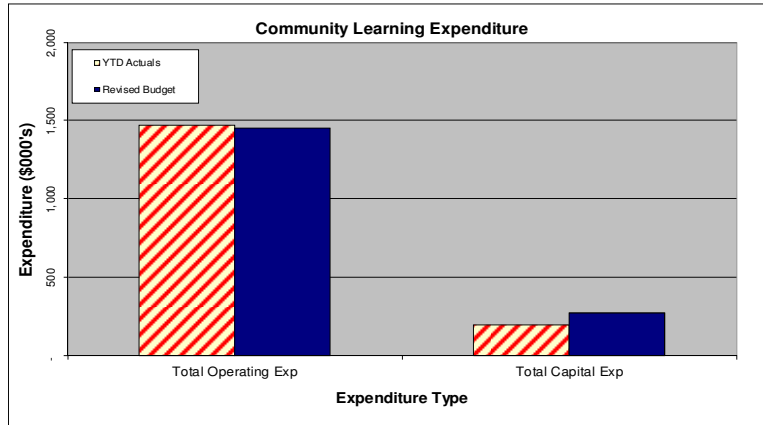
STRATEGY Community Engagement, Education & Awareness		
Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	533	638
Other Employee Costs	153	179
Materials and Contracts	158	218
Depreciation	0	0
Interest	12	14
Other Costs	722	664
Total Operating Exp	1,578	1,713
Capital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



COMMUNITY LEARNING

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

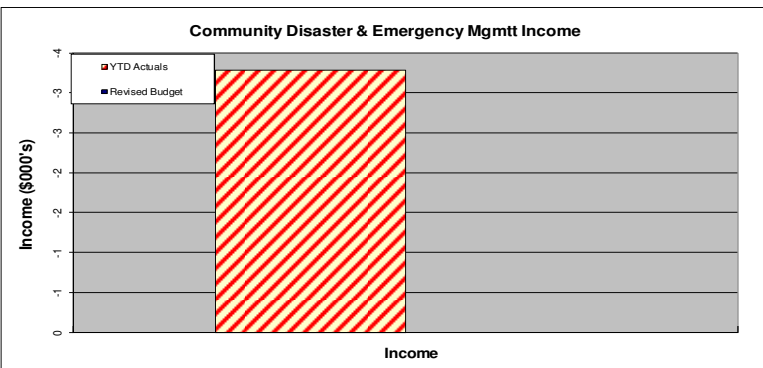
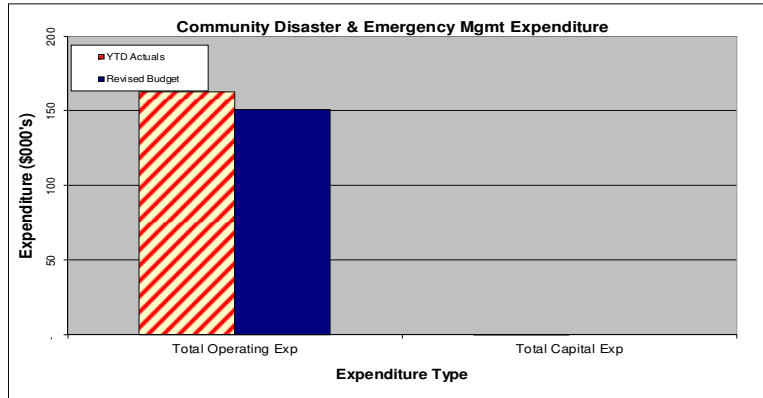
* Net Cost Funded By Rates



COMMUNITY DISASTER & EMERGENCY MANAGEMENT

STRATEGY Community Disaster & Emergency Management		
Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	64	44
Other Employee Costs	16	14
Materials and Contracts	1	1
Depreciation	0	0
Interest	0	0
Other Costs	82	92
Total Operating Exp	163	151
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	0	0
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Exp	0	0
Income (Op & Cap)		
User Fees	(0)	0
Fees and Charges	0	0
Grant Transfers	(1)	0
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Return on Investments & Other	0	0
Other Income	(2)	0
Capital Assets Disposals	0	0
Total Income (Op & Cap)	(3)	0
Transfers from Reserves	0	0
Transfers to Reserves	0	0
Net Cost* / (Income)	160	151

* Net Cost Funded By Rates



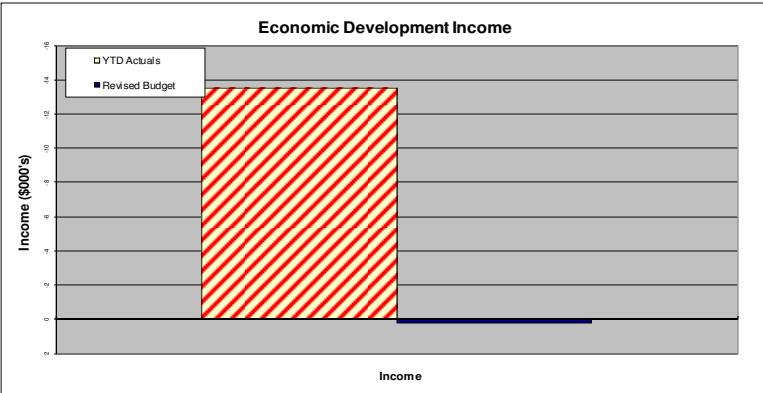
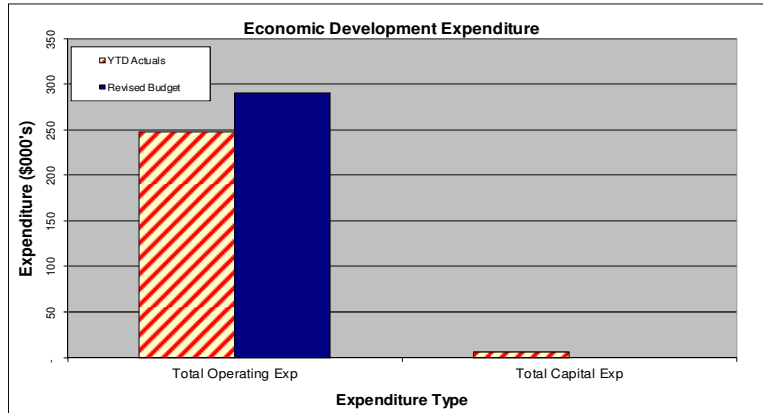
ECONOMIC DEVELOPMENT

STRATEGY

Economic Development

Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	105	117
Other Employee Costs	30	34
Materials and Contracts	1	18
Depreciation	0	0
Interest	0	0
Other Costs	111	121
Total Operating Exp	247	290
Capital Expenditure		
Capital Asset Acquisitions	6	0
Capital Works Programs	0	0
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Exp	6	0
Income (Op & Cap)		
User Fees	(0)	0
Fees and Charges	(6)	0
Grant Transfers	(7)	0
Contributions	0	0
Rates Income	0	0
Domestic Waste Charge	0	0
Return on Investments & Other	0	0
Other Income	(0)	0
Capital Assets Disposals	0	0
Total Income (Op & Cap)	(14)	0
Transfers from Reserves	0	0
Transfers to Reserves	0	0
Net Cost* / (Income)	240	290

* Net Cost Funded By Rates



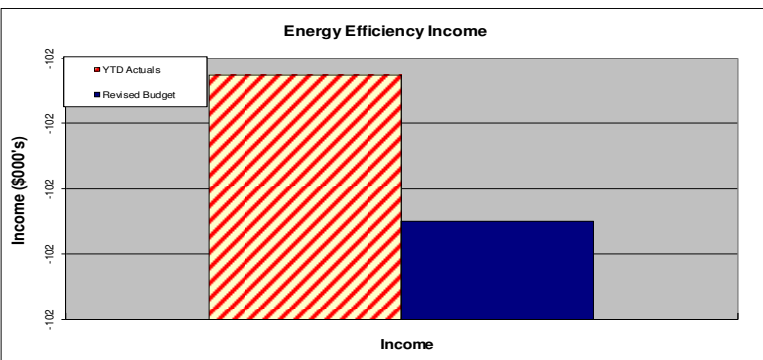
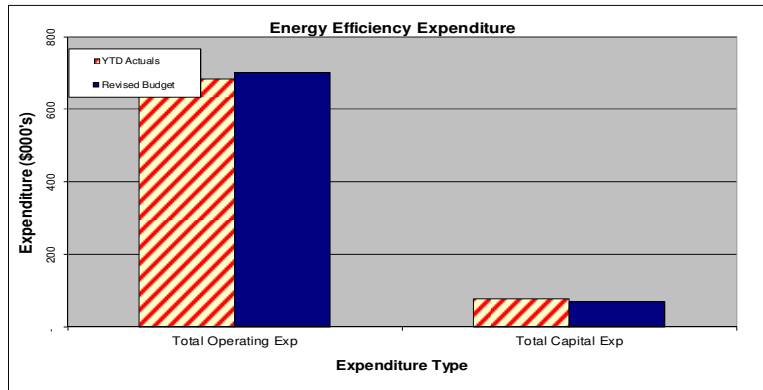
ENERGY EFFICIENCY

STRATEGY

Energy Efficiency

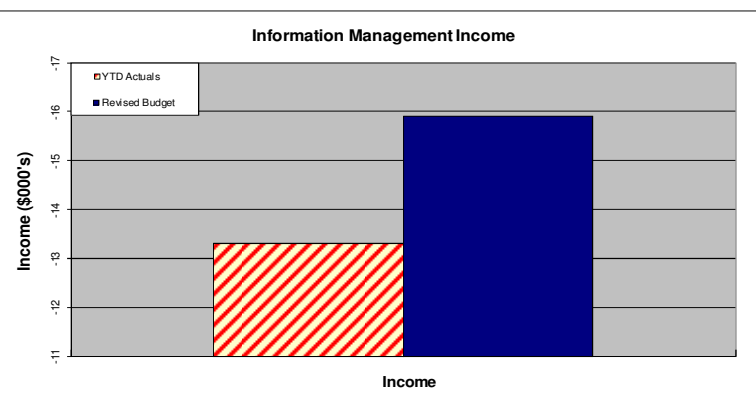
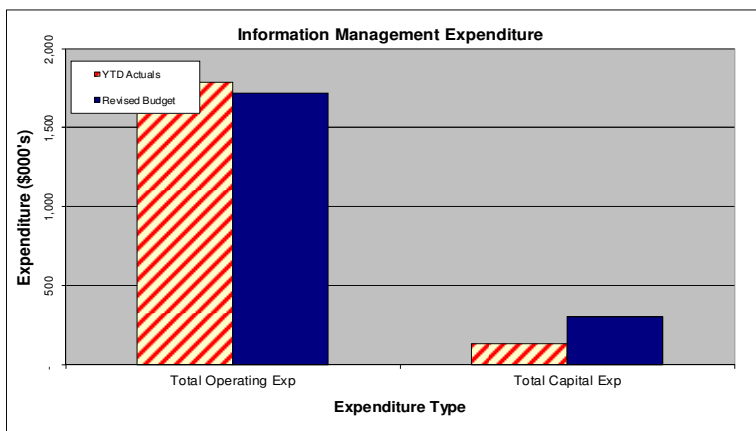
Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	142	164
Other Employee Costs	43	51
Materials and Contracts	107	100
Depreciation	107	108
Interest	0	0
Other Costs	284	278
Total Operating Exp	683	701
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	77	69
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Exp	77	69
Income (Op & Cap)		
User Fees	(19)	(19)
Fees and Charges	(3)	0
Grant Transfers	(21)	(23)
Contributions	(36)	(38)
Rates Income	0	0
Domestic Waste Charge	0	0
Return on Investments & Other	0	0
Other Income	(23)	(22)
Capital Assets Disposals	0	0
Total Income (Op & Cap)	(102)	(102)
Transfers from Reserves	(43)	(116)
Transfers to Reserves	75	0
Net Cost* / (Income)	691	552

* Net Cost Funded By Rates



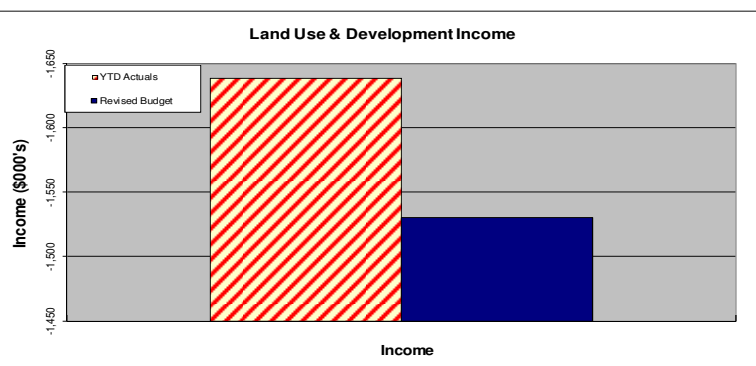
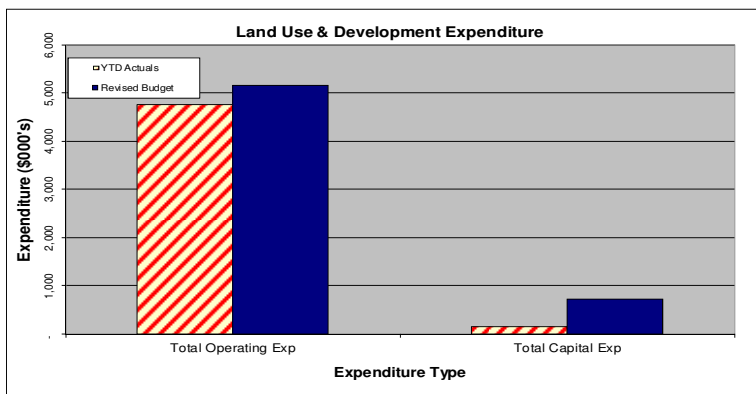
INFORMATION MANAGEMENT

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



LAND USE & DEVELOPMENT

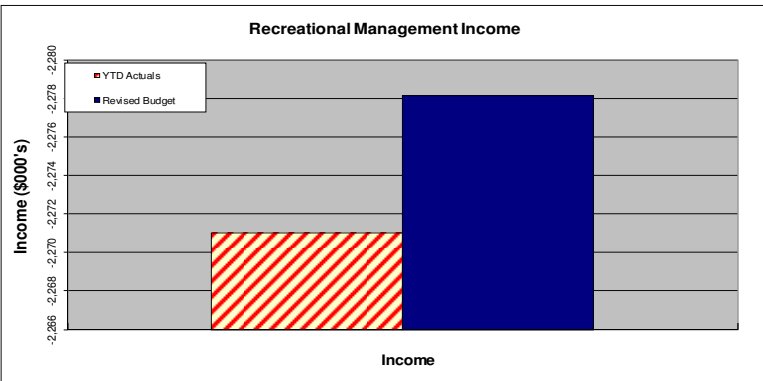
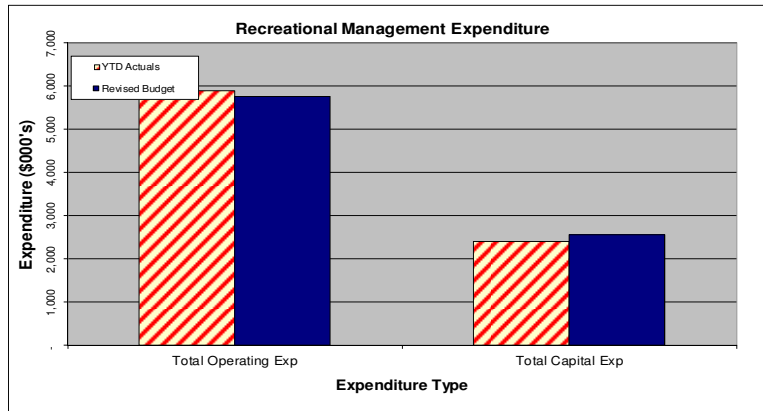
STRATEGY		
Land Use & Development		
Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	2,698	2,788
Other Employee Costs	741	795
Materials and Contracts	107	170
Depreciation	0	7
Interest	0	0
Other Costs	1,201	1,397
Total Operating Exp	4,746	5,157
Capital Expenditure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



RECREATIONAL MANAGEMENT

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

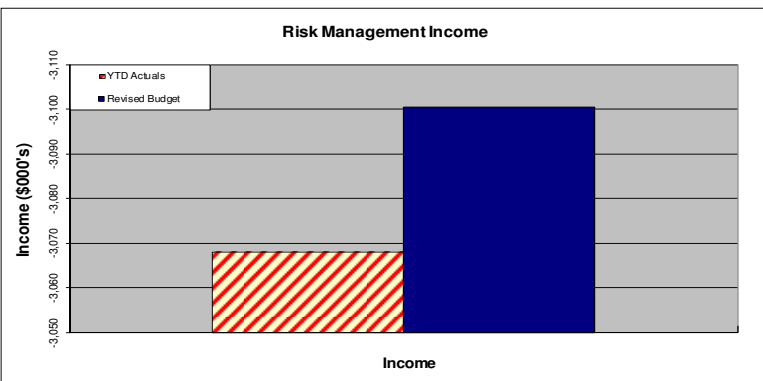
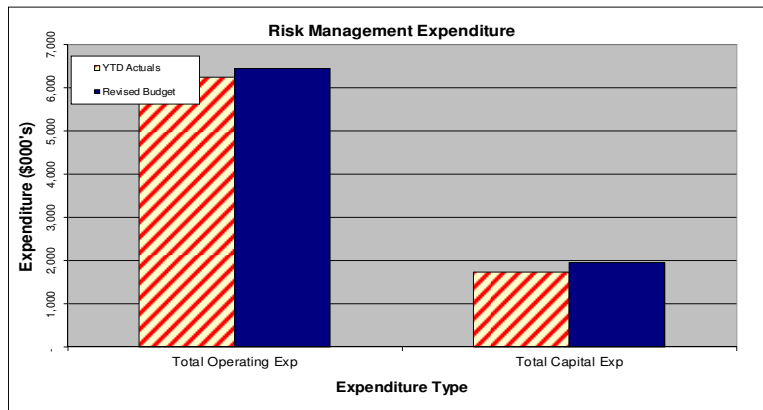
* Net Cost Funded By Rates



RISK MANAGEMENT

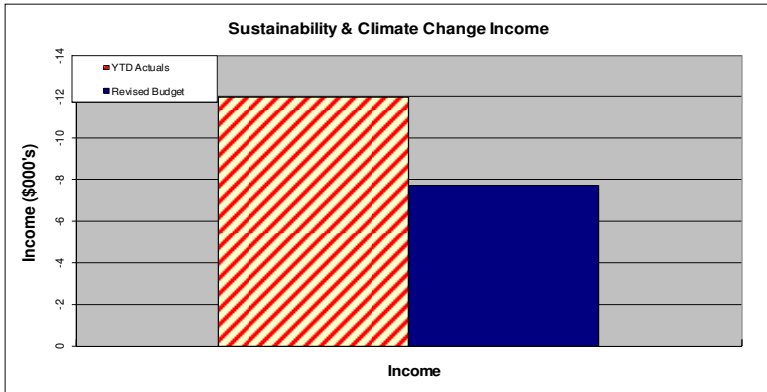
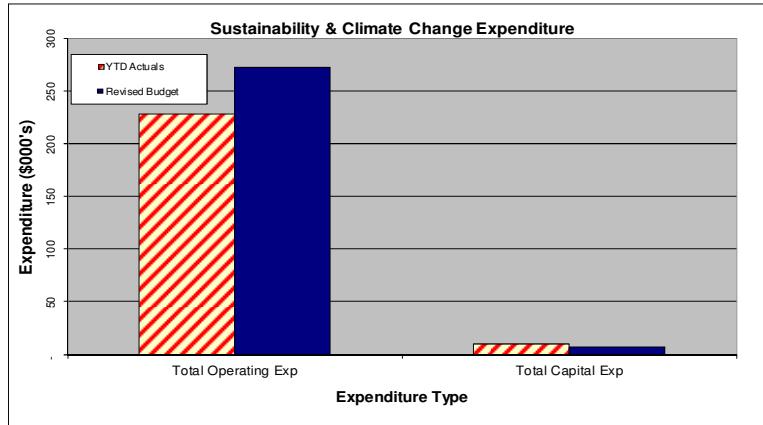
STRATEGY Risk Management		
Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	1,962	2,121
Other Employee Costs	607	699
Materials and Contracts	1,602	1,315
Depreciation	214	250
Interest	0	0
Other Costs	1,856	2,056
Total Operating Exp	6,241	6,441
Capital Expenditure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

* Net Cost Funded By Rates



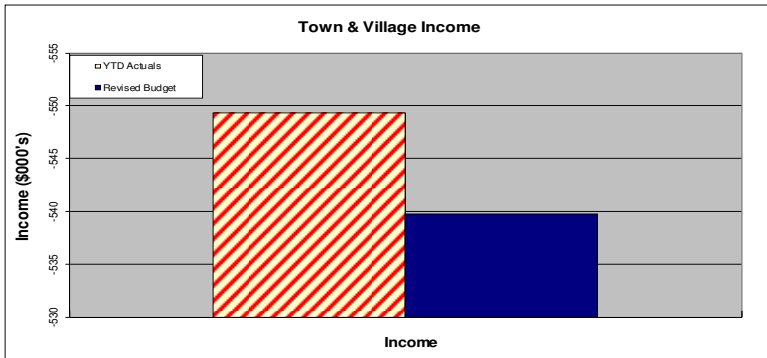
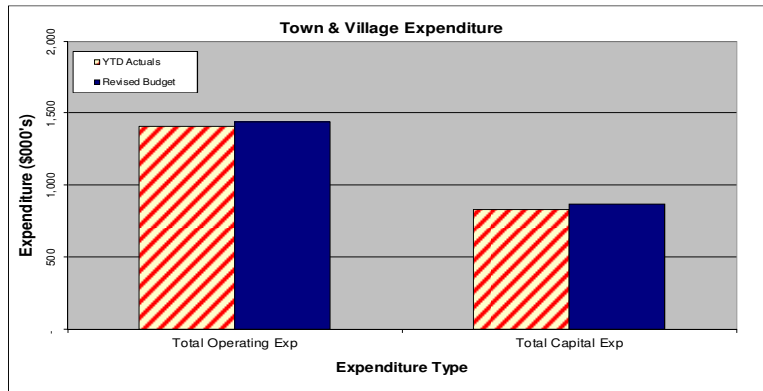
SUSTAINABILITY & CLIMATE CHANGE COORDINATION

STRATEGY Sustainability & Climate Change Coordination		
Operating Expenditure	YTD Actuals -\$000's	Total Revised Budget -\$000's
Salaries and Wages	156	173
Other Employee Costs	44	50
Materials and Contracts	4	28
Depreciation	0	0
Interest	0	0
Other Costs	23	21
Total Operating Exp	228	272
Capital Expenditure		
Capital Asset Acquisitions	0	0
Capital Works Programs	10	7
Capital Material Public Benefits	0	0
Loan Repayments	0	0
Total Capital Exp	10	7
Income (Op & Cap)		
User Fees	(0)	0
Fees and Charges	(3)	0
Grant Transfers	(7)	(8)
Contributions	(2)	0
Rates Income	0	0
Domestic Waste Charge	0	0
Return on Investments & Other	0	0
Other Income	0	0
Capital Assets Disposals	0	0
Total Income (Op & Cap)	(12)	(8)
Transfers from Reserves	(0)	(0)
Transfers to Reserves	0	0
Net Cost* / (Income)	226	271
* Net Cost Funded By Rates		



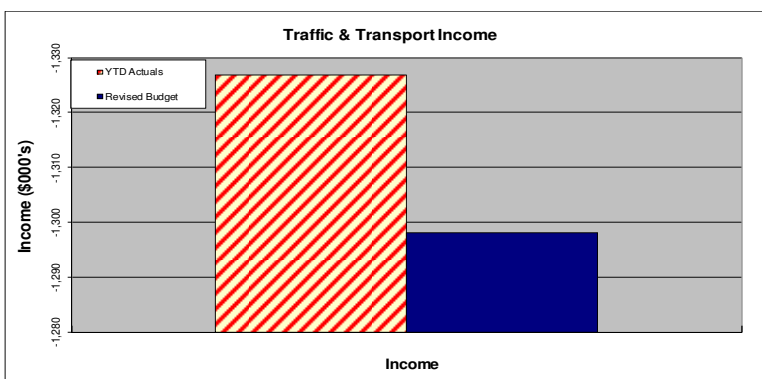
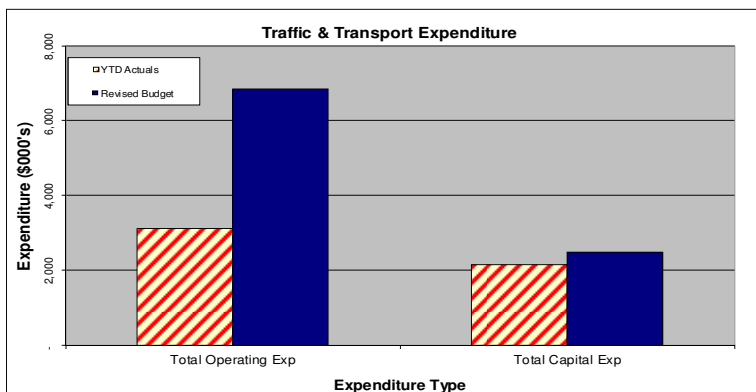
TOWN & VILLAGE

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



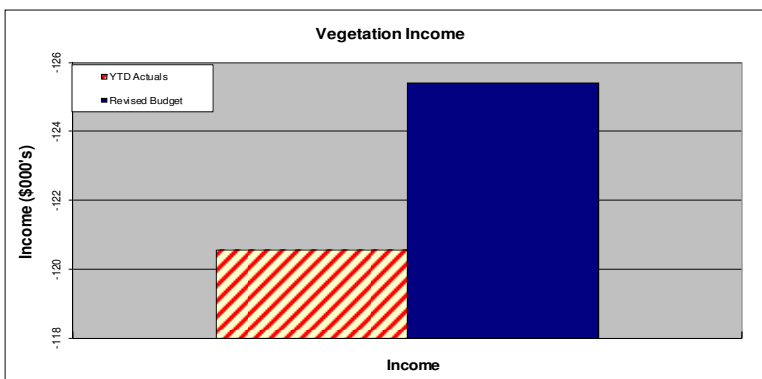
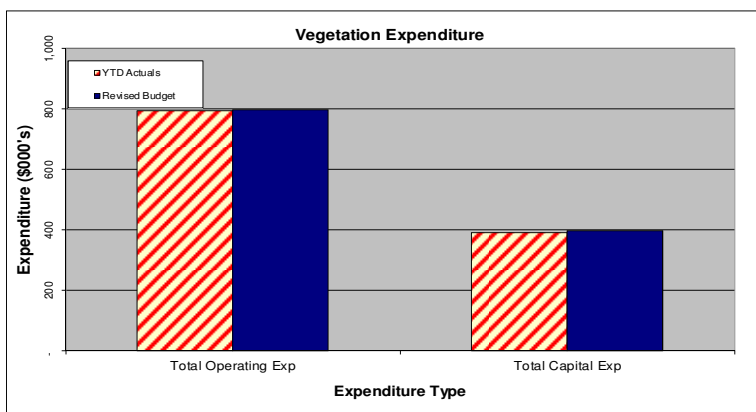
TRAFFIC & TRANSPORT

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



VEGETATION

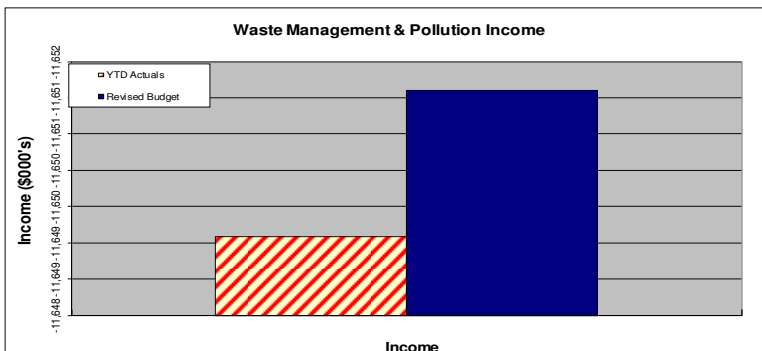
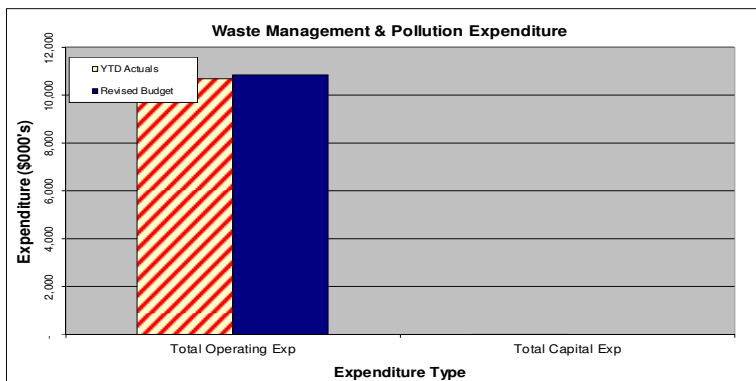
STRATEGY		
Vegetation		
Operating Expenditure	YTD	Total
	Actuals	Revised
	-\$000's	Budget
		-\$000's
Salaries and Wages	310	278
Other Employee Costs	90	88
Materials and Contracts	365	378
Depreciation	0	0
Interest	0	0
Other Costs	28	51
Total Operating Exp	793	794
Capital Expenditure		
Capital Asset Acquisitions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



WASTE MANAGEMENT & POLLUTION CONTROL

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

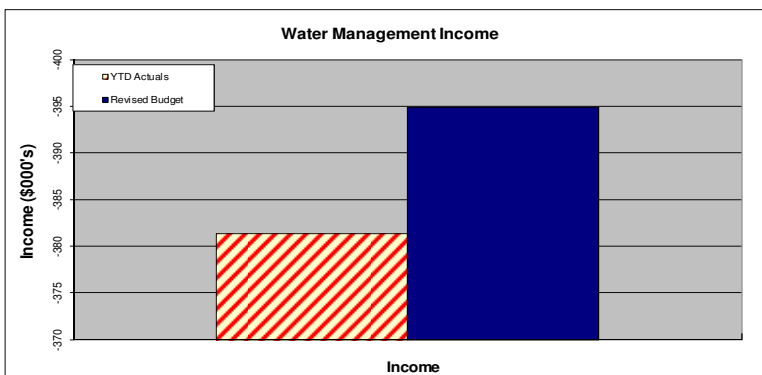
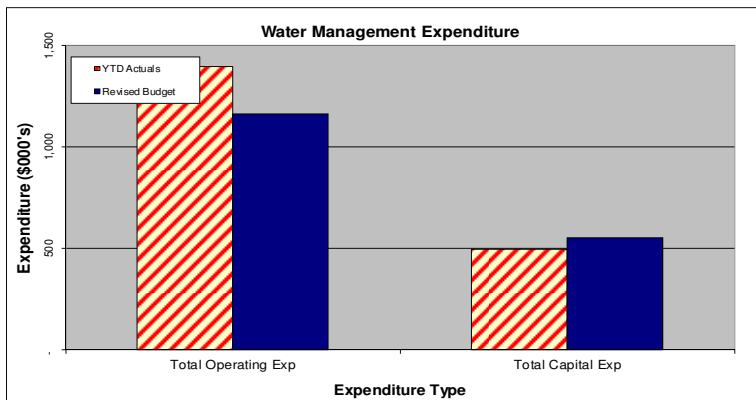
* Net Cost Funded By Rates



WATER MANAGEMENT

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

* Net Cost Funded By Rates



4.0 EXECUTIVE SUMMARY

4.1 In providing the Council with the financial results for the period ending 30 June 2013 the following information should be noted:

- The Actual Consolidated financial result for the year ending 30 June 2013 is an increase on Council funds of \$384,000. Excluding revotes the surplus amounted to \$44,000. Compared to the previously adopted budget of \$55,000 this amounts to a decrease of \$11,000.
- The Actual Operating result before capital for the year ending 30 June 2013 is a surplus of \$2.407 million. Compared to the previously adopted budget of \$350,000 surplus this amounts to an increase of \$2.057 million.
- The Actual Total Capital Expenditure stands at \$18.205 million for 2012/13. Compared to the previously adopted budget figure of \$21.085 million this amounts to a decrease of \$2.880 million.
- The Actual cash and investment position at 30 June 2013 is \$35.585 million. Compared to the previously adopted budget figure of \$32.034 million this amounts to an increase of \$3.551 million.

RECOMMENDATION

1. That the financial results for the period ending 30 June 2013 be noted.
2. That Council approves the Revotes of the following funds to be carried forward to the 2013/2014 Financial Year:-

IT Purchases	\$340,000 (Council Funds)
Capital works	\$2.477 Million (Funds currently held in Restricted Reserves) as per "2012/13 Proposed Revotes" Table as 2.10 of this report.

Report prepared by
Myles Thana, Management Accountant

Mark Jones
CHIEF FINANCIAL OFFICER

C11.3 Investment Balances as at 31 July 2013

Meeting: Governance Committee

Date: 19 August 2013

STRATEGY: Business Management

ACTION: To Provide Effective Investment of Council's Funds

PURPOSE OF REPORT

To advise on the status of Council's Investment Balances as at 31 July 2013.

1.0 BACKGROUND

- 1.1 As provided for in Regulation 212 of the Local Government (General) Regulation, 2005, a report listing Council's investments (**see Attachment 1**) must be presented.

2.0 ISSUES

2.1 MONTHLY RETURN

Investment return for the month of July 2013:

Term deposits interest income:	<u>\$119,751</u>
Net investment return for July 2013:	\$119,751

YEAR TO DATE RETURN

Investment return year to date July 2013:

Term deposits interest income:	<u>\$119,751</u>
Net investment return year to date:	\$119,751

Projected investment return budget for financial year: \$1,225,000

2.2 PERFORMANCE OF COUNCIL'S PORTFOLIO FOR THE LAST FIVE YEARS

Annual returns of Council's portfolio for the last five years:

Year to	Net Return	Return on average funds invested
June 2010	\$ 1,364,315	6.1%
June 2011	\$ 1,521,223	5.9%
June 2012	\$ 1,679,693	6.4%
June 2013	\$ 1,656,908	4.8%
July 2013	\$119,751	4.2%
Projected Budget	\$ 1,225,000	3.9%

Note: Net investment return includes interest income and capital movements.

3.0 RESPONSIBLE ACCOUNTING OFFICER CERTIFICATION

- 3.1 The Responsible Accounting Officer certifies that all investments have been made in accordance with Section 625 of the Local Government Act, 1993, the Local Government (General) Regulations, and Council's Investment Policy (No 143).

4.0 SUSTAINABILITY ASSESSMENT

This report does not require a sustainability assessment.

5.0 EXECUTIVE SUMMARY

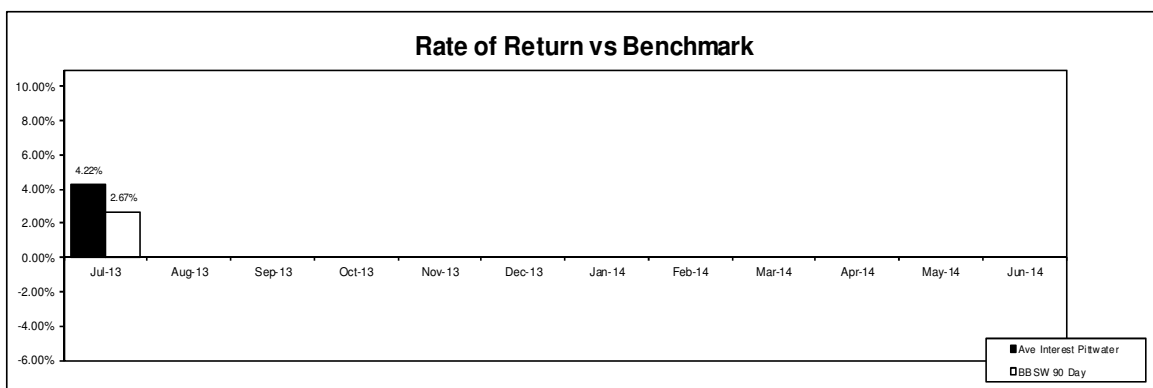
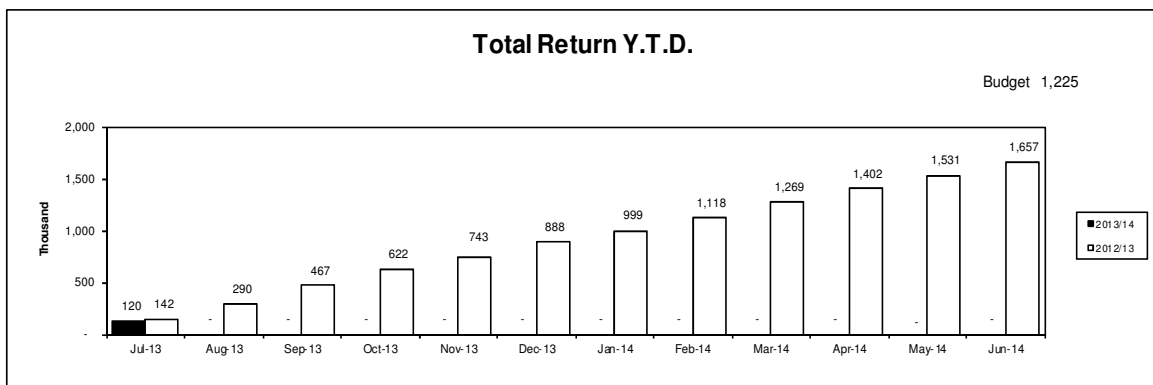
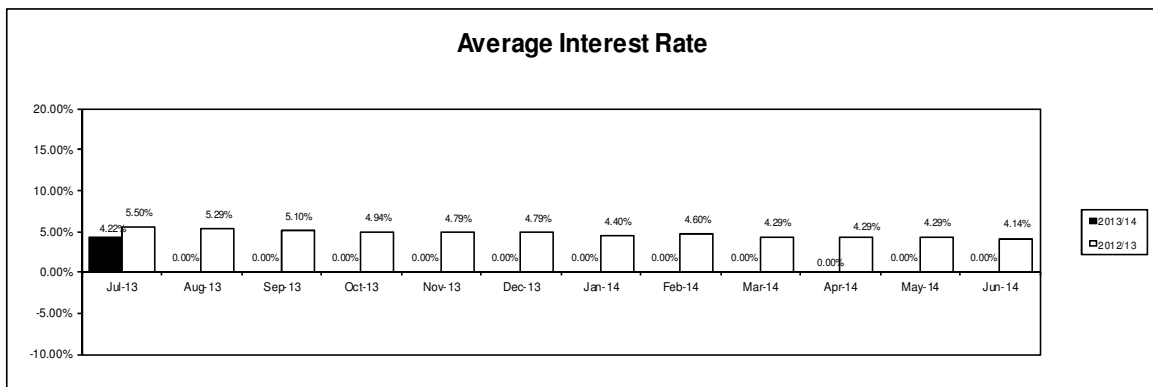
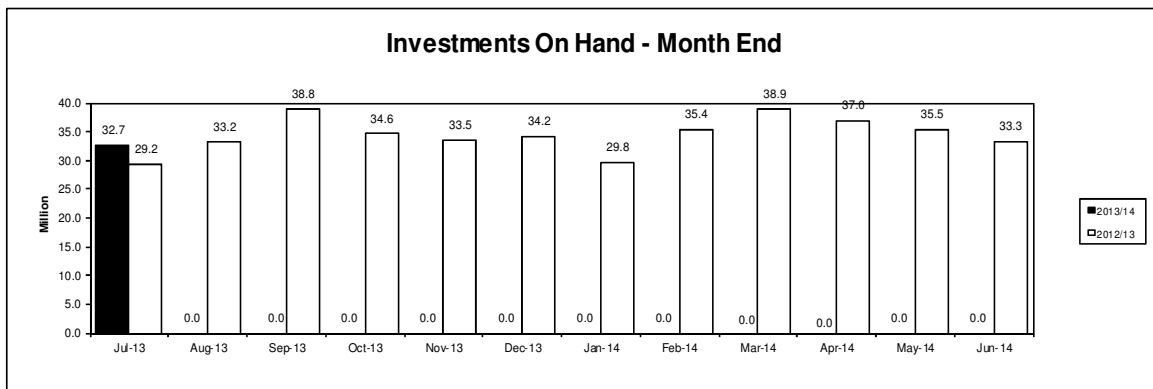
- 5.1 The net investment return as at 31 July 2013 is \$119,751.

RECOMMENDATION

That the information provided in the report be noted.

Report prepared by
Renae Wilde, Senior Project Accountant

Mark Jones
CHIEF FINANCIAL OFFICER



Investment Information:

Types of Investments -

At Call refers to funds held at a financial institution and can be recalled by Council either same day or on an overnight basis.

A **Term Deposit** is a short term deposit held at a financial institution for a fixed term and attracting interest at a deemed rate.

Credit Rating Information -

Credit ratings are generally a statement as to the institutions credit quality.

Ratings ranging from BBB- to AAA (long term) are considered investment grade.

A general guide as to the meaning of each credit rating is as follows:

AAA	<i>Extremely strong capacity to meet financial commitments (highest rating)</i>
AA	<i>Very strong capacity to meet financial commitments</i>
A	<i>Strong capacity to meet financial commitments, but somewhat more susceptible to adverse economic conditions and changes in circumstances</i>
BBB	<i>Adequate capacity to meet financial commitments with adverse economic conditions or changing circumstances more likely to lead to a weakened capacity of the obligor to meet its financial commitments</i>
BB	<i>Less vulnerable in the near term, but faces major ongoing uncertainties and exposures to adverse business, financial, and economic conditions</i>
B	<i>More vulnerable to non-payment than obligations rated 'BB', but the obligor currently has the capacity to meet its financial commitment on the obligation</i>
CCC	<i>Currently vulnerable, and is dependent upon favourable business, financial, and economic conditions to meet its financial commitments</i>
CC	<i>Currently highly vulnerable</i>
C	<i>Highly likely to default</i>
D	<i>Defaulted</i>

The **Bank Bill Swap Rate (BBSW)** is the average mid rate, for Australian Dollar bills of exchange, accepted by an approved bank, having regard to a designated maturity.

C11.4 KU Children's Services Avalon - Lease Renewal

Meeting: Governance Committee

Date: 19 August 2013

STRATEGY: Business Management

ACTION: Manage Council's Lease Portfolio

PURPOSE OF REPORT

To report to Council the results of the public exhibition of the subject lease document.

1.0 BACKGROUND

- 1.1 At its meeting on 15 April 2013 Council resolved to place the draft lease for Avalon Pre-School on public exhibition for 28 days (after amending the value of the public liability insurance required to \$20 million).
- 1.2 The proposed lease document is at **Attachment 1**.

2.0 ISSUES

- 2.1 Amendment of required insurance amount.
The document has been amended to reflect a \$20 million insurance figure.
 - 2.2 Outcome of the public exhibition process
There were no submissions received in relation to the documents exhibition.
-

3.0 SUSTAINABILITY ASSESSMENT

3.1 Supporting & Connecting our Community (Social)

The service provided by KU is on a not-for-profit basis and the organisation is endorsed as an income exempt charity by the Australian Tax Office. The property is made available to other community groups and provides a valuable service to the Pittwater community.

3.2 Valuing & Caring for our Natural Environment (Environmental)

There are no environmental impacts.

3.3 Enhancing our Working & Learning (Economic)

Granting this lease will result in an annual income to Council of \$12,639.00 per annum for the first year with annual increases to CPI. KU cover all outgoings associated with the property. KU Children's Services is a non-profit child care service and this has been reflected in the Council's acceptance of a less than commercial rent.

3.4 Leading an Effective & Collaborative Council (Governance)

Although KU has been in occupation of this site since 1954, it is a requirement of Section 47 of the Local Government Act 1993 that any proposed new or renewed lease over community land be placed on public exhibition for a period of 28 days.

3.5 Integrating our Built Environment (Infrastructure)

There are no infrastructure impacts.

4.0 EXECUTIVE SUMMARY

- 4.1 KU Children's Services have been operating from the centre in Avalon since 1954 and provide a valuable community service. The proposed new lease will allow that service to continue for another ten years.

RECOMMENDATION

1. That the attached lease be approved by Council.
2. That the General Manager be authorised to execute the document on behalf of Council under power of attorney.

Report prepared by
George Veness, Senior Property Officer

Paul Reid
MANAGER, CORPORATE DEVELOPMENT & COMMERCIAL

Form: 07L
Release: 43

LEASE
New South Wales
Real Property Act 1900

Leave this space clear. Affix additional
pages to the top left-hand corner.

PRIVACY NOTE: Section 31B of the Real Property Act 1900 (RP Act) authorises the Registrar General to collect the information required by this form for the establishment and maintenance of the Real Property Act Register. Section 96B RP Act requires that the Register is made available to any person for search upon payment of a fee, if any.

STAMP DUTY

Office of State Revenue use only

(A) TORRENS TITLE

Property leased

FOLIO IDENTIFIER 102/785848
PART BEING LOT 1 IN DP 1058601

(B) LODGED BY

Document
Collection
Box

Name, Address or DX, Telephone, and Customer Account Number if any

CODE

Reference:

L

(C) LESSOR

PITTWATER COUNCIL

The lessor leases to the lessee the property referred to above.

(D)

Encumbrances (if applicable):

(E) LESSEE

KU CHILDREN'S SERVICES A.C.N. 000 006 137

(F)

TENANCY:

(G) 1. TERM FIVE YEARS

2. **COMMENCING DATE** 1 MAY 2013

3. **TERMINATING DATE** 30 APRIL 2018

4. With an **OPTION TO RENEW** for a period of FIVE YEARS
set out in clause 20 of ANNEXURE B

5. With an **OPTION TO PURCHASE** set out in clause N.A. of N.A.

6. Together with and reserving the **RIGHTS** set out in clause N.A. of

7. Incorporates the provisions or additional material set out in **ANNEXURE(S)** B hereto.

8. Incorporates the provisions set out in N.A.

No. N.A.

9. The **RENT** is set out in clause No. 1.1 of ITEM 1

ALL HANDWRITING MUST BE IN BLOCK CAPITALS.

Page 1 of

1303

DATE _____

- (H) I certify that I am an eligible witness and that an authorised officer of the lessor signed this dealing in my presence.
[See note* below].

Certified correct for the purposes of the Real Property Act 1900 by the authorised officer named below.

Signature of witness: _____

Signature of authorised officer: _____

Name of witness: _____

Authorised officer's name: _____

Address of witness: _____

Authority of officer: _____

Signing on behalf of: _____

Certified correct for the purposes of the Real Property Act 1900 by the company named below the common seal of which was affixed pursuant to the authority specified and in the presence of the authorised person(s) whose signature(s) appear(s) below.

Company: _____

Authority: _____

Signature of authorised person: _____

Signature of authorised person: _____

Name of authorised person: _____

Name of authorised person: _____

Office held: _____

Office held: _____

(I) **STATUTORY DECLARATION***

I _____

solemnly and sincerely declare that—

1. The time for the exercise of option to _____ in expired lease No. _____ has ended; and
2. The lessee under that lease has not exercised the option.

I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Oaths Act 1900.

Made and subscribed at _____ in the State of New South Wales _____ on _____

in the presence of _____ of _____

☐ Justice of the Peace (J.P. Number: _____)

☐ Practising Solicitor

☐ Other qualified witness [specify] _____

who certifies the following matters concerning the making of this statutory declaration by the person who made it:

1. I saw the face of the person OR I did not see the face of the person because the person was wearing a face covering, but I am satisfied that the person had a special justification for not removing the covering; and
2. I have known the person for at least 12 months OR I have not known the person for at least 12 months, but I have confirmed the person's identity using an identification document and the document I relied on was a _____ [Omit ID No.]

Signature of witness: _____

Signature of applicant: _____

* As the services of a qualified witness cannot be provided at lodgment, the declaration should be signed and witnessed prior to lodgment. # If made outside NSW, cross out the witness certification. If made in NSW, cross out the text which does not apply.

** s117 RP Act requires that you must have known the signatory for more than 12 months or have sighted identifying documentation.

ALL HANDWRITING MUST BE IN BLOCK CAPITALS

Page 2 of 20

1303

ANNEXURE A

This is the annexure a to the lease between Pittwater Council as Lessor and KU Children's Services as Lessee

Dated this day of 2013

I certify that I am an eligible witness and that the lessor's attorney signed this dealing in my presence.

Signature of witness

Name of witness

Address of witness

Certified correct for the purposes of the Real Property Act 1900 by the lessor's attorney who signed this instrument pursuant to the power of attorney specified.

Signature of Attorney

Name of Attorney

Signing on behalf of Pittwater Council Power of Attorney Book No.

ANNEXURE B

This is the Annexure B referred to in the Lease Between:

PITTWATER COUNCIL as Landlord

And

KU CHILDREN'S SERVICES ACN 000 006 137 as Tenant

Dated:

In regard to the premises known as Avalon Playtime Kindergarten, 118 Avalon Parade, Avalon NSW 2107

CONTENTS

Reference Schedule

1. Interpretation
2. Rent and Community Net Benefit
3. Rates and taxes, outgoings
4. Insurances
5. Indemnities and releases
6. Use
7. Tenant's additional obligations
8. Cleaning the Premises, repair and maintenance
9. Tenant's works
10. Transfer and other dealings
11. Landlord's additional obligations and rights
12. Expiry or termination
13. Holding over
14. Damage to Premises
15. Default
16. Costs and expenses
17. Notices
18. Miscellaneous
19. Disputes
20. Option to Renew

Annexure 1 –The Rules

REFERENCE SCHEDULE

Item 1	Rent	
(definition of	Year 1	\$12,639.00 p.a.
Rent in clause 1.1)	Year 2	TBA
	Year 3	TBA
	Year 4	TBA
	Year 5	TBA

The parties agree that the rent for years 2, 3, 4 & 5 will be reviewed annually by reference to the Consumer Price Index, as follows :-

- The rent for year 2 shall be the yearly rent for Year 1 as at the commencement date (\$12,639.00)
- Divide that rent by the Consumer Price Index Number for Sydney (All Groups) for the quarter ended just before that date (CPI 1)
- Multiply the result by the Consumer Price Index Number for Sydney (All Groups) for the quarter ended just before the review date (CPI 2).
- The product is the new rent for the year beginning on the review date (\$Y), written as a formula:

$$\frac{\$12,639.00}{\text{CPI1}} \times \text{CPI 2} = \$Y$$

The rent for the Years 3, 4 and 5 will be calculated using the formula as above.

The Landlord must calculate the new annual rent after each review date and give the Tenant written notice of the new rent.

If the Australian Bureau of Statistics makes a change in the reference base of the index and there is a published co-relation between the old and new base then the published co-relation is to be applied to convert the CPI 1 figure to the new reference base. If there is none, then the Landlord and the Tenant agree to accept the calculations of the Landlord's solicitor who must be retained to determine a fair co-relation between the old and the new series of numbers.

If the index used to calculate the new rent is discontinued, the Landlord may substitute another index that, as nearly as practicable, serves the same purpose and, if there is no such index, then the annual fee will be determined by an agreed fixed increase.

- Item 2** **Day When Rent Instalments Due**
15th day of each month
- Item 3** **Permitted Use**
Community kindergarten, community meeting rooms and uses incidental thereto
- Item 4** **Public Liability Insurance**
\$20,000,000 for any one claim.
- Item 5** **Addresses for Service**
Landlord: Pittwater Council
 P.O. BOX 882
 Mona Vale NSW 1660
 Fax: (02) 9970 7150

Tenant: The CEO, KU Children's Services
 Level 4/122 York Street
 Sydney NSW 2000
- Item 6** **Option to renew:**
(cl 20)
- A. Further period: 1 May 2018 – 30 April 2023
 - B. Further period: N/A
 - C. Maximum period of tenancy under this lease and permitted renewal: Ten years
 - D. First day option for renewal can be exercised: 1 November 2017
 - E. Last day option for renewal can be exercised: 1 February 2018

The Tenant agrees with the Landlord as follows:-

1. Interpretation

1.1 The following words have these meanings unless the contrary intention appears. Item numbers referred to are those in the reference schedule. Other definitions are on the cover sheet.

Land means the land described on the cover sheet on which the Premises are situated.

Landlord's Property means all plant, equipment, fixtures, fittings, furniture, furnishings and other property the Landlord has provided or provides in the Premises.

Outgoings means

- (a) water and sewerage rates including water consumption
- (b) electricity and gas accounts issued in respect of the Premises

Permitted Use means the use in Item 3

Plan of Management means the Plan of Management for Toongarri reserve

Premises means the Land and all improvements erected on the Land including the Landlord's property.

Rent means the yearly amount in Item 1

Rules means the rules of the Land as set out in Annexure 1 as varied or added to under this Lease

Services means the services to the Land provided by the authorities or the Landlord

Tenant's Activities means the function of a community based kindergarten

Tenant's Employees and Agents means each of the Tenant's employees, Officers, agents, contractors and invitees including volunteer workers

Tenant's Property means all property on the Premises and/or the Land which is not Landlord's property

Term means the period from and including the Commencement Date to and including the Expiry Date

1.2 Unless the contrary intention appears :
(a) the singular includes the plural and vice versa; and

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- (b) "person" includes a firm, a body corporate, an unincorporated association or an authority ; and
- (c) an agreement, representation or warranty;
 - (i) in favour of two or more persons is for the benefit of them jointly and severally; and
 - (ii) on the part of two or more persons binds them jointly and severally; and
- (d) a reference to;
 - (i) a person includes the person's executors, administrators, successors, substitutes (including persons taking by novation) and assigns; and
 - (ii) a document includes any variation or replacement of it; and
 - (iii) a law includes regulations and other instruments under it; and amendments or replacements of any of them
 - (iv) a thing includes the whole and each part of it; and
 - (v) a group of persons includes all of them collectively and each of them individually; and
 - (vi) the president of a body or authority includes any person acting in that capacity; and
- (e) "include" (in any form) when introducing a list of items does not limit the meaning of the words to which the list relates to those items or items of a similar kind

- 1.3 If the Tenant proposes to amend the Permitted Use to make any alterations, additions or modifications to the improvements on the Land the Tenant will give the Landlord not less than 28 days prior notice in writing giving particulars of such proposal; the Landlord shall within 28 days receipt of the Tenant's written notification provide the Tenant with all necessary information as to the statutory approvals relevant to the Tenant's proposal; the Landlord may within 28 days of receipt of the Tenant's proposal give notice that the Landlord intends to amend the Community Net Benefit requirements as set out in Clause 7.5 as a result of the Tenant's proposal: if the Landlord gives such notice the Tenant will be at liberty within 28 days thereafter to withdraw the Tenant's notice of the Tenant's proposal in which case the Landlord's intended amendments to the Community Net Benefit requirements set out in Clause 7.5 will not apply.

2. Rent and Community Net Benefit

- 2.1 The Tenant must pay the Rent by equal monthly instalments on the day of the month as set out in Item 2.
- 2.2 The Tenant acknowledges that the Landlord has obtained an independent valuation showing the fair market rental of the Premises as Community Land.

The Tenant further acknowledges that the Landlord has granted this Lease for a rental less than the valuation for use as community land in consideration for the Tenant's contribution to the Community Net Benefit comprising:-

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- (a) the operation of a community based kindergarten facility on a revenue neutral or non-profit basis
- (b) the benefit of person hours expended by members of the local community in maintaining, repainting and repairing the interior and the exterior of the Premises and in maintaining and enhancing the lawns, garden and landscaping on the Land
- (c) the benefit of making the Premises available free of charge to local bona fide community groups for meetings, if requested, and if such request is supported by the Landlord.

3. Rates and taxes, outgoings

- 3.1 The Tenant shall pay Council rates in accordance with Council's Rates Policy, Category C, as amended from time to time.
- 3.2 The Tenant shall pay Outgoings as and when they fall due

4. Insurances

- 4.1 The Tenant will indemnify and keep indemnified the Landlord against all actions, suits, claims, debts, obligations and other liabilities arising out of the Tenant's use and occupation of the Premises during the continuance of this Lease and further the Tenant must:
 - (a) in connection with the Premises maintain with insurers on terms approved by the Landlord (who may not unreasonably withhold its approval) in the names of the Tenant and the Landlord
 - (i) public liability insurance for at least the amount in Item 4 (as varied by notice from the Landlord to the Tenant) and
 - (ii) workers compensation insurance
 - (iii) other insurances which are required by law or which in the Landlord's reasonable opinion a prudent tenant would take out including those in connection with Tenant's works on the Premises and
 - (b) give the Landlord evidence that it has complied with Clause 5.1(a) when asked to do so and
 - (c) notify the Landlord immediately if an insurance policy required by the Clause 4.1 is cancelled or an event occurs which may allow a claim or affect rights under an insurance policy in connection with the Premises, the Building or property in or on them.
- 4.2 The Tenant shall take out and maintain an appropriate level of contents Insurance,
- 4.3 The Tenant may not enforce, conduct, settle or compromise claims under any insurance policy required by this Lease even if that policy also covers other property, if the Landlord gives the Tenant a notice that the Landlord wishes to do these things,

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- 4.4 The Tenant may not do anything which may affect rights under any Insurance or which may increase an insurance premium payable in connection with the Premises, the building or property in them.
- 4.5 Insurance proceeds (even obtained as a result of a policy in the Tenant's name only in breach of Clause 4.1(a)) which the insurer does not require to be used for replacement or reinstatement must be paid into a separate joint account in the names of the Landlord, the Tenant and, if required by the Landlord, any other person. The money must be used to settle claims in connection with the event insured against or to replace or reinstate the insured item and then any surplus shared between the account holders having regard to their respective interests in that item.
- 4.6 The Landlord shall take out and maintain building insurance in respect of the Premises.

5. Indemnities and releases

- 5.1 The Tenant is liable for, and indemnifies the Landlord against, liability or loss arising from, and cost incurred in connection with:
- (a) damage, loss, injury or death caused or contributed to by the act, negligence or default by the Tenant; and
 - (b) the Landlord doing anything which the Tenant must do under this Lease but has not done or which the Landlord considers the Tenant has not done properly provided that the Landlord has acted reasonably and has not been negligent or committed any wilful act.
- 5.2 The Tenant releases the Landlord from, and agrees that the Landlord is not liable for, liability or loss arising from, and cost incurred in connection with:
- (a) damage, loss, injury or death unless it is caused by the Landlord's act, negligence or default, and
 - (b) anything the Landlord is permitted or required to do under this Lease, and
 - (c) if the Landlord has complied with the Lease:
 - (i) a Service not being available, being interrupted or not working properly, and
 - (ii) the Landlord's plant and equipment not working properly, and
- 5.3 Each indemnity is independent from the Tenant's other obligations and continues under this Lease and after it expires or is terminated. The Landlord may enforce an indemnity before incurring expense.

6. Use

- 6.1 The Tenant must use the Premises only for the Permitted Use.

- 6.2 Use of the Premises shall at all times be governed by this Lease and the Landlord's Plan of Management for Toongarri Reserve as amended from time to time together with any applicable development controls, a copy of which has been provided to the Tenant. In the event that the Tenant proposes to amend the use of, or carry out improvements or modifications to the Premises, the Tenant shall inform the Landlord in writing and the Landlord shall within 28 days of receipt thereof provide the Tenant with:
- (a) necessary information on statutory approvals relevant to the proposal
 - (b) notice that the Landlord intends to amend the Community Net Benefit requirements set out in clause 7.5 hereof as a consequence of the Tenant's proposal

7. Tenant's additional obligations

- 7.1 The Tenant must provide the Landlord annually with a copy of the Tenant's Annual Report including signed financial statements showing income and expenditure in respect of the Premises.
- 7.2 The Tenant may not:
- (a) alter the Landlord's Property or remove it from the Premises or
 - (b) store or use inflammable, volatile or explosive substances (excluding mower fuel) on the Premises
 - (c) do anything in or around the Premises which may be annoying, dangerous or offensive; or
 - (d) do anything to overload the services nor use them for anything other than their intended purpose
- 7.3 If the Tenant may not do something in connection with this Lease, then it may not do anything which may result in it happening,
- 7.4 The Tenant must ensure that the Tenant's Employees and Agents comply, if appropriate, with the Tenant's obligations under this Lease,
- 7.5 The Tenant shall undertake the following Community Net Benefits:
- (a) make part of the Premises available at no or minimal charge to local bona fide community groups requesting access and use for meetings provided that the Tenant shall be permitted to refuse access and use if a request is unreasonable or if granted would be likely to adversely impact upon the Tenant's use of the Premises having regard to clash of activities or adequacy of security; keep a record of use made available including the value at commercial rates and provide a copy to the landlord annually

7.6 The Tenant shall:

- (a) install and maintain an appropriate type of security access system and provide details and independent access availability to the Landlord; the security access system shall be in accordance with the Landlord's master key system; the landlord shall provide reasonable notice of its intention to access the Premises except in an emergency
- (b) comply on time with all laws, regulations and requirements of authorities in connection with the Premises, the Tenant's Property and the Tenant's use of the Premises (including obtaining all permits)
- (c) inform the Landlord of damage to the Premises or of a faulty service immediately it becomes aware of it
- (d) promptly when asked by the Landlord, do everything reasonably necessary for the Tenant to do to enable the Landlord to exercise its rights under this Lease
- (e) comply with all Rules of which it has notice in Annexure I

8. Cleaning the Premises, Repair & Replace

- 8.1 The Tenant must keep the Premises tidy and free of vermin and comply with the Landlord's directions about refuse, waste removal and recycling.
- 8.2 The Tenant must clean or provide a cleaning service for the Premises and remove or arrange for refuse and waste to be removed from the Premises regularly and at its cost.
- 8.3 The Tenant must keep the Premises and the Tenant's Property in good repair having regard to their condition at the commencement of the Term or the last rolling maintenance Schedule and promptly replace worn or damaged items with items of a similar quality; structural repairs, repairs of damage caused by storm, tempest, acts of God, flooding and fair wear and tear are expected.

9. Tenant's Works

- 9.1 The Tenant may not carry out works to or construction on the Premises without the prior approval of the Landlord; if the Landlord gives approval it may impose conditions. These conditions may include specifying:
 - (a) which part of the Premises may not be reinstated and which parts must be, and
 - (b) which items of Tenant's Property installed as part of the works may not be removed when the Tenant vacates the Premises
- 9.2 The Landlord will advise the Tenant if proposed works or construction require development / building approval and will provide appropriate information and advice;

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- 9.3 The Tenant must ensure that any works it does are in accordance with any plans, specifications and schedule of finishes required and approved by the Landlord (who may not unreasonably withhold its approval)

10. Transfer and Other Dealings

- 10.1 The Tenant may not transfer this Lease or sub-let or part with possession without approval of the Landlord
- 10.2 The Tenant shall not carry on or permit any person, organization or corporation to carry on any commercial activity on the Premises without the prior written approval of the Landlord; the tenant may conduct fundraising activities on the Premises

11. Landlord's Additional Obligations and Rights

- 11.1 Subject to the Landlord's rights, while the Tenant complies with the obligations under this Lease, it may occupy the Premises during the Term without interference by the Landlord or any person claiming through the Landlord
- 11.2 The Landlord may:
- (a) carry out any works on the land or the Premises (including alterations and re-development) or limit access to the Premises, if the Landlord takes reasonable steps (except in emergencies) to minimize interference with the Tenant's use of the Premises; and
 - (b) exclude or remove any person from the Land;
 - (c) change the direction or flow of pedestrian access into, out of or through the Land; and
 - (d) change or vary car parking arrangements adjacent to the Land
- 11.3 The Landlord may enter the Premises at reasonable times on reasonable notice to see if the Tenant is complying with its obligations under this Lease or do anything the Landlord must or may do under this Lease; if the Landlord decides there is an emergency, the Landlord may enter at any time without notice; if the Landlord decides there is an emergency, the Landlord may stop the Tenant from entering the Land and /or Premises at any time.
- 11.4 The Landlord may subdivide the Land or grant easements or other right over it or the Premises unless this would have a substantial adverse effect on the Tenant's use of the Premises
- 11.5 After giving the Tenant reasonable notice, the Landlord may do anything which the Tenant should have done under this Lease but which it has not done properly
- 11.6 The Landlord may appoint agents or others to exercise any of its rights or perform any of its duties under this Lease

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- 11.7 The Landlord may vary Rules or make Rules which are consistent with this Lease in connection with the operation, use and occupation

12. Expiry or Termination

- 12.1 The Tenant must vacate the Premises on the earlier of the expiry date and the date this Lease is terminated and, subject to 12.3, leave them in a condition satisfactory to the Landlord acting reasonably
- 12.2 The Tenant may not remove the Tenant's Property which:
- (a) the Landlord has stated (as a condition to giving approval to works) may not be removed; or
 - (b) is part of a structural work done by the Tenant to the Premises unless the landlord gives the Tenant a notice requiring the Tenant to remove the Tenant's property
- 12.3 Subject to 12.2 and 12.4 the Tenant must remove the Tenant's Property from the Premises during the seven (7) days immediately before the day the Premises must be vacated
- 12.4 If the Landlord terminates this Lease by re-entry, the Tenant may give the Landlord a notice within seven (7) days after termination that it wants to remove the Tenant's property which it may or must remove from the Premises
- 12.5 Within seven (7) business days after the Tenant gives its notice, the Landlord must give the tenant a notice, stating when and how the Tenant's property is to be removed from the Premises and by whom
- 12.6 The Landlord may treat the Tenant's Property as abandoned and deal with it in any way it sees fit at the Tenant's expense if the Tenant does not;
- (a) give its notice on time, or
 - (b) remove the Tenant's property in accordance with this Clause 12 or a notice given under it
 - (c) provided that the Landlord has given the Tenant seven (7) business days notice requiring the Tenant Property to be removed
- 12.7 The Tenant's property is at the Tenant's risk at all times
- 12.8 The Tenant must promptly make good any damage caused by the Tenant's property being removed from the Premises
- 12.9 On the day the Tenant must vacate the Premises the Tenant must give the Landlord the keys to the premises held by the Tenant and any other person they have given them to.

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13. Holding Over

- 13.1 If the Tenant continues to occupy the Premises after the Expiry Date with the Landlord's approval, it does so under a monthly tenancy:
- (a) which either party may terminate on one (1) month's notice ending on any day ; and
 - (b) at a rent which is one twelfth of the Rent
- 13.2 Subject to clause 13.1, the monthly tenancy is on the same terms as this Lease except for those changes which:
- (a) are necessary to make this Lease appropriate for a monthly tenancy; or
 - (b) the Landlord requires as a condition of giving its approval to the holding over

14. Damage to Premises

- 14.1 If the Premises are damaged so that the Tenant's use is substantially adversely affected, the Landlord must give the Tenant a notice within a reasonable time after the damage occurs either;
- (a) terminating this Lease on a date not less than two weeks after the date the Landlord gives the notice; or
 - (b) stating the Landlord intends to make the Premises fit for the Tenant's use

During the period in which the Tenant's use has been substantially adversely affected payment of Rent and Outgoings shall be suspended. The Tenant has the right to terminate the Lease after having given one (1) month's written notice if the Landlord fails to inform the Tenant within a reasonable time whether or not the Premises are to be re-built, or if the works are not completed in a reasonable time having regard to the nature of the works.

- 14.2 The Landlord may not terminate this Lease if:
- (a) the damage is caused or contributed to by the Landlord; or
 - (b) rights under an insurance policy in connection with the Premises are prejudiced or a policy is cancelled or payment of a premium or claim is refused by the insurer because of the act or default of the Landlord or of the Landlord's Employees and Agents. This does not affect the rights the Landlord may have in connection with the events specified in this Clause 14.2.
- 14.3 This Clause does not oblige the Landlord to restore or reinstate the Premises.

15. Default

- 15.1 Each obligation of the Tenant to pay money and its obligations under clauses 3,6,7,8 and 10 are essential terms of this Lease. Other obligations under this Lease may also be essential terms.

- 15.2 The Landlord may terminate this Lease by giving the Tenant notice, or by re-entry, if the Tenant;
- (a) repudiates its obligations under this Lease ; or
 - (b) does not comply with an essential term of this Lease
 - (c) does not comply with an obligation under this Lease (which is not an essential term) and, in the Landlord's reasonable opinion ;
 - (i) the non-compliance can be remedied, but the Tenant does not remedy it within a reasonable time after the Landlord gives the Tenant notice to remedy it; or
 - (ii) the non-compliance cannot be remedied or compensated for; or
 - (iii) the non-compliance cannot be remedied but the Landlord can be compensated and the Tenant does not pay the Landlord compensation for the breach within a reasonable time after the Landlord gives the Tenant notice to pay it.
- 15.3 If this Lease is terminated under this Clause 15:
- (a) the Tenant indemnifies the Landlord against any liability or loss incurred by the Landlord, arising from a breach of this lease by the Tenant and any cost incurred (whether before or after termination of this Lease in connection with the Tenant's breach of this lease) from the date of that termination until the Expiry Date; and
 - (b) the Landlord must take reasonable steps to mitigate its loss.

16. Cost and Expenses

In connection with this Lease the Landlord and Tenant must pay their own legal costs in relation to the preparation of this lease.

17. Notices

- 17.1 A notice or approval must be;
- (a) in writing; and
 - (b) left at or posted by certified post to the address or sent to the facsimile number of the party in item 6, as varied by notice
- 17.2 A notice or approval is taken to be given;
- (a) if posted, on the third day after posting; and
 - (b) if sent by facsimile, on the next business day after it is sent unless the sender is aware that transmission is impaired.

18. Miscellaneous

- 18.1 A provision of or a right under this Lease may not be waived or varied except in writing signed by whoever is to be bound.
- 18.2 The covenants, powers and provisions implied in leases by sections 84, 84A, 85 & 86 of the *Conveyancing Act 1919* do not apply to this Lease.

- 18.3 In this Lease words used in any of the forms of words in the first column of Part 2 of Schedule 4 to the *Conveyancing Act 1919* do not imply a covenant under section 86 of the Act.
- 18.4 Expiry or termination of this Lease does not affect any rights in connection with a breach of this Lease before then.
- 18.5 The Tenant warrants that it:
- (a) has relied only on its own enquiries in connection with this Lease and not on any representation or warranty by the Landlord or any person acting or seeming to act on the Landlord's behalf; and
 - (b) was made aware of the Rules then current when signing this Lease.
- 18.6 The Tenant must comply on time with the undertakings given by or on behalf of the Tenant in connection with this Lease

19. Disputes

- 19.1 A party may not begin legal proceedings in connection with a dispute under this Lease (except a dispute because the Tenant has not paid Rent or other money it owes under this Lease) unless the dispute has first been decided by a person appointed under this Clause 19.
- 19.2 If there is a dispute under this Lease to which Clause 19 applies, either party may give the other a notice requiring the dispute to be decided under this Clause 19.
- 19.3 The dispute must be referred to a person agreed on by the parties but if the parties do not agree on a person within seven (7) days after the notice is given, then to a person appropriately qualified to deal with the dispute appointed at the request of either party by the chair of LEADR (Lawyers Engaged in Alternative Dispute Resolution).
- 19.4 The person acts as an expert and not as an arbitrator and must give a written decision including reasons. Unless there is a manifest error, that person's decision is final and binding.
- 19.5 The person may enquire into the dispute as that person thinks fit including hearing representations and taking advice from people that person considers appropriate.
- 19.6 The parties may take submissions and must give every assistance that person requires, including providing copies of relevant documents.
- 19.7 Each party must pay its own costs in connection with the dispute. The parties will share the costs of referring the dispute and the person's costs

20. Option to Renew

- 20.1 This lease is for the period stated in item 1 in the Lease Schedule. The Lease commences on the date stated in item 2 in the Schedule and ends on the date stated in item 3 in the Schedule.
- 20.2 If a further period, commencing when this lease ends, is stated in item 4 in the Lease Schedule then the lessee has the option to renew this Lease for that period.
- 20.3 The lessee can renew this Lease more than once if that is stated in item 6B in the Reference Schedule. However the period of tenancy under this lease and under any renewal(s) is, in total, not longer than the maximum period stated in item 6C in the Reference Schedule.
- 20.4 The lessee can exercise the option only if -
- 20.4.1 the lessee serves on the lessor a notice of exercise of option not earlier than the first day stated in item 6D in the Reference Schedule and not later than the last day stated in item 6E in the Reference Schedule;
 - 20.4.2 there is at the time of service no rent or outgoing that is overdue for payment; and
 - 20.4.3 at the time of service all the other obligations of the lessee have been complied with or fully remedied in accordance with the terms of any notice to remedy given by the lessor.
- 20.5 After exercising the option the lessee must continue to pay all rents and outgoings on time and continue to comply with all of the lessee's obligations under this lease. If the lessee does not do so, the lessor may treat any breach as being a breach of the new lease as well as of this lease.
- 20.6 A new lease will be the same as this lease except for -
- 20.6.1 the new rent;
 - 20.6.2 the commencement date and the termination date;
 - 20.6.3 the omission of items 6A and 6B in the Reference Schedule in the last lease;
 - 20.6.4 adjustment of item 6C in the schedule; and
 - 20.6.6 adjustment of items 6D and 6E in the schedule. The number of days between the dates stated in items 6D and 6E in the schedule of the new lease and the termination date of the new lease and the number of days between each date stated in items 6D and 6E in the schedule of this lease and the termination date of this lease are to correspond.

If the new rent is to be determined as set out in Item 1 of the Reference Schedule assuming that this lease and the new lease were one continuous lease and the commencement date of the new lease was a rent review date.

We certify this dealing to be correct for the purposes of the Real Property Act 1900

Executed as a Deed

Date:

.....
Landlord

.....
Tenant

Annexure 1: RULES

These are the Rules referred to in the lease between

PITTWATER COUNCIL (Landlord)

AND

KU CHILDREN'S SERVICES (Tenant)

DATED:

Of the premises known as Avalon Pre-school, 118 Avalon Parade, Avalon

The provisions of the Lease apply to these Rules;

1. The Tenant may not:
 - (a) put up signs, notices, advertisements, external blinds or awnings, antennae or receiving dishes or install amusement machines without the Landlord's prior approval, which approval shall not be unreasonably withheld
 - (b) hold auctions, garage, boot, bankrupt or fire sales in the Premises without the Landlord's prior approval, which shall not be unreasonably withheld
 - (c) use any method of heating, cooling or lighting the Premises other than those provided by or approved in writing by the Landlord; approval shall not be unreasonably withheld
 - (d) operate a musical instrument, radio, TV or other equipment in such manner that it fails to comply with current noise requirements
 - (e) throw anything out of or part of the Building
 - (f) obstruct windows in the Premises except by internal blinds or curtains
 - (i) any air vents, air conditioning ducts or skylights in the Premises, or
 - (ii) emergency exits from the Premises
2. The Tenant must:
 - (a) put up signs in the Premises prohibiting smoking if required by the Landlord
 - (b) evacuate the Premises immediately and in accordance with the Landlord's directions when informed of any actual or suspected emergency
 - (c) secure the Premises when they are occupied and comply with the Landlord's directions about security

.....
Landlord

.....
Tenant

C11.5	Renewal of Alcohol Free Zones and Alcohol Prohibited Areas in Pittwater
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Meeting: Governance Committee

Date: 19 August 2013

STRATEGY: Town & Village

ACTION: Provide planning, design, investigation and management of town and villages.

PURPOSE OF REPORT

The purpose of this report is to confirm renewals to Alcohol Free Zones (AFZs) and Alcohol Prohibited Areas (APAs) in Pittwater for implementation from 1 October 2013 to 30 September 2017.

1.0 BACKGROUND

- 1.1 The Local Government Act 1993 provides legislative powers for local councils in NSW to establish AFZs to promote the safe use of roads, footpaths and public car parks without interference from anti-social behaviour caused by people consuming alcohol in these spaces.
- 1.2 AFZs have been created in various areas throughout Pittwater in response to community concerns, Police requests and/or recommendations from Council staff.
- 1.3 Once an AFZ is established by resolution of Council it can remain in force for up to 4 years. Council has a number of AFZs and APAs throughout Pittwater that are due for renewal by 30 September 2013. To date the implementation of these controls has been effective in the curbing of anti-social behaviour and Council intends to renew most of the existing arrangements.
- 1.4 AFZs do not apply to parks and reserves, however Council can restrict alcohol consumption in these areas with the erection of notices that identify them as Alcohol Prohibited Areas (APAs) and prohibit the consumption of alcohol in these spaces.
- 1.5 In May 2013 Council resolved to place proposed Alcohol Free Zones and Alcohol Prohibited Areas on public exhibition. The proposed AFZ & APAs were placed on exhibition from 8 June to 9 July 2013. An advertisement was placed in the *Manly Daily* to inform residents of the opportunity to review the proposed locations by either visiting Council's website or accessing a copy of the APA/AFZ proposal via Council's libraries and customer service centres.

2.0 ISSUES

2.1 Consultation with Key Stakeholders

During the consultation phase, Council staff met with NSW Police and with Council's Reserves, Recreation and Building Services to determine the effectiveness of existing zones and identify locations that should be incorporated into either an AFZ or an APA.

The following suggestions were made:

- 2.1.1 The formation of an APA in Apex Park, Mona Vale. NSW Police reported a repeated need for police intervention in alcohol related events at this location over an extended period of time.
- 2.1.2 Modification of the Avalon Village AFZ by way of removing Dress Circle Road from the AFZ. All other streets, carparks and pathways would remain unchanged from the existing Avalon Village AFZ.
- 2.1.3 Modification of timeframes of APAs located within the Mona Vale, Newport and Avalon town centres. It is proposed that the APA at Village Park, Mona Vale be changed from “24 hours” to “10.00pm to 10.00am”; the APA at Spurway Park, Newport be reduced from “24 hours” to “8.00pm to 8.00am”, and that the timeframe for the APA in Dunbar Park, Avalon be changed to “9.00pm to 9.00am” in preference to the “8.00pm to 8.00am” APA that is currently in place. The incidents of alcohol related anti-social or criminal behaviour in these locations has reduced in recent years and the alteration of the timeframes will complement the economic and social activity to be promoted in town and village centres through Council's *Enliven Pittwater* initiative.
- 2.1.4 The APA in Spurway Park, Newport will be resized to exclude the Newport Bowling Club and greens which are leased from Council. It is proposed the APA at Spurway Park will include only the grounds around the Newport Community Centre that are readily accessible to the public.

2.2 Submissions

No submissions were received by Council during the formal exhibition period, however in response to an incident of litter and an open fire at the reserve at the end of Queens Parade East, Newport, Council did receive a request outside the exhibition period for the installation of “no alcohol” signage at that location. As this reserve was not identified as problematic through any other consultation in relation to the APAs or AFZs it is not recommended that this location be identified as an APA.

2.3 AFZs and APAs

The *Local Government Act 1993* provides two primary methods for councils to manage the consumption of alcohol in public places;

1. Section 642 – 648 indicates that a council may establish an AFZ on a road, footpath or public carpark. The AFZ may be in force for a period of up to four years, or for a special event. In Pittwater, Police officers enforce AFZs. They can confiscate alcohol on the spot if someone is drinking, is thought to have recently consumed or thought to have an intent to drink alcohol in an AFZ. There is not a fine for drinking in an AFZ however if a person refuses to co-operate with a police direction they may be charged with obstruction, which carries a maximum penalty of \$2,200.

2. Under Section 632 a council may erect “Alcohol Prohibited Area” notices to prohibit the consumption of alcohol, and/or other activities, in parks or reserves that are managed by council. Fines may be imposed by Police or other enforcement officers (where authorised) for persons acting contrary to a notice erected by a council.

2.4 Alcohol Free Zones in Pittwater

It is proposed that the following Alcohol Free Zones in Pittwater will be renewed from 1 October 2013 and remain in place until 31 September 2017. (Refer to **Attachment 1** for maps of AFZs).

Church Point – The AFZ extends from the cargo wharf in McCarrs Creek Road to the eastern end of the Church Point carpark.

Newport Shopping Centre – Extends through the main shopping centre and is bounded by Barrenjoey Road, Newport to Bardo Road to the South; Neptune Street to the North; Robertson Road to the West; and Ross Street to the East; and includes all public carparks, footpaths and streets bounded by this area.

Newport Residential – Extends from Barrenjoey Road and is bounded by Gladstone Street in the North; Beaconsfield Street in the South; Pittwater in the West; and includes all public carparks, footpaths and streets bounded by this area

Mona Vale – The Area Bounded by: Mona Vale Road between Emma Street and Pittwater Road; Emma Street to Wangara Street; Maxwell Street to the intersection of Parkland Road and Park Street; Park Street to the intersection of Barrenjoey Road; Golf Avenue between Pittwater Road and Mona Vale Beach; Pittwater Road between Mona Vale Road and Barrenjoey Road; Barrenjoey Road between Pittwater Road and Darley Street; Darley Street from Pittwater to Barrenjoey Road to Mona Vale Beach, Surfview Road between Golf Avenue and Bassett Street; and all public carparks, footpaths and streets contained within this area.

Avalon - The Area Bounded by: Old Barrenjoey Road between Dress Circle Road and Barrenjoey Road; Bellevue Road between Dress Circle Road and Avalon Parade; Avalon Parade between Ruskin Rowe and Surfside Avenue; Barrenjoey Road between The Crescent and Old Barrenjoey Road; The Crescent between Old Barrenjoey Road and Barrenjoey Road; Surfside Avenue between Avalon Parade and the end of Surfside Avenue; part of Central Road; and all public carparks, streets and pathways contained within this area.

2.5 **Alcohol Prohibited Areas in Pittwater**

The proposed Alcohol Prohibited Areas in Pittwater for renewal are as follows; (Refer to **Attachment 2** for images of locations.)

APA 24 hours per day (EXCEPT Friday, Saturday, Sunday and Public Holidays 3.00pm – 9.00pm)

- * Thomas Stephens Reserve, Church Point

APA Evening Restrictions

- * Village Park, Mona Vale. 10pm – 10am
- * Dunbar Park, Avalon. 9pm – 9am

APA Evening Restrictions (8.00pm – 8.00am)

- * Warriewood Valley Sports Field, Warriewood
- * Boondah Reserve, Warriewood
- * Kitchener Park, Mona Vale
- * North Narrabeen Reserve (excluding Pittwater Rugby Park)
- * Spurway Park, Newport
- * Avalon Beach Reserve and Des Creagh Reserve, Avalon
- * Porter Reserve, Newport

Note: All buildings, clubhouses, community centre facilities on these reserves with appropriate licences and/or approvals are excluded.

In addition to the above permanent APAs it is proposed to continue the following temporary APAs which have been requested by the NSW Police.

Temporary APAs

- * New Year's Eve at Rowland Reserve/Bayview Park from 6.00am New Year's Eve to 6.00am New Year's Day each year
- * Australia Day on all sand areas of all beaches within Pittwater from 6.00am Australia Day to 6.00am the following day (January 27th) each year

2.6 Implementation Plan

- 2.6.1 Council staff have undertaken an audit of existing AFZ signage. Where necessary signage will be updated, augmented and removed as required. The existing and amended AFZs will come into force on 1 October 1 2013 and will remain until 31 September 2017. APA signage within Pittwater will also be updated as required.
- 2.6.2 An education strategy will be implemented to raise community and police awareness of the location of AFZs and APAs within Pittwater, particularly those that are to be amended.

3.0 SUSTAINABILITY ASSESSMENT

3.1 Supporting & Connecting our Community (Social)

When AFZs and APAs are appropriately managed in terms of location, education and enforcement they are an effective means to both mitigate and respond to alcohol-related community safety and security issues.

3.2 Valuing & Caring for our Natural Environment (Environmental)

When AFZs and APAs are established and enforced they can minimise the negative impact on the environment of drinking in public places (e.g. rubbish, bottles and cans, broken glass and other related items)

3.3 Enhancing our Working & Learning (Economic)

There is a small cost to Council to establish and maintain AFZs and APAs. Funds are available in the 2013/14 budget to cover the costs associated with signage and community education

3.4 Leading an Effective & Collaborative Council (Governance)

There is no impact on governance.

3.5 Integrating our Built Environment (Infrastructure)

There is little negative impact on infrastructure from renewing AFZs and APAs, however there is some evidence to suggest that AFZs and APAs help reduce vandalism and graffiti on Council's community assets.

4.0 EXECUTIVE SUMMARY

- 4.1 When Alcohol Free Zones and Alcohol Prohibited Areas are established in appropriate spaces and operated with the required level of resources to promote and enforce them, they are an effective tool to assist councils and Police mitigate anti-social behaviour and promote public safety.

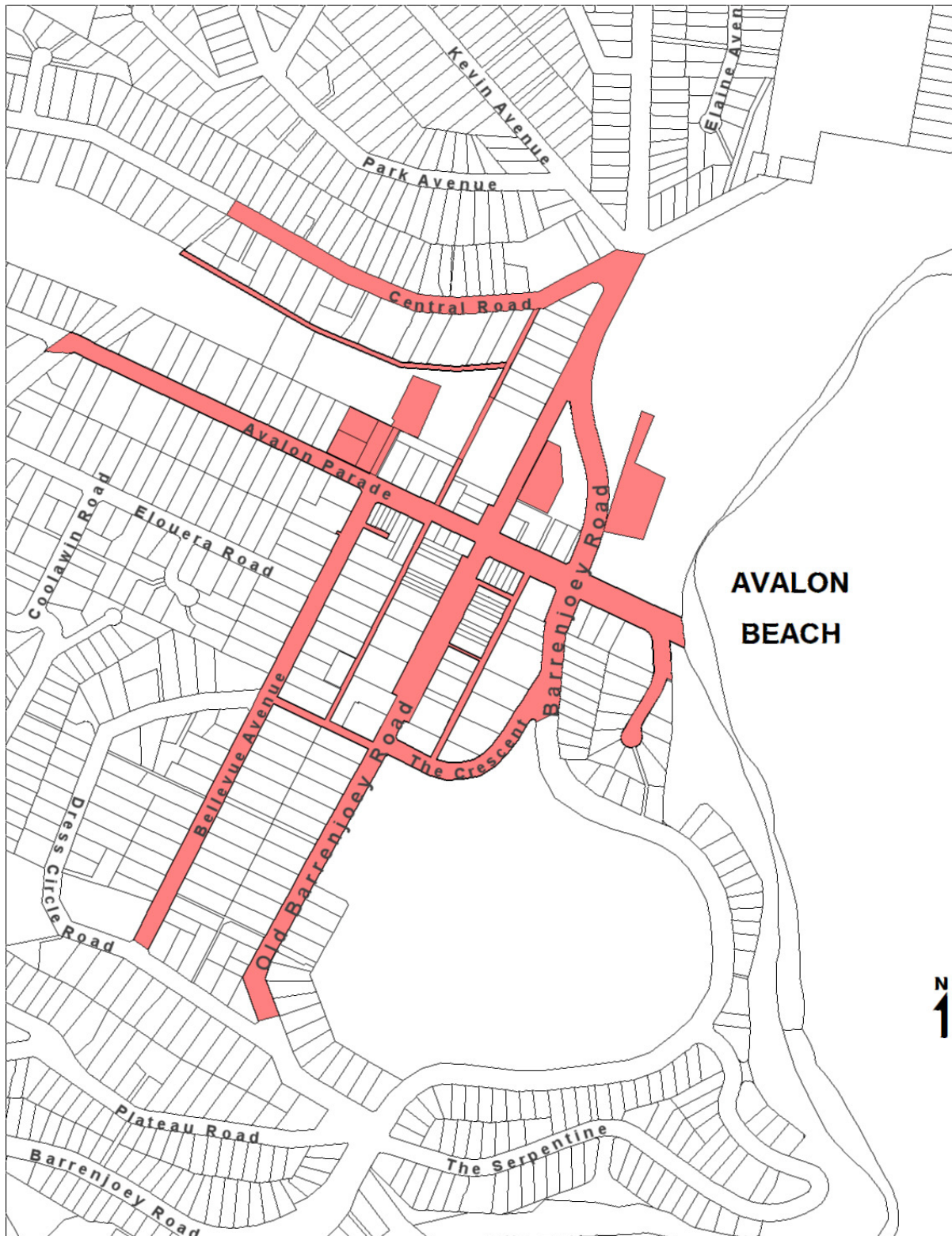
RECOMMENDATION

1. That Council's existing Alcohol Free Zones and Alcohol Prohibited Areas continue until 1 October 2013
2. That the Alcohol Free Zones described in Section 2.4 of this report and displayed in **Attachment 1** be adopted by Council and will be in force from 1 October 2013 to 30 September 2017.
3. That the Alcohol Prohibited Areas described in Section 2.5 of this report and displayed in **Attachment 2** be adopted by Council and will be in force from 1 October 2013 to 30 September 2017

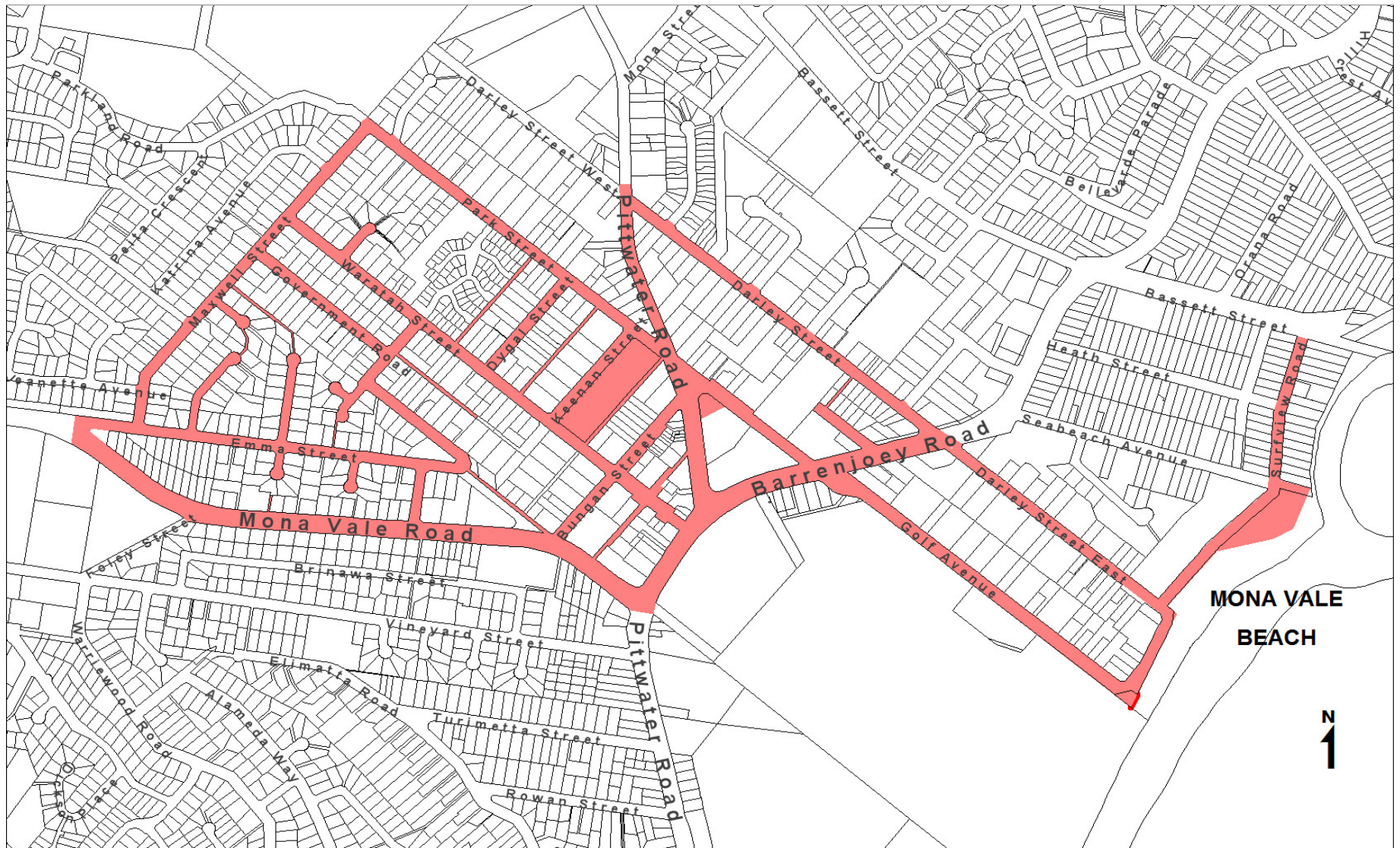
Report prepared by
Meredith Harrison, Social and Community Planner

Lindsay Godfrey
MANAGER, COMMUNITY, LIBRARY & ECONOMIC DEVELOPMENT

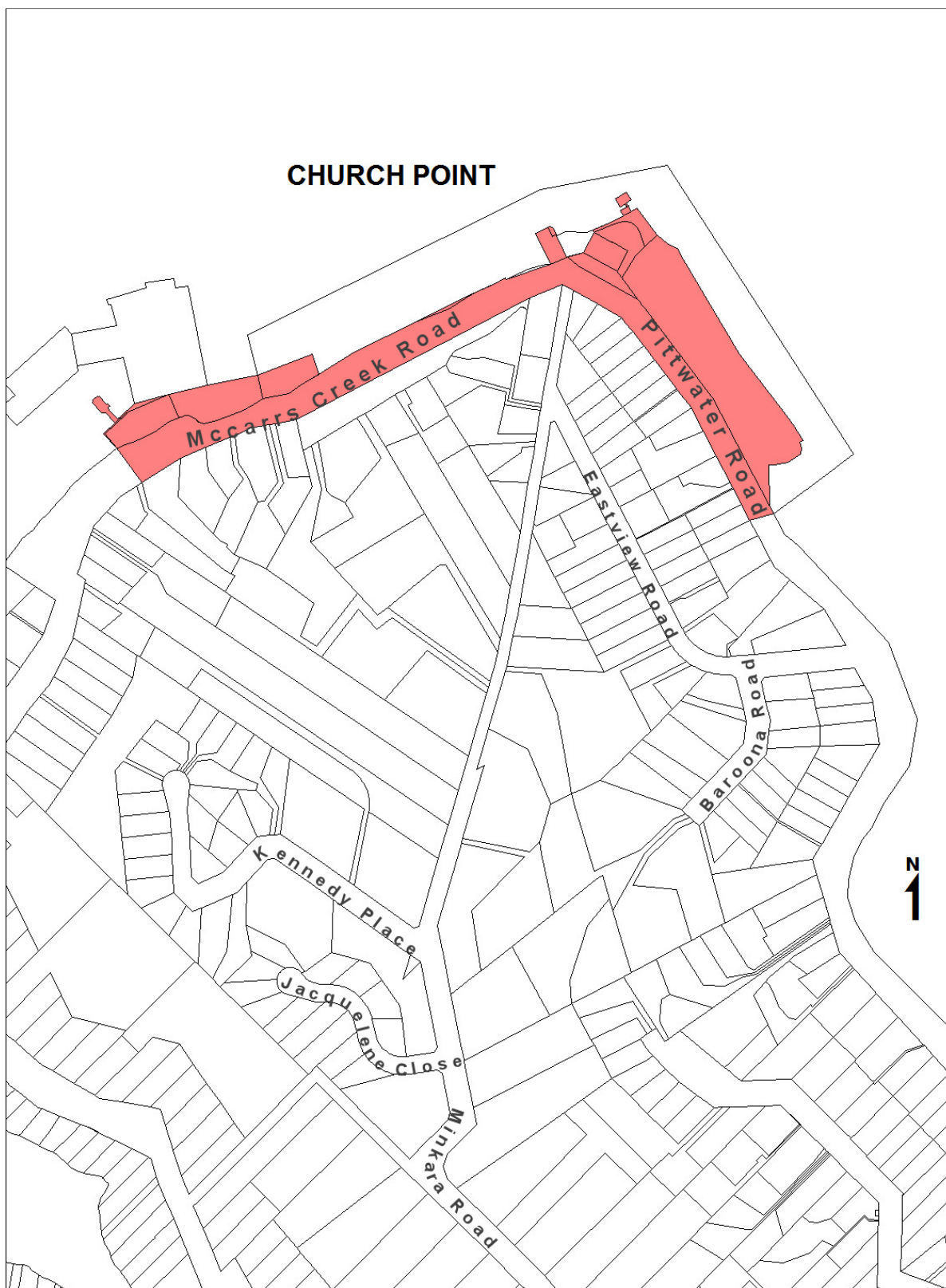
ALCOHOL FREE ZONES – Avalon Village



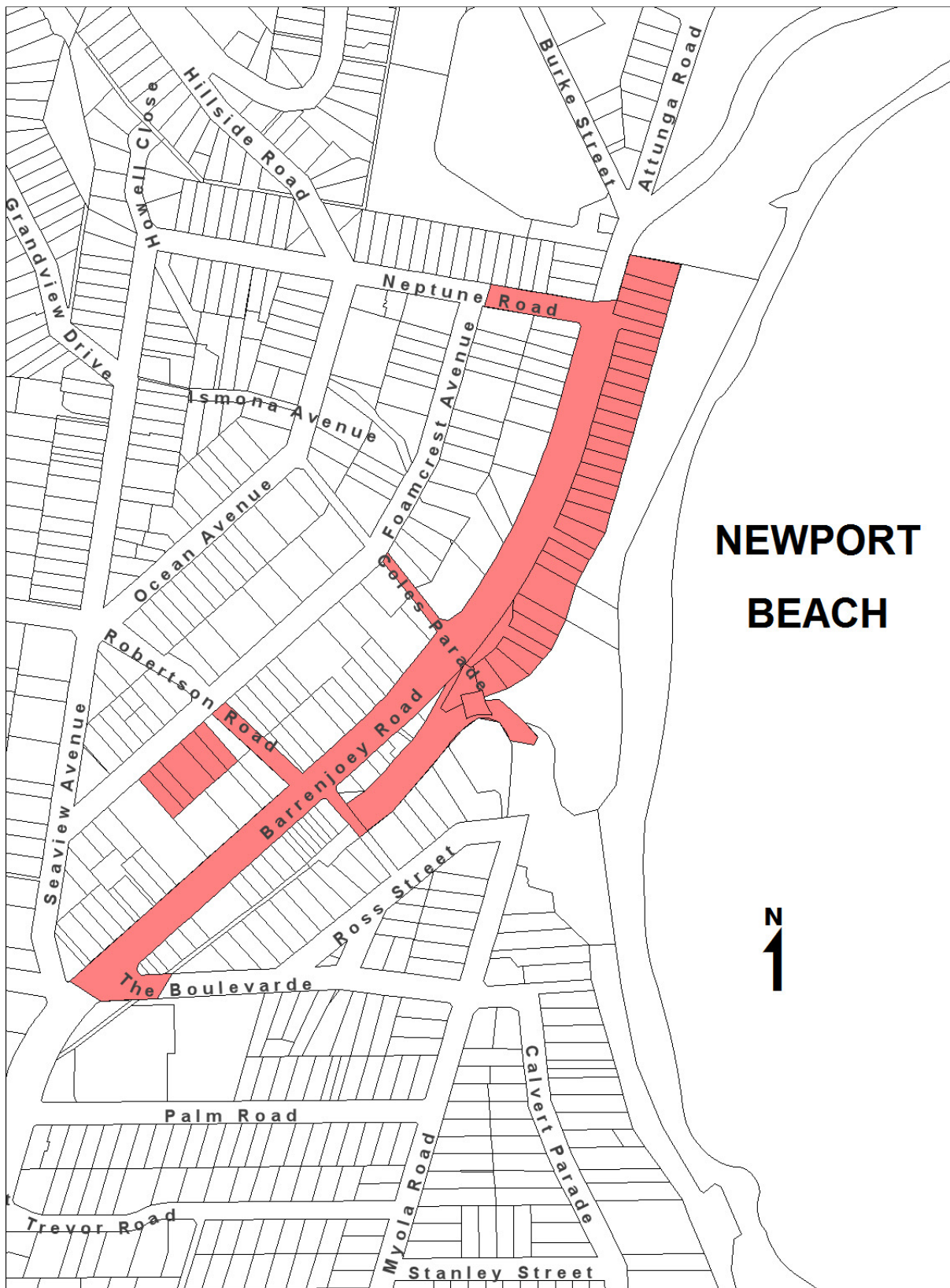
ALCOHOL FREE ZONES – Mona Vale Village



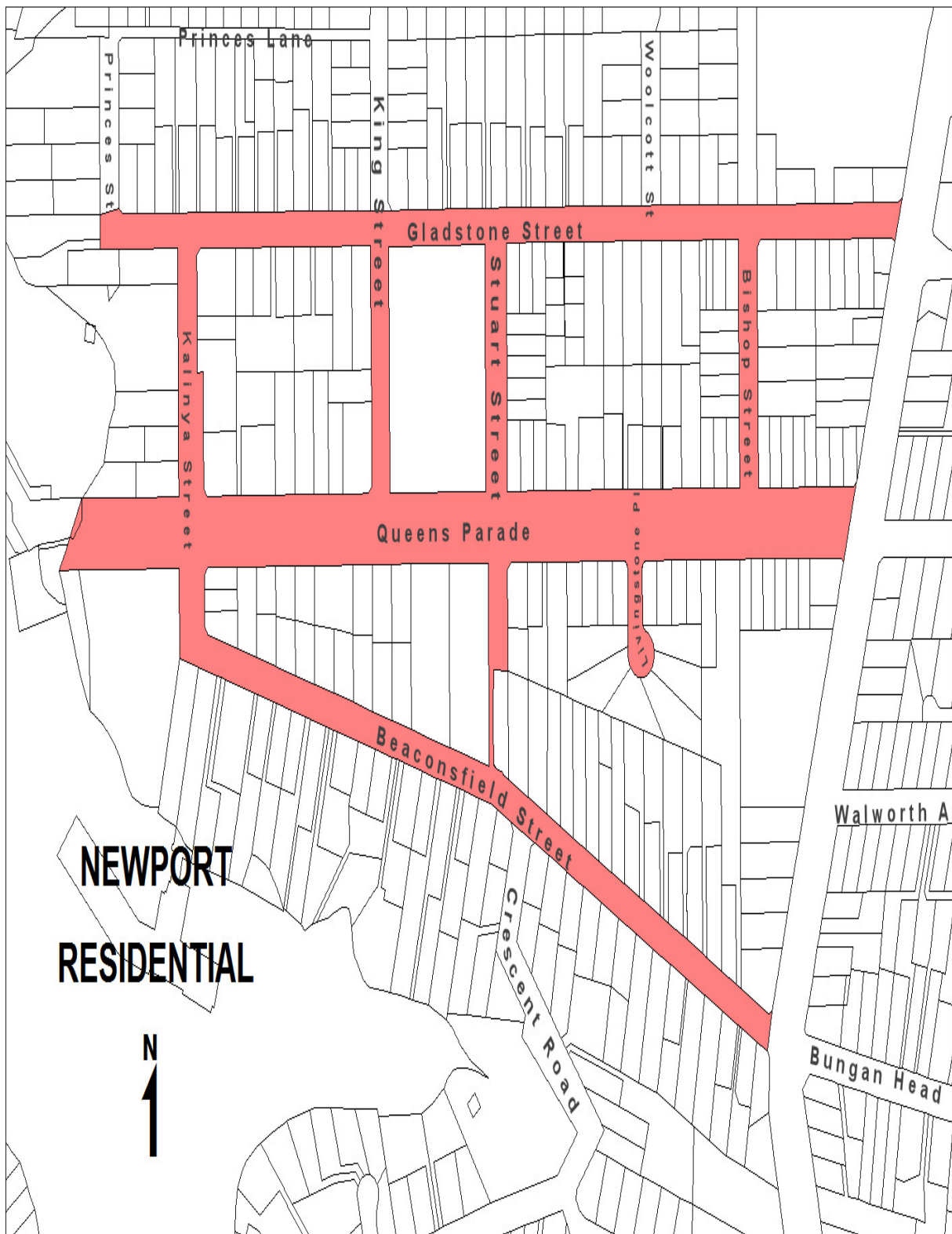
ALCOHOL FREE ZONES – Church Point



ALCOHOL FREE ZONES – Newport Beach

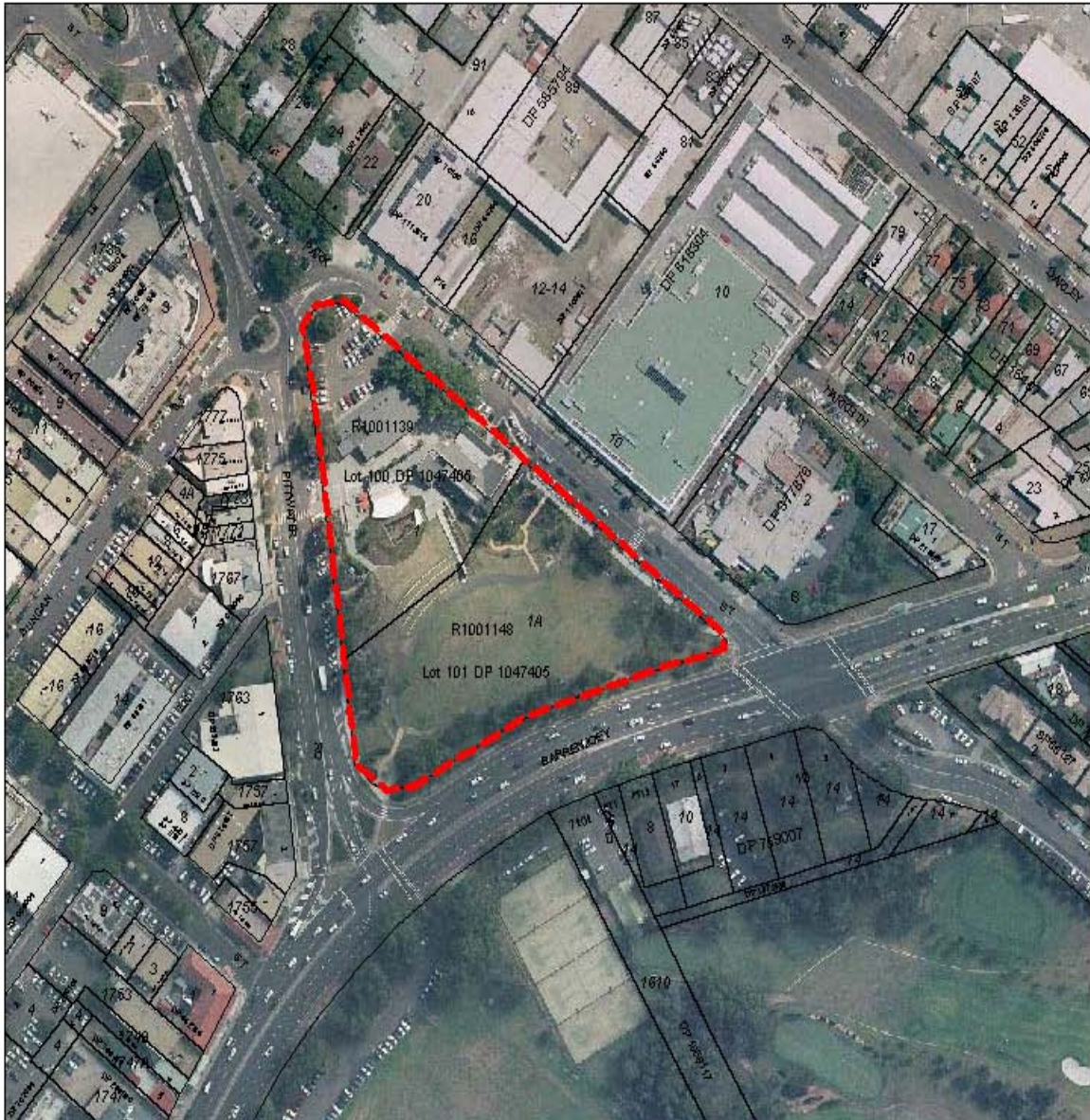


ALCOHOL FREE ZONES – Newport Residential



ALCOHOL PROHIBITED AREA - TOWN CENTRES

Village Park, Mona Vale. Alcohol Prohibited Area. 10pm – 10am



ALCOHOL PROHIBITED AREA - TOWN CENTRES

Spurway Park, Newport. Alcohol Prohibited Area. 8pm – 8am

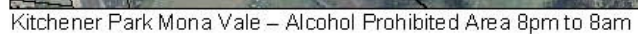


ALCOHOL PROHIBITED AREA - TOWN CENTRES

Dunbar Park, Avalon. Alcohol Prohibited Area. 9pm – 9am



Kitchener Park, Mona Vale. Alcohol Prohibited Area. 8pm – 8am



ALCOHOL PROHIBITED AREA - Recreational Areas

Porter Reserve, Newport. Alcohol Prohibited Area. 8pm – 8am



Porter Reserve Newport – Alcohol Prohibited Area 8pm to 8am

ALCOHOL PROHIBITED AREAS – Recreational Area

North Narrabeen Reserve. Alcohol Prohibited Area. 8pm – 8am



North Narrabeen Reserve (excluding Pittwater Rugby Park) - – Alcohol Prohibited Area 8pm to 8am

ALCOHOL PROHIBITED AREAS – Recreational Area

Warriewood Valley Sportsground, Warriewood. Alcohol Prohibited Area. 8pm – 8am



Warriewood Valley Sportsground Warriewood – Alcohol Prohibited Area 8pm to 8am

ALCOHOL PROHIBITED AREA - Recreational Area

Warriewood Valley Sportsground, Warriewood. Alcohol Prohibited Area. 8pm – 8am



Boondah Reserve Warriewood – Alcohol Prohibited Area 8pm to 8am

ALCOHOL PROHIBITED AREAS - Recreational Area

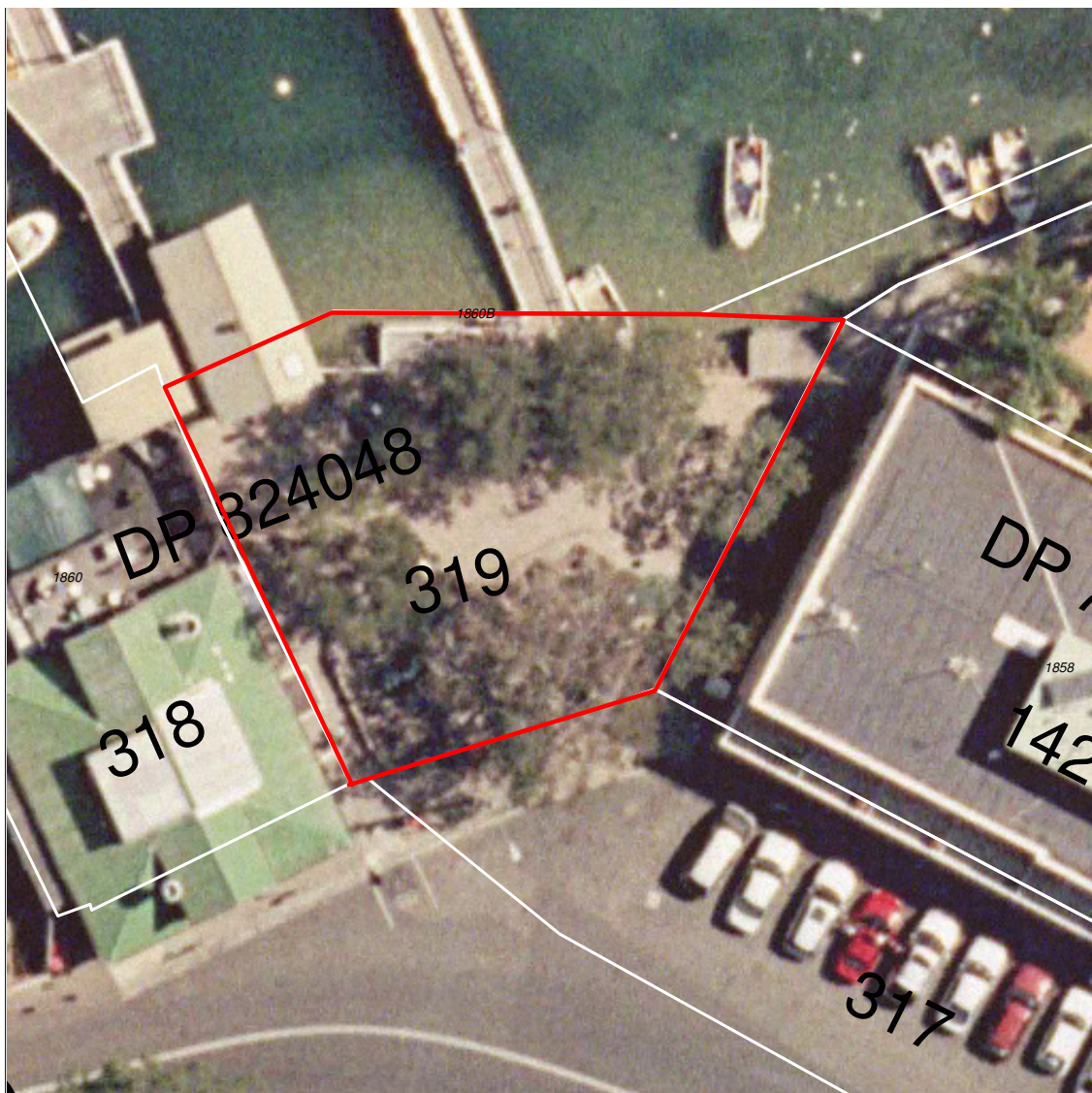
APEX Park, Mona Vale. Alcohol Prohibited Area. 8pm – 8am



ALCOHOL PROHIBITED AREA - Recreational Area

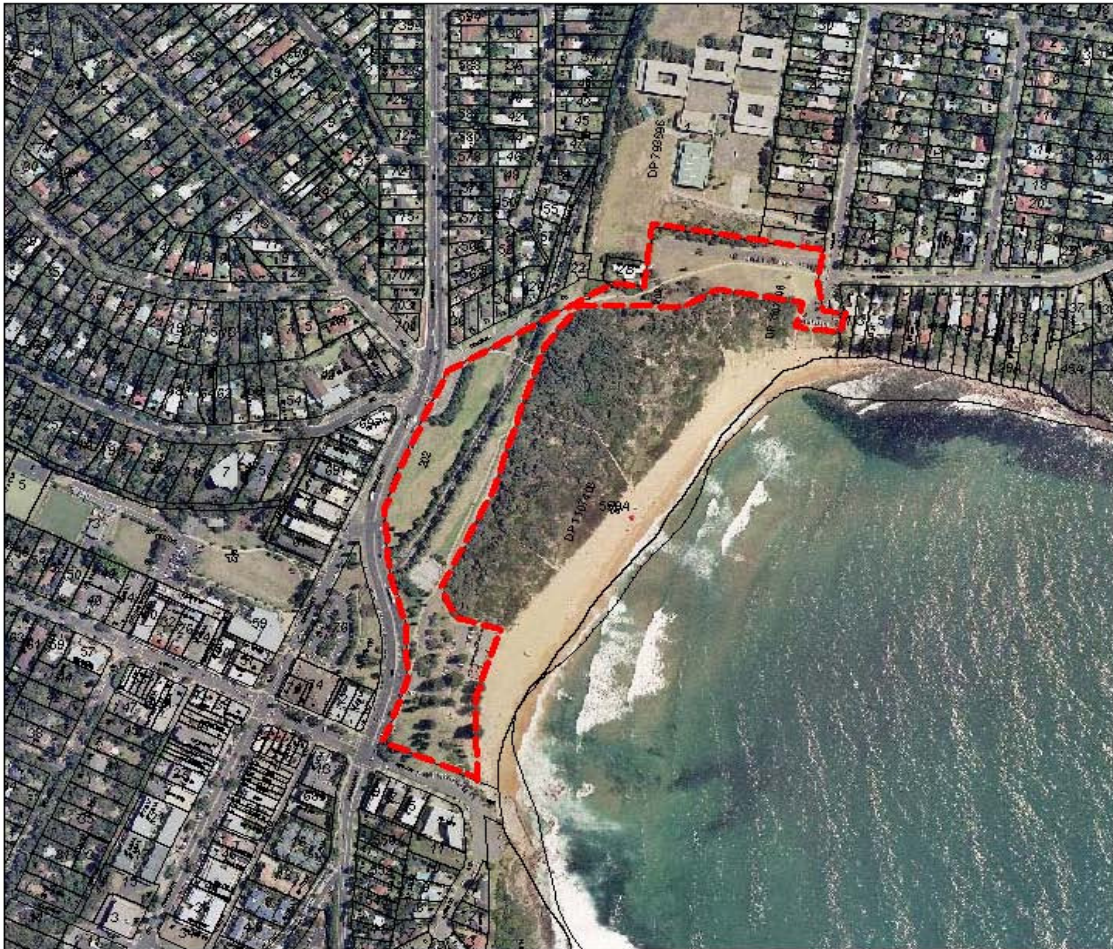
Thomas Stephens Reserve – Church Point

24 hrs (Except Friday, Saturday, Sunday and Public Holidays. 3pm - 9pm)



ALCOHOL PROHIBITED AREA – Recreational Area

Avalon Beach Reserve & Des Creah Reserve, Avalon.
Alcohol Prohibited Areas. 8pm – 8am



Avalon Beach Reserve & Des Creah Reserve Avalon – Alcohol Prohibited Area 8pm to 8am

C11.6	Australian Local Government Association (ALGA) Conference - Canberra - 16-19 June 2013
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Meeting: Governance Committee

Date: 19 August 2013

STRATEGY: Corporate Management

ACTION: To report on Councillor attendance at the Australian Local Government (ALGA) Conference, held in Canberra from 16 to 19 June 2013, and attended by Councillor Townsend.

PURPOSE OF REPORT

To advise Council of Councillor Townsend's report following her attendance at the Australian Local Government (ALGA) Conference, Canberra, 16 to 19 June 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 Councillor Townsend's Report (**Attachment 1**) is attached for Council's 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 Townsend's report following her attendance at the Australian Local Government (ALGA) Conference, held in Canberra from 16 to 19 June 2013, is attached for Council's information.

RECOMMENDATION

That Councillor Townsend's report on the Australian Local Government Conference (**Attachment 1**) be noted.

Report prepared by

Warwick Lawrence
MANAGER, ADMINISTRATION & GOVERNANCE

**Report on ALGA Conference in Canberra
16-19 June 2013**

The National General Assembly conference was centered around the Referendum for direct Federal funding of Local Government. It was the biggest gathering of local government representatives ever.

The Parliament House dinner the first night, hosted by the then Prime Minister Julia Gillard, was well attended by Federal members of Parliament from all sides. Announced at the dinner was the referendum and acknowledgement of bipartisan support.

The next day the conference opening ceremony was held at the National Convention Centre. A number of speakers spoke in support of the referendum and encouraging all local government representatives to get out and lobby our Federal members for support. To great fanfare the referendum was announced with singing and cheering.

A highlight was hearing from Michael Chaney that we live in a lucky country, but not a lucky country for all. He gave a sobering account of the diversity of privileges within our great nation.

Our SHOROC members were invited to meet with our members, Ms Bronwyn Bishop and Mr Tony Abbott, to discuss issues across our region. Transport, health, and local government reforms were discussed.

We also were invited to dinner with the board of Kimbriki to be brought up to date with the progress of works at Kimbriki.

On the motions, one major one with great support was for the container deposit scheme. There was strong support from councils for a National Container Deposit Legislation.

The conference itself was consumed by the Road to the Referendum. Now in writing this report, it is disappointing that it will not be put at the next Federal election. The conference was very ordinary with very little substance outside of the referendum.

One major benefit for our Council was the opportunity of building stronger relations with our SHOROC partners and neighbouring councils.

**Jacqueline Townsend
Councillor**

C11.7 Resident Questions taken on notice - 15 July 2013

Meeting: Governance Committee

Date: 19 August 2013

STRATEGY: **Corporate Management**

ACTION: Effectively manage Council's corporate governance responsibilities

PURPOSE OF REPORT

To report to the Council and the community any subsequent response to those resident questions taken on notice at a Meeting.

1.0 BACKGROUND

- 1.1 At its meeting held on 15 October 2012, in response to a Mayoral Minute, the Council resolved as follows:

"That Pittwater Council establish a report to Council which sets out the questions and responses to resident and Councillor questions taken on notice, which is to be submitted at the second meeting of the month following resident questions."

- 1.2 At its meeting held on 15 July 2013 two (2) questions from a resident were taken on notice.
-

2.0 ISSUES

2.1 Question 1 - Mr Phil Walker

To the General Manager: Could you please confirm the Freedom of Information response that Pittwater Council has no record of legal advice regarding shoppers parking on the Crown Reserve at Beeby Park?

Answer:

The General Manager advised that he would have to take this question on notice.

Subsequently, the General Manager advised Mr Walker in a letter dated 17 July 2013 that yes, Pittwater Council has no record of any legal advice regarding shoppers parking on the Crown Reserve at Beeby Park.

2.2 Question 2 - Mr Phil Walker

Madam Mayor, could you please confirm the statement attributed to you in Pittwater Life that Pittwater Council has legal advice regarding shoppers parking on the Crown Reserve at Beeby Park?

Answer:

The Mayor advised that she would have to take this question on notice.

Subsequently, the Mayor advised Mr Walker in a letter dated 17 July 2013 that the advice she had was provided by the General Manager, that advice being that the construction of the carpark in accordance with the Plan of Management on Beeby Reserve is legal.

3.0 SUSTAINABILITY ASSESSMENT

A sustainability assessment is not required for this report.

4.0 EXECUTIVE SUMMARY

4.1 At its meeting held on 15 October 2012 the Council resolved as follows:

"That Pittwater Council establish a report to Council which sets out the questions and responses to resident and Councillor questions taken on notice, which is to be submitted at the second meeting of the month following resident questions."

4.2 At its meeting held on 15 July 2013 two (2) questions from a resident were taken on notice.

4.3 A report therefore is submitted outlining the relevant questions and subsequent responses provided to the resident.

RECOMMENDATION

That Council note the responses subsequently provided by the General Manager and Mayor to the resident questions taken on notice.

Report prepared by
Gabrielle Angles, Principal Officer – Administration

Warwick Lawrence
MANAGER, ADMINISTRATION & GOVERNANCE

Planning an Integrated Built Environment Committee

12.0 Planning an Integrated Built Environment Committee Business

C12.1 Update on Ingleside Precinct Planning

Meeting: Planning an Integrated Built
 Environment Committee

Date: 19 August 2013

STRATEGY: **Land Use & Development**

ACTION: To establish land uses that respond to environmental, cultural, social and
 economic needs in a sustainable manner.

 To effectively respond to state and regional planning initiatives.

PURPOSE OF REPORT

To inform Council of the Project Plan and Community Engagement Plan for the Ingleside Precinct Planning project as adopted by the Project Control Group (PCG).

1.0 BACKGROUND

1.1 At its meeting of 24 June 2013, Council was advised of the administration and governance arrangements being established by with the Department of Planning and Infrastructure (DP&I) and Urban Growth NSW. This included the delivery structure and community engagement plan for the project.

1.2 At that meeting, Council resolved as follows:

- "1. That the report be noted.*
- 2. That the establishment of the Ingleside Community Reference Group for the Ingleside Precinct Plan in accordance with 3.5 of this report be endorsed and the attached Terms for Reference (Attachment 3) be adopted.*
- 3. That an Expression of Interest for the membership of the Ingleside Community Reference Group be called.*
- 4. That the following three (3) Councillors be nominated to participate in the selection panel for the Ingleside Community Reference Group:*
Cr Ferguson
Cr Millar
Cr McTaggart
- 5. That Cr Hegarty be nominated to Chair the Ingleside Community Reference Group.*
- 6. That all landowners, whose property is in the Ingleside Release Area, and relevant stakeholders be advised of the formal commencement of the Precinct Planning Process with the Department of Planning and Infrastructure and UrbanGrowth NSW, and inviting them to a community information session in July 2013.*
- 7. That the Project Plan and Probity Plan for Ingleside be presented to Council immediately following its endorsement by the State Government Executive including the Project Control Group.*
- 8. That a report be presented to Council on the outcome of the Expression of Interest process and selection of Community Members for the Ingleside Community Reference Group."*

- 1.3 At its meeting of 15 July 2013, the Project Control Group (PCG) comprising senior officers of DP&I, UrbanGrowth NSW and Council adopted the Ingleside Project Plan and Ingleside Community Participation Plan (seen **Attachments 1 and 2**).
- 1.4 At the time of finalising this report, DP&I were in process of engaging the Probity Advisor for this project.

2.0 LAUNCH OF WEBSITE & INFORMATION SESSIONS

- 2.1 Since 19 July 2013, all enquiries regarding the Ingleside Precinct planning project are being directed to the DP&I's Community Relations Team via a designated phone number, 1300 730 550 and email community@planning.nsw.gov.au
- 2.2 Council has developed a new website, www.inglesideplanning.com.au and it is anticipated to be live by 15 August 2013.
- 2.3 It should be noted that the Community Information sessions anticipated to be held in July were delayed. These two sessions for Ingleside landowners/stakeholders have been scheduled for this Saturday, 24 August 2013 (from 2.30pm to 4pm at the Memorial Hall Mona Vale) and Tuesday 27 August 2013 (from 6.30pm to 8pm at Monash Country Club). A copy of the letter sent to Ingleside landowners is in **Attachment 3**.
- 2.4 In the event that another information session is required, attendance to the additional session will be open to the broader Pittwater community (scheduling of this information session is still to be arranged/confirmed).

3.0 EOI PROCESS FOR COMMUNITY REFERENCE GROUP MEMBERS

- 3.1 At its meeting of 24 June 2013, Council adopted the Terms of Reference for an Ingleside Community Reference Group including the calling of nominations via an Expression of Interest process for membership into this Reference Group. Additionally, Council resolved inter-alia:

"8. That a report be presented to Council on the outcome of the Expression of Interest process and selection of Community Members for the Ingleside Community Reference Group."

- 3.2 Nominations for membership into the Ingleside Community Reference Group will be open from 23 August 2013 and will close on Friday 6 September 2013. Advertisements are to appear in the Manly Daily, Council's website and specific Ingleside website. Additionally, registered community groups will be advised in writing.
- 3.3 Fact Sheets on the Ingleside Community Reference Group are to be made available at Council's Customer Service Centres and websites from 23 August 2013 and at each of the Ingleside Information Sessions.
- 3.4 Attendance to the Ingleside Community Reference Group's first meeting of 25 September 2013 is mandatory, enabling selected reference group members to undergo induction including Code of Conduct and conflict of interest issues (pecuniary or non-pecuniary matters) training requirements.

4.0 NEXT STEPS

- 4.1 Concurrent with the administrative matters established for this project has been the preparation of consultant briefs as part of the procurement phase for commissioning of the various technical studies required to inform the planning investigations.
- 4.2 An information report will be provided to Council following the selection of members for the Ingleside Community Reference Group.

Additionally, the Probity Plan (when endorsed by the PCG) and any other relevant matters will also be provided to Council.

5.0 SUSTAINABILITY ASSESSMENT

5.1 Supporting & Connecting our Community (Social)

The Ingleside Precinct Planning process seeks to examine how any new community will be integrated into the wider Pittwater community

5.2 Valuing & Caring for our Natural Environment (Environmental)

The precinct planning will evaluate likely impacts of a land release development for Ingleside, including environmental impacts on the natural environment, creek systems including receiving water. Best practice must be employed to lessen ecological footprint and protect biodiversity.

5.3 Enhancing our Working & Learning (Economic)

The precinct planning investigation must evaluate likely impacts of a land release on employment containment initiatives and the attraction of employment opportunities. Conversely, the precinct planning process will consider the economic viability of development in Ingleside together with affordability to deliver the necessary services and infrastructure commensurate with future land release in Ingleside.

5.4 Leading an Effective & Collaborative Council (Governance)

Overseeing the precinct planning investigation will be a probity plan being prepared by a probity advisor (recently engaged) and through implementation of the community participation plan developed by this project, aimed at ensuring decision-making is ethical, accountable and transparent and that stakeholders and the wider community are aware of the decisions/next steps throughout the relevant stages of the precinct planning process.

5.5 Integrating our Built Environment (Infrastructure)

Important infrastructure and design matters are to be investigated in line with the potential for any increase in dwelling yields.

RECOMMENDATION

1. That the information in this report be noted.
2. That a further report on the progress of the Ingleside Precinct Planning be presented to Council in the second quarter of 2013-2014 including:
 - the outcome of the Expression of Interest process and selection of Community Members for the Ingleside Community Reference Group and
 - the Probity Plan for Ingleside.

Report prepared by
Liza Cordoba, Principal Officer Land Release

Andrew Pigott
ACTING MANAGER, PLANNING & ASSESSMENT



Ingleside Precinct

Project Plan

8 August 2013

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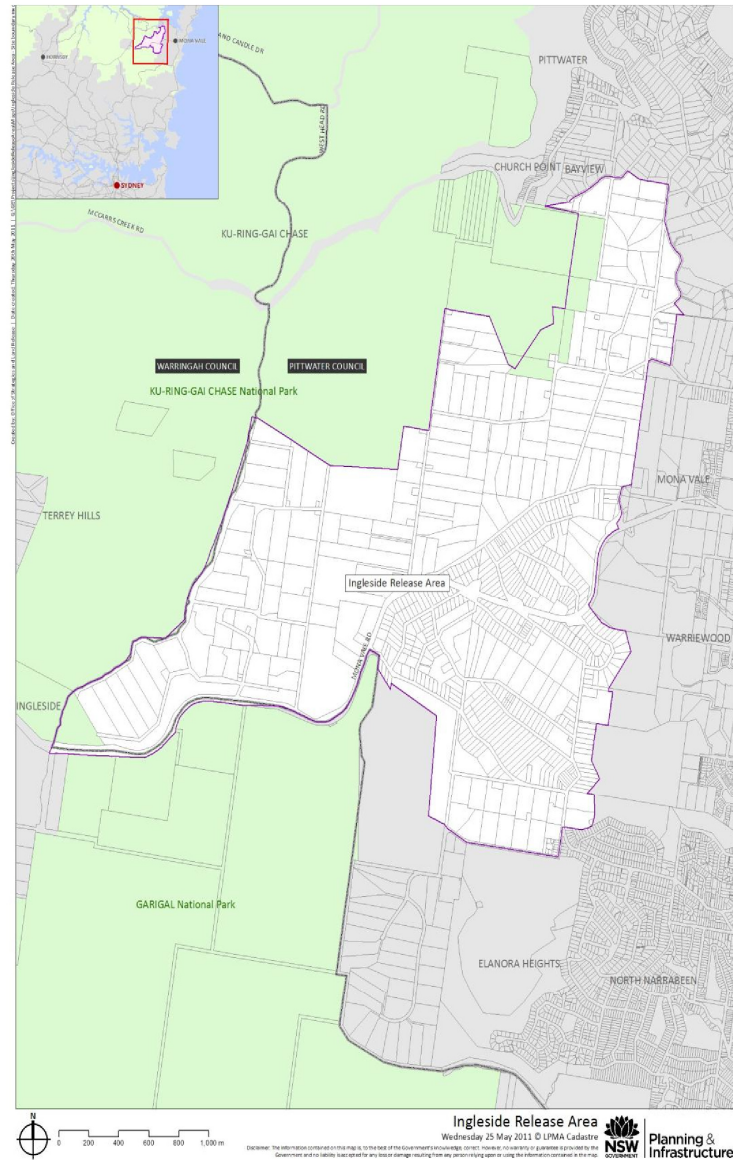
Glossary

Council	Pittwater Council
DCP	Development Control Plan
DP&I	Department of Planning and Infrastructure
EP&A Act	Environmental Planning and Assessment Act, 1979
IDP	Infrastructure Staging and Delivery Plan
ILP	Indicative Layout Plan
Minister	Minister for Infrastructure and Planning
PCG	Project Control Group
PWG	Precinct Working Group
Regulation	Environmental Planning and Assessment Regulation, 2000
SEPP	State Environmental Planning Policy

1 Introduction

This Project Plan establishes the Precinct Planning Process that will be applied to the Ingleside Release Area (Ingleside Precinct) in the North East Subregion and Pittwater Council Local Government Area.

Figure 1-1 Map of the Ingleside Precinct



The Minister for Planning and Infrastructure and Pittwater Council have agreed to undertake a Precinct Planning Process for the Ingleside Release Area to confirm development potential and to establish planning controls to enable development consistent with that potential.

Precinct Planning is well established in the Sydney Region Growth Centres and enacted via State Environmental Planning Policy (SEPP) (Sydney Region Growth Centres) 2006. Under this Policy the Government commits to funding studies, coordinating infrastructure and offers to fund Council resources. While Ingleside is not in the Growth Centres, Council and the State Government have agreed to model the planning for Ingleside on the Precinct Planning approach, led by the Department of Planning and Infrastructure (DP&I), in partnership with Pittwater Council ("Council"). UrbanGrowth NSW will contribute significant input on development feasibility, staging and infrastructure delivery and will also be part of the project management team.

1.1 The Purpose of this Plan

The purpose of the Project Plan is to provide a road map for the participants in the Precinct Planning Process and to provide certainty to landowners and the community on how the process will be run. When finalised, this Project Plan will be publicly available on the Department's web site.

This document sets out:

- The project's organisational structure, including the project team, roles and responsibilities;
- Background and context in which this project takes place;
- Key Deliverables for the project
- Stages in the process and associated milestones;
- An overview of the communications strategy, including key stakeholders;
- Procurement responsibilities
- A project budget; and
- A risk and change management plan.

2 Background and Planning Context

2.1 Overview of the Precinct Planning Process

The rezoning of Ingleside Precinct will utilise the Precinct Planning Process outlined in the Growth Centres Development Code (The Code). The Code was released in October 2006, to guide the Precinct Planning Process for the Growth Centres. The Development Code contains Precinct development parameters, guidelines for the preparation of an Indicative Layout Plan, including an environmental analysis of a Precinct and an urban form analysis for development of a Precinct. Further, the Development Code contains guidelines to assist in the preparation of a Development Control Plan for a Precinct.

The Development Code may be used as a reference document when undertaking all studies and in the Precinct Planning Process more generally.

The Precinct Planning Process ensures the orderly and efficient development of the land in accordance with statutory requirements. The Precinct Planning Process includes:

- Analysis of the environment and urban form to determine development parameters and issues that will need to be addressed before development application stage;
- Preparation of statutory plan and detailed development control plan within a defined timeframe;
- Incorporating consideration of development feasibility and development processes into land use and infrastructure planning;
- Co-ordinating infrastructure provision and agency requirements, including establishing funding arrangements;
- A comprehensive approach to community engagement throughout the process, in addition to statutory public exhibition of the draft precinct planning package; and
- Obtaining Precinct-level approvals for relevant integrated development and other statutory requirements, where appropriate.

The principles of the Precinct Planning Process are that it will:

- be streamlined;
- provide clear and unambiguous roles and responsibilities for parties involved in precinct planning;
- promote procedural fairness;
- promote probity and transparency;
- enable an appropriate level of flexibility to respond to changing circumstances;
- avoid duplication and multiple assessment of the same issue; and
- avoid unnecessary administration.

The Precinct Planning Process takes place in the context of key planning strategy which informs and guides this process, including the draft Metropolitan Strategy 2031, the Metropolitan Development Program and will need to consider alignment with the New Planning System.

2.2 Ingleside Precinct Background and Chronology

Ingleside Precinct is located within the Pittwater Local Government Area (LGA) and is approximately 700 hectares. The area adjoins the Garigal and Ku-ring-gai National Parks, the Ingleside/Warriewood Escarpment to the east and Ingleside Chase Reserve.

Within Ingleside there are three discernible areas for planning and infrastructure provision. These areas are referred to as South Ingleside (on the south side of Mona Vale Road), North Ingleside (on the north side of Mona Vale Road and east of Chiltern Road), and Wirreanda Valley (on the north side of Mona Vale Road, west of Chiltern Road)).

The Precinct currently has non-urban zoning under Pittwater Local Environmental Plan (LEP) 1993 which has a wide range of permissible activities. Current controls are struggling to ensure suitable outcomes in relation to the physical and environmental characteristics of the area and have resulted in complex mix of urban and non-urban development.

A mix of public and private land ownership exists in the Precinct. Approximately one third of the area is in State Government ownership. The Office of Strategic Lands (OSL) owns a relatively large number of properties, mainly in South Ingleside. About 105 hectares in a number of parcels across Wirreanda Valley and North Ingleside is Crown Land. Private land holdings have fragmented ownership and are not currently consolidated.

Pittwater Council owns a portion of land in South Ingleside and the Ingleside Park/Warriewood Escarpment, abutting the south-western boundary of Ingleside. The rest of the land is in fragmented private ownership. Landowners in the street block of Wilga and Wilsons Streets (known as the Wilga-Wilson group) in South Ingleside have previously requested the rezoning of the area.

Since the area was originally identified for future urban growth, a variety of planning studies have been completed. The following is a chronology of the planning for Ingleside:

- 1991 Announced for urban development (listed on the Metropolitan Development Program)
- 1993 Pittwater Council commenced the preparation of a planning strategy for Ingleside and Warriewood
- 1995 Council completed investigation and exhibited a draft planning strategy for Ingleside and Warriewood
- 1998 Warriewood Valley release area commenced and Ingleside deferred by State Government
- 2006 Former Minister for Planning requested Council undertake preliminary investigations into land release in Ingleside
- 2007 The Department and Council commenced preparation of a scoping study for Ingleside
 - Government land owners engaged Landcom to investigate potential rezoning
 - Draft North East Subregional Strategy was released confirming Ingleside as the primary source of greenfield land supply for the subregion
- 2008 Further studies including a biodiversity assessment, a preliminary bushfire assessment and an aboriginal heritage study were prepared
 - RTA released the Mona Vale to Macquarie Park Corridor Strategy
 - Scoping study endorsed by Council indicating issues to be resolved
 - Consultation with key agencies on the potential rezoning of Ingleside
- 2009 Scoping Study for Ingleside completed and reported to Council, identifying a range of issues that must be considered in progressing planning investigations for Ingleside.

In May 2011, the Council approached the newly formed NSW Government to discuss the progression of a comprehensive Government led approach to planning for Ingleside. Following discussions, in November 2012 it was agreed that the Department would outline in

a letter to Council the Government's approach to land release and its potential application in Ingleside for Council's consideration. Council resolved (subject to matters to be considered as part of the process) at its meeting of 18 February 2013 to be involved in a Precinct Planning Process led and funded by the NSW Government.

2.3 Key Issues, Constraints and Opportunities

A number of significant issues will need to be addressed and managed through the Precinct Planning Process. [Table 2-1](#) provides a preliminary summary of the key issues, constraints and opportunities which may have an impact on the project.

Table 2-1 Issues, Constraints and Opportunities

Key issues	Constraints	Opportunities
<ul style="list-style-type: none"> ▪ Dwelling yield and economic viability ▪ Availability of primary utilities infrastructure (particularly water, sewerage and electricity) and implications for the staging and costs of development ▪ Provision of transport infrastructure (Mona Vale Road and Powderworks Road in particular) ▪ Impacts on existing land use and integration with current land uses ▪ Risks to the program include engaging/facilitating timely input from state agencies and key stakeholders ▪ Probity risks should UrbanGrowth NSW's role develop from a planning-related function to delivery ▪ Funding over time of infrastructure 	<ul style="list-style-type: none"> ▪ Biodiversity ▪ Flooding ▪ Bush fire risk ▪ Riparian Corridors ▪ Heritage ▪ Urban interface, e.g. with existing residential land ▪ Existing capitalisation of some properties, particularly in North Ingleside ▪ Capacity of Powderworks Road ▪ Timing and upgrade of Mona Vale Road ▪ Infrastructure servicing ▪ Land capability and landscape ▪ Fragmented land ownership 	<ul style="list-style-type: none"> ▪ Protection of natural features and environmental attributes ▪ Public and private transport improvements including Mona Vale Road to Mona Vale ▪ New communities ▪ Improved access to centres ▪ Community services ▪ Market release, housing choice and affordability including affordable housing ▪ Recognition of local and State heritage, and indigenous heritage ▪ Strategic level approvals ▪ Coherent and coordinated development outcomes ▪ Certainty for landowners and community

3 Stakeholder Roles and Objectives in the Precinct Planning Process

The Precinct Planning Process will be led by the Department of Planning and Infrastructure, in partnership with Pittwater Council and UrbanGrowth NSW. The following sections outline the roles of these three key stakeholders.

3.1 Department of Planning and Infrastructure – Housing Delivery

The Precinct Planning Process will be led by the DP&I Greenfield Delivery team. The Greenfield Delivery team within DP&I have a key function of delivering the government's vision for urban release areas in Sydney.

In performing this task, DP&I objectives include:

- co-ordinating government agencies across a diverse range of fields, drawing them into the process in a pro-active manner;
- managing community and Government expectations of up-front infrastructure delivery, including roads, public transport, schools and hospitals;
- coordinating the sometimes disparate interests of landowners;
- simultaneously delivering multiple projects on a large scale;
- maintaining constructive relationships with Council throughout Precinct planning and land delivery phases;
- managing commercial risks to government through timely decisions about, and efficient procurement of, key infrastructure; and
- ensuring all aspects of the planning process are undertaken with due regard to probity.

3.2 Pittwater Council

Council has agreed to work in partnership with DP&I to complete the precinct planning process for Ingleside. Council's expert advice and technical knowledge of the area will be an invaluable contribution to the planning process.

Council will be responsible for assisting with infrastructure funding, planning and implementing the outcomes of the precinct planning process through assessment and approval of development proposals.

Council has expressed their aims and objectives through a Council resolution dated 18 February 2013, with requests that the planning process takes into account the following matters:

- the future protection and management of environmentally sensitive land, including environmental, biodiversity and creekline corridors;
- a sustainable and ecologically sensitive development form based on the highest standards;
- the threat from bushfire and provision of emergency access/egress e.g. bushfire
- the economic viability of the land release particularly associated with the findings of the report to Council on 19 October 2009;
- the extent of capitalisation evident in private landholdings in Ingleside;

- the need to upgrade Mona Vale Road and relevant intersections which would be exacerbated by any intensification of development in Ingleside;
- provision of a comprehensive waste water management proposal;
- comprehensive consideration of Powderworks Road and the impact and safety of its users and adjoining residents;
- delivery of infrastructure in a timely manner over the life of the development process
- financial risk to Council and the State Government if the development potential is not achieved or is delayed;
- uncertainty with the developer funded mechanisms;
- uncertainty with the implications of the programmed new Planning Act;
- maintaining ridge lines as areas of well designed landscaped areas dominated by trees rather than buildings;
- opportunities for provision of affordable housing;
- comprehensive community engagement process including the establishment of a Community based committee that will be regularly updated on issues, studies and progress of the Precinct Planning process.

These matters will be addressed through the Precinct Planning Process.

3.3 UrbanGrowth NSW

UrbanGrowth NSW will be a member of the Project Control Group and the Precinct Working Group. UrbanGrowth NSW will play an important role in assisting with the coordination of infrastructure delivery, assessing and advising on development feasibility and staging. It will also contribute development expertise to other aspects of the Precinct Planning Process and deliverables.

Landcom (now UrbanGrowth NSW) had previously commissioned studies for Ingleside relating to urban design, transport, development feasibility, and biodiversity. Understanding this information is a central part of the precinct planning process.

UrbanGrowth NSW is not a landowner within Ingleside Precinct; however the organisation has the capability to leverage development opportunities from surplus Government land. Such opportunities may be identified in the future and therefore it is necessary that appropriate probity arrangements must be in place to ensure transparency throughout the precinct planning process, whilst acknowledging the Premiers announcement M2013-01 UrbanGrowth NSW.

3.4 Summary of Stakeholders and Objectives

There are numerous state agency and community stakeholders that are critical to the precinct planning process. Table 7-1 summarise the key stakeholders and their objectives and interests in the project.

Table 3-1 Summary of Project Stakeholders and Objectives

Stakeholder	Objectives / Interests
<ul style="list-style-type: none"> The NSW Government 	<ul style="list-style-type: none"> Increased land supply to the market A coordinated approach to planning and development Other outcomes expressed through relevant State Government Departments and Offices (including DP&I)
<ul style="list-style-type: none"> Department of Planning and Infrastructure (DP&I) 	<ul style="list-style-type: none"> Increased land supply to the market Timely progression through Precinct Planning Process Coordinated involvement by other government agencies Timely delivery of infrastructure High degree of probity
<ul style="list-style-type: none"> Department of Arts, Sports and Recreation (DASR), which is part of Communities NSW 	<ul style="list-style-type: none"> Ensuring appropriate provision of Sports and Recreation facilities Social planning outcomes
<ul style="list-style-type: none"> Pittwater Council 	<ul style="list-style-type: none"> High degree of involvement in Precinct Planning Process High quality social, environmental and economic outcomes Increased land supply to the market Timely delivery of infrastructure at minimal financial risk Community involvement in Precinct Planning Process
UrbanGrowth NSW	<ul style="list-style-type: none"> Development feasibility outcomes Involvement in the Precinct Planning Process Implications of precinct planning on future development delivery, including timing
Transport Agencies: <ul style="list-style-type: none"> Transport for New South Wales (TfNSW) Roads and Maritime Services (RMS) 	<ul style="list-style-type: none"> Expected demand for transport infrastructure Timing of infrastructure delivery
Environmental Agencies: <ul style="list-style-type: none"> Office of Environment and Heritage NSW Office of Water, Department of Primary Industries 	<ul style="list-style-type: none"> Appropriate environmental protection Environmental planning outcomes
Service Providers: <ul style="list-style-type: none"> Department of Education and Communities (DEC) Department of Health (DoH) NSW Rural Fire Service (RFS) NSW Fire Brigade State Emergency Services Ambulance Police 	<ul style="list-style-type: none"> Timely delivery of infrastructure and services Planning for community service requirements Safety of current and future community (in relation to fire risk and access to emergency services) Social planning outcomes
Utilities: <ul style="list-style-type: none"> Sydney Water Energy Australia NBN Jemena 	<ul style="list-style-type: none"> Development coordinated with infrastructure delivery Timely and feasible delivery of infrastructure
Governance: <ul style="list-style-type: none"> Federal Member for Mackellar 	<ul style="list-style-type: none"> Increased land supply to the market for housing delivery

<ul style="list-style-type: none"> ▪ State Member for Pittwater ▪ Local Members 	<ul style="list-style-type: none"> ▪ Timely delivery of land to the market ▪ Development coordinated with infrastructure delivery ▪ High quality planning outcomes
<ul style="list-style-type: none"> ▪ Local Community 	<ul style="list-style-type: none"> ▪ Involvement in Precinct Planning Process ▪ Increased land supply to the market ▪ Timely, equitable and legible information ▪ High quality social, environmental and economic outcomes ▪ Early and appropriate provision of infrastructure ▪ Transparency in decision making
<ul style="list-style-type: none"> ▪ Landowners within the Precinct 	<ul style="list-style-type: none"> ▪ Timely resolution of planning process ▪ Active participation by all landowners ▪ Planning outcomes which facilitate financially viable development outcomes
<ul style="list-style-type: none"> ▪ Neighbouring landowners 	<ul style="list-style-type: none"> ▪ Concerned about impacts of staged development on adjoining lands, including the potential for land use conflicts
<ul style="list-style-type: none"> ▪ Interest groups and professional bodies including: PCA, UDIA, TEC, Historic Houses Trust 	<ul style="list-style-type: none"> ▪ Opportunities for members and ensuring quality planning and delivery outcomes
<ul style="list-style-type: none"> ▪ Media 	<ul style="list-style-type: none"> ▪ Keeping the public informed about the planning process ▪ Ensuring information is available to stakeholders

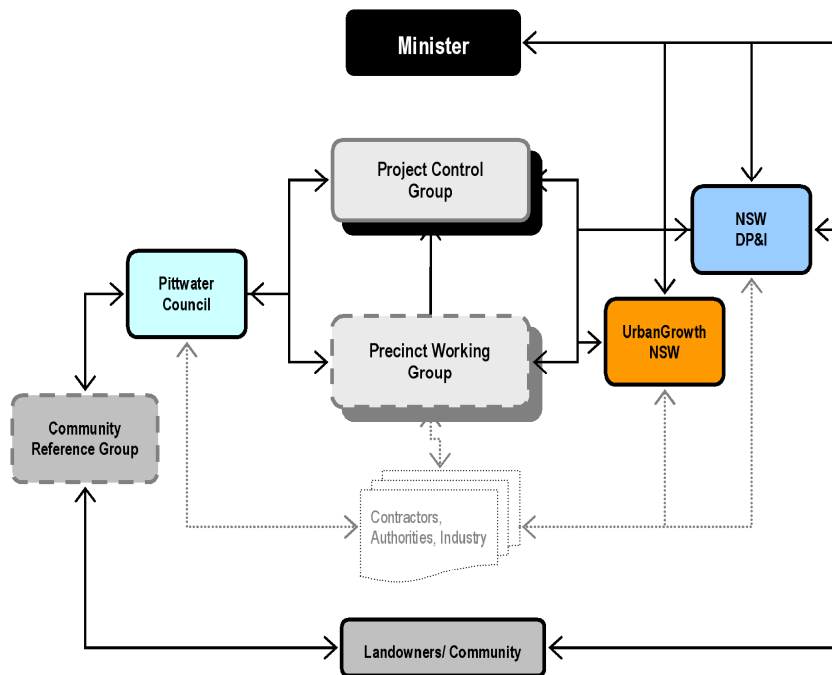
4 Project Management and Reporting

4.1 Project Organisation

The core project team consists of the Department of Planning and Infrastructure, Pittwater Council and UrbanGrowth NSW. The Precinct Planning Process will be administered by DP&I. The Department will retain the principal project management role and will ultimately be responsible for the project's successful delivery. The Project will be based on respect for all parties' opinions, comments and representations.

Consistent with the Precinct Planning Process a Project Control Group (PCG) and Precinct Working Group (PWG) will be established. Figure 4-1 shows the structure of the project team, reporting, and key personnel involved in Precinct planning. The chart highlights key communication lines, including key management and reporting directions.

Figure 4-1 Project Organisation Chart



4.2 Project Control Group

The Precinct Project Control Group (PCG) is responsible for providing direction to the Precinct Planning Process and overall delivery of the Precinct Planning documents. The members of the PCG will be:

- DP&I Project Director;
- DP&I Project Manager;
- DP&I Precinct Planner;
- Council Project Coordinator;
- Council's Manager Planning & Assessment; and
- UrbanGrowth General Manager and Project Coordinator.

Each of the core members may nominate alternates. Permanent replacement attendees may also be approved by the PCG.

Key functions of the PCG will be to:

- set the strategic directions for the process;
- act as an interface with the Council, UrbanGrowth NSW and DP&I Executive to ensure a smooth passage for the Precinct Plan;
- make key decisions about the Precinct Planning Process, including endorsement of the Indicative Layout Plan (ILP) and the Final Precinct Plan;
- report on all major decisions to the DP&I Executive, to Council and UrbanGrowth NSW;
- assist in negotiations with government authorities, and co-ordinate their input into the Precinct Planning Process;
- agree on a project program and ensure the project meets key milestones;
- ensure all work is completed to agreed standards by Council, DP&I, Urban Growth and contractors;
- review and adapt the Precinct Planning Process to address changing circumstances;
- oversee the delivery of the Community Participation Strategy, including determining matters to be discussed with the proposed Community Reference Group; and
- resolve disputes left unresolved by the Precinct Working Group.

In the event of issues remaining unresolved at the PCG level, the issue will be minuted and reported to the DP&I Executive, Council's General Manager, and UrbanGrowth's CEO to seek resolution.

Servicing of the PCG will be undertaken by the DP&I. This will include scheduling meetings, chairing meetings, preparation and distribution of agendas, status reports, minutes and other documentation.

The PCG is likely to meet on a monthly basis. The PCG may meet initially or at key stages more regularly. A meeting schedule for the life of the project program will be agreed at the first meeting of the PCG. Meetings will be held at DP&I's and Council's offices.

Items that will generally need to be covered in PCG reports and meetings are outlined in Appendix B.

4.3 Precinct Working Group

The Precinct Working Group (PWG) will be responsible for coordinating and providing technical information to the project specialist team. The PWG will guide the day to day operation and detail of the Precinct Planning Process. It is to be chaired by the DP&I Project Manager. Membership of the PWG may change as the Precinct Planning Process evolves through the different stages, but will generally include:

- DP&I Project Manager;
- DP&I Precinct Planning Officer;
- DP&I Project Officer administrative staff as required;
- Council's Project Coordinator and Planner;
- UrbanGrowth NSW's Project Coordinator and Project Manager;
- DP&I Sydney Region East Team, Regional Director (or delegate); and
- Agency and service provider representatives, specialist contractors and Council and UrbanGrowth technical staff, as required by invitation only.

The PWG will:

- assist the Project Director and Project Manager, as required;
- guide the day-to-day operation and detail of the Precinct Planning Process, including consultant work, preparing briefs for such work, and making recommendations for acceptance or otherwise of environmental studies; and
- provide technical advice, when requested.

It is proposed that the PWG will operate by consensus. If consensus cannot be achieved on any matter, the matter will be referred to the PCG for resolution.

The PWG will meet on a weekly or fortnightly basis as required. PWG meetings will be held at the offices of the DP&I or Council, noting that it may occasionally be desirable to meet in other locations, such as onsite or at the offices of UrbanGrowth or project contractors.

4.4 Project Team Overview

4.4.1 DP&I Precinct Project Manager

The Precinct Project Manager (Project Manager) is responsible for the day-to-day management of the project, and the successful completion of the Precinct Planning Process under the direction of the Project Director. This role will carry overall responsibility for the decision-making and the delivery of the Precinct Planning Process, including the performance of the project team, and delivery of the Precinct Plan within agreed timeframes and budgets. The Project Manager will work closely with the Council's Project Coordinator, other Council staff and UrbanGrowth NSW Project Coordinator to deliver the project.

Specifically, the Project Manager will:

- be appointed by the DP&I, and report directly to the DP&I Executive;
- coordinate the PCG, oversee the PWG, and undertake administrative tasks for the PCG as requested by the Project Director;
- make decisions about the day-to-day operation and detail of the Precinct Planning Process;
- be responsible in consultation with Council and UrbanGrowth for decisions to procure relevant specialist contractors to undertake work, where such contractors are to be contracted to the DP&I, including issuing briefs for such work;

- be responsible for the pro-active management of specialist contractors, appointed by the DP&I;
- be responsible for acceptance or otherwise of specialist studies relating to the precinct planning process;
- liaise with service providers and authorities to ensure that the Precinct Planning Process is efficient and proceeds in a timely fashion;
- liaise with and coordinate input from government agencies;
- liaise with the Probity Advisor and have responsibility for implementation of the Probity Plan;
- liaise with Council through the Council Project Coordinator;
- liaise with the UrbanGrowth NSW Project Coordinator;
- manage budget expenditure, including authorisation of invoices; and
- manage the procurement and tendering processes.

4.4.2 DP&I Precinct Planning Officer

The Precinct Project Manager will work closely with the Department's Precinct Planning Officer. Specifically, the Precinct Planning Officer will:

- be appointed by the DP&I, and report directly to the DP&I;
- coordinate the PWG and undertake administrative tasks for the PWG as requested by the Project Manager;
- assist the Project Manager to procure relevant specialist contractors to undertake work, where such contractors are to be contracted to the DP&I, including issuing drafting scope of works for such work;
- assist the Project Manager with the review and acceptance or otherwise of environmental studies, including from contractors contracted to the DP&I;
- assist with liaising with and coordinate input from government agencies;
- liaise with Council through the Council Project Coordinator ; and
- liaise with UrbanGrowth NSW through the UrbanGrowth Project Coordinator.

4.4.3 Council Project Coordinator

The DP&I will fund a Council appointed Project Coordinator to work alongside the Project Manager.

The Council Project Coordinator's role and responsibilities will include the following:

- represent Council and act as the principal Council contact in the Precinct Planning Process;
- work in close collaboration with the Precinct Project Manager;
- provide a 'whole of Council' point of view, in liaison with Council and DP&I officers, in the offices of either party, as necessary;
- understand and analyse the land use planning proposals presented by the master planner;
- provide development and planning advice and devise the strategy to meet the project outcomes;
- facilitate technical expertise from Council resources as necessary;
- coordination of, attendance at and actively contributing to the PCG and PWG meetings as required;
- report to the PCG including project progress, program and cost;

- ensure appropriate Council staff are updated on relevant issues arising from PCG and PWG meetings and facilitate prompt Council comment on any studies provided for review;
- liaise with DP&I regarding Council undertaking regular updates to stakeholders;
- coordinate and pro-actively manage the specialist contractors, as required and appointed by DP&I and/or Council.;
- review consultant briefs and reports in a timely manner on behalf of Council;
- facilitate and attend other meetings (including meetings with stakeholders and master planners) through the precinct planning process as necessary;
- manage and co-ordinate all activities to produce the project deliverables, including a Section 94 Plan (or similar framework), as they relate to Council;
- have an active role in Landowner consultation for the project including meetings and/or briefing sessions as required, and attend and assist with exhibition activities;
- update the community and the Ingleside Reference Group on matters authorised for discussion by the PCG;
- update and inform senior Council staff and elected Councillors about the progress of the Precinct Planning Process as agreed by the PCG;
- assist in developing timelines and agendas and actively contribute to the discussion, consideration and evaluation of options in the ongoing development of the planning package; and
- complete a monthly time and task schedule detailing the number of hours spent on each task to support monthly invoicing.

4.4.4 Council Staff

DP&I has requested assistance from Council staff which will be facilitated by the establishment of a Council Project Team. The key roles and responsibilities of Council's Project Team will be to:

- provide timely development and planning advice to assist the Project Manager and Council Project Coordinator throughout the Precinct Planning Process;
- collaborate with the DP&I community consultation team;
- ensure that local issues are considered throughout the Precinct Planning Process;
- attend PCG and PWG meetings and other meetings or workshops as required;
- foster a productive working relationship with the DP&I, Council Project Coordinator and relevant government agencies; and
- provide the Project Manager and Council Project Coordinator with necessary information and documentation as required.

4.4.5 UrbanGrowth NSW Project Coordinator

UrbanGrowth will appoint a Project Coordinator. The UrbanGrowth Project Coordinator's role and responsibilities will include the following:

- work with the DP&I Precinct Project Manager;
- act as the principal UrbanGrowth contact for Precinct Planning, representing UrbanGrowth;
- provide a 'whole of UrbanGrowth' point of view, in liaison with Council and DP&I officers;

- understand and analyse the land use planning proposals presented by the master planner and/or landowners;
- provide development and planning advice and devise the strategy to meet the project outcomes;
- facilitate technical expertise from UrbanGrowth resources as necessary;
- coordination of, attendance at and actively contributing to the PCG and PWG meetings as required;
- report to the PCG including project progress, program and cost;
- ensure appropriate UrbanGrowth staff are updated on relevant issues arising from PCG and PWG meetings and facilitate prompt UrbanGrowth comment on any studies provided for review;
- coordination and pro-active management of the specialist contractors, as required and appointed by DP&I, UrbanGrowth and/or Council. This will ensure that work is completed in accordance with the technical requirements and timing indicated in the Specialist Consultants Terms of Reference, endorsing invoices prior to DP&I payment of claims and verifying expenditure is within fee budgets;
- review consultant briefs and reports in a timely manner on behalf of UrbanGrowth;
- facilitate and attend other meetings (including meetings with stakeholders and master planners) through the precinct planning process as necessary;
- manage and co-ordinate all activities to produce the project deliverables as they relate to UrbanGrowth NSW;
- have an role in Landowner consultation for the project including meetings and/or briefing sessions as required, and attend and assist with exhibition activities;
- co-ordination development feasibility incorporating environmental, social and economic inputs;
- participate in the PCG and PWG and ensure UrbanGrowth NSW specialist input to working group deliberations as required;
- be responsible for the procurement and management of relevant specialist contractors to undertake work, where such contractors are to be contracted by UrbanGrowth as agreed by the DP&I, ensure open communication between Urban Growth appointed contractors and the DP&I Precinct Project Manager and other Project Contractors as required;
- liaise with service providers and authorities;
- ensure sufficient developable land to meet costs associated with rezoning of the precinct;
- test assumptions through a rigorous financial model; and
- conduct industry soundings to ensure capability to market.

5 Scope of works

5.1 Key Deliverables

The key deliverables of the Precinct Planning Process are the following documents:

- A Precinct Planning Report and supporting background studies
- The Indicative Layout Plan (ILP).
- Statutory planning controls under a SEPP (or equivalent planning instrument under the New Planning System.
- A Development Control Plan (DCP) or equivalent under the New Planning System.
- A Development Contributions Plan or equivalent under the New Planning System.
- An Infrastructure Delivery Plan and identification of funding arrangements for infrastructure at the local and State/regional levels.

Preparation and endorsement of these documents is required to allow development applications to be assessed by Council.

5.2 Stages of the Precinct Planning Process

Table 5-1 sets out the key steps in the precinct planning process. Note some of the stages may occur concurrently. Further details of specific roles and responsibilities are provided in following sections.

Table 5-1 Stages of the Precinct Planning Process

Stage	Description
Stage 1	Establish the project team The DP&I, Council and UrbanGrowth NSW will form the Project Control Group. At the first meeting of the PCG a calendar of meeting dates will be agreed on.
Stage 2	Gain endorsement of Project Plan and Probity Plan Formal endorsement of the Project Plan is required by the PCG, recognising that the document will evolve during the Precinct Planning Process. Similarly the PCG will endorse the Probity Plan and will be the recipient of the Probity Compliance Report.
Stage 3	Establish Precinct Working Group (PWG) This group will consist of DP&I, Council, UrbanGrowth NSW. Membership of the PWG will fluctuate depending on issues for discussion at each meeting. Future meeting dates will be decided at the first PWG meeting.
Stage 4	Establish a Community Reference Group Council will advertise for committee members to form a Community Based Committee for this project. Council will initiate the first meeting of the Committee and will run the committee for the life of the project.
Stage 5	Undertake Gap Analysis A review of all technical information available, including previous feasibility studies will be completed. This task will occur concurrently with the project establishment tasks above. A report will be prepared outlining the findings of the study. This analysis will determine the number and scope of technical studies, in addition to those already undertaken, which are required as part of the Precinct Planning Process. It will also provide the basis for the Defining Character Areas Stage.
Stage 6	Undertake the procurement of Consultants Following the gap analysis specialist advice will be procured and funded by DPI&I. UrbanGrowth NSW may be responsible for engaging contractors to address development feasibility and infrastructure staging issues.

Stage	Description
Stage 7	<p>Define Character Areas and Overall Structure Plan</p> <p>The Gap Analysis report, preliminary urban form and constraints and opportunities analysis, land capability/suitability, infrastructure delivery, staging and costing analysis, and development yield analysis, will be used to further define the Precinct based on a deepened understanding of the constraints to development in the Area.</p> <p>This analysis will result in a Structure Plan for the whole Precinct, which defines broad land use and development outcomes and an overall urban form.</p> <p>A land owner workshop will be conducted to analyse the draft Structure Plan and confirm high level outcomes. The Community Reference Group will also participate in a workshop to obtain input from the broader community on the proposed outcomes.</p>
Stage 8	<p>Revise Scope, Program and Budget</p> <p>The program, budget and scope will be refined following the gap analysis and definition of development outcomes. Once complete, the final program should be embedded within this Project Plan and must be signed off by the PCG.</p>
Stage 9	<p>Government Agency Planning Focus Meetings/Workshops</p> <p>Workshops should occur at the outset to identify agency expectations. Agency representatives will need to attend the meetings and state any requirements. It is proposed to split the agencies into groups as required, addressing environmental agencies, transport agencies, human service agencies and utility providers in separate processes. One on one meetings will also occur, as required, to allow opportunity for detailed focused discussions. Joint meetings with agencies will be convened as required.</p>
Stage 10	<p>Community Workshops</p> <p>It is anticipated that the DP&I will facilitate up to three community workshops throughout the Precinct Planning Process. The initial session will be undertaken in the initial stages of ILP development. In this instance the sessions may incorporate an enquiry by design (EBD) component to gain landowner knowledge of the area and an understanding of landowner and community expectations. In addition to the workshops, the DP&I will also conduct an information session for land owners at the outset of the Precinct Planning Process.</p>
Stage 11	<p>Draft Indicative Layout Plan</p> <p>A draft ILP will be prepared upon completion of the consultant studies, informed by the work on a progressive basis as it is undertaken. The ILP preparation will be an iterative process, with a crucial step being the testing of the dwelling and density targets set by the DP&I for the Precinct. This stage will necessarily involve consultation with agencies through the PWG, and will be influenced by PWG comments and guidance. The PCG is responsible for the endorsement of the ILP.</p>
Stage 12	<p>Infrastructure Delivery Plan (IDP)</p> <p>The IDP will be prepared jointly by DP&I, Urban Growth and Council and will provide a summary of the servicing strategy and staging for the enabling infrastructure required to service the Precinct. The IDP will also outline how the Precinct can be serviced to ensure development occurs in accordance with the ILP. The IDP will be prepared in consultation with service providers.</p> <p>The work led by Urban Growth in relation to infrastructure and development feasibility, staging and cost-effectiveness will be the key input to this aspect of the Precinct Plan.</p>
Stage 13	<p>Infrastructure Funding / Contributions Framework</p> <p>As the physical design of the new community evolves, infrastructure cost items framework will emerge. Infrastructure planning needs to occur in conjunction with all relevant earlier stages of Precinct Planning, as these items need to be costed before the final draft ILP is agreed upon. The infrastructure funding framework will be discussed and agreed with Council and will be aligned with the new planning system requirements.</p>
Stage 14	<p>Agreement on Indicative Layout Plan</p> <p>The PCG will seek agreement from state government agencies and approval bodies on the ILP. This step provides certainty to allow the statutory and development controls to be drafted. Further work is required to determine the framework for achieving the formal approvals of the government agencies, particularly as they relate to confirming the ability to avoid requiring future concurrences. The ILP will consider the recommendations of the IDP. DP&I will lead this process.</p>

Stage	Description
Stage 15	Finalise Draft Precinct Planning Package Draft products to be finalised comprise a Precinct Planning Report, Draft ILP, a plain-English Explanation of the Intended Effect of the proposed planning controls, Draft DCP, Draft Section 94 Plan (or similar framework) and IDP. All draft products must be endorsed by the PCG and PWG before being submitted to the DP&I Executive for final approval and exhibition. Pittwater Council will also be briefed on the draft precinct planning package.
Stage 16	Public Exhibition DP&I will publicly exhibit the draft Precinct Planning package. Council will be responsible for exhibition of the Section 94 Plan (or similar framework), which is subject to a separate approval process. However, it is intended that all elements of the Precinct Plan, including the Section 94 Plan (or similar framework), will be exhibited at the same time.
Stage 17	Amendments to Reports Officers of DP&I, Council, and UrbanGrowth (as required) through the PWG, will review submissions to the exhibition, and make recommendations to the PCG for any necessary amendments to the documents.
Stage 18	Finalise Reports The final documentation needs to be endorsed by the PCG and referred to the DP&I Executive for final approval and endorsement by Council.
Stage 19	DP&I Report to Minister DP&I, working with Council, is to prepare the necessary briefings for the Minister to enable consideration of the draft plans.
Stage 20	Ministerial Approval/ Endorsement by Council After considering the Planning Report, the Minister approves, amends, or does not approve the Precinct Plan and the Council endorses or does not endorse the Precinct Plan. The Precinct DCP is to be adopted by the Director General of the DP&I, while the Section 94 Plan/s (or similar framework) is to be adopted by Council.
Stage 21	SEPP Amendment or Endorsement Statutory / legal affectation.

5.3 Master Planning and Specialist Technical Studies

A range of specialist input and technical studies are required to ensure that the planning framework documents are robust. Council and Landcom (now UrbanGrowth NSW) have previously undertaken a range of technical studies for the Precinct.

The technical studies will also contribute to higher quality planning outcomes by ensuring that Precinct Planning is comprehensive in its scope. Investigations or advice may be required in the following specialist areas:

- Urban design and master planning, incorporating landscape and visual analysis;
- Biodiversity and Riparian Corridor Assessment;
- Water Cycle Management and Flooding;
- Transport and access;
- Non-indigenous heritage;
- Indigenous heritage;
- Land capability, contamination and salinity;
- Bushfire;
- Infrastructure services;
- Community, recreation, cultural facilities and open space;
- Noise;
- Odour;
- Retail and employment; and

- Development feasibility.

Council and Landcom (now UrbanGrowth NSW) have already prepared a number of studies. These will be reviewed. This review process will determine any gaps and / or adequacy of the studies already undertaken to have input into the Precinct Planning Process. A detailed scope of works for technical studies and peer reviews, if required, will be developed by the PWG.

6 Project Program

6.1 Duration & Key Milestones

Precinct Planning is envisaged to take at least 18 months from the commencement of planning.

The key milestone dates referred to in [Table 6-1](#) have been used to inform the preparation of a draft program (Appendix A). These dates are subject to Ministerial agreement to commence planning.

The program is an initial assessment of the work involved in preparing the various project documents, and has been prepared after identification of relevant work available and any work currently underway. It also reflects an assessment of the time involved in achieving government agency signoffs at the various stages. The draft program reflects a high degree of involvement by the DP&I in managing government agency participation in the Precinct Planning Process.

It is expected that the program will be updated and refined as the project progresses and best endeavours of all parties will be sought to maintain the program.

Achievement of these milestones will necessarily involve simultaneous execution of various tasks, rather than a strictly sequential process. This will have resource implications for the various approval authorities, including Council, and will require the availability of necessary resources at each stage in the process. It is anticipated that landowner consultation workshops will be undertaken at key points throughout the process in accordance with the Communications Strategy.

Table 6-1 Key Milestone Dates

Task	Time-frame	Indicative Dates
Agreement to release the area for planning – meeting between Minister of Planning and Pittwater Mayor and General Manager		29 May 2013
Reporting of administration & governance arrangements to Council		24 June 2013
Planning commences		1 July 2013
Probity Risk Assessment		
Consultants engaged	1-2 month	August 2013
Gap Analysis	1 month	July 2013
Define character areas and Structure Plan	2 month	August - September 2013
Consultants undertake studies and prepare reports	4 months	October 2013 - January 2014
Draft Indicative Layout Plan (ILP) (preferred)	1 month	February 2014
Final Draft ILP	2 months	March 2014
Pre Exhibition Probity Audit		
Exhibition of draft Precinct planning documents	1 month on display	July 2014
Precinct planning documents refined	3 months	August - October 2014
Final Precinct planning document drafting (legal and Parliamentary Counsel)	1 month	October 2014
Development Control Plan adopted		November 2014

Section 94 Plan (or equivalent) adopted		November 2014
SEPP gazetted or precinct endorsed		November 2014

Note that this program may apply only to those parts of the precinct which are identified for urban development. The program will be refined once the character areas and Structure Plan are confirmed.

7 Community Participation Strategy

Given the scale of the project and large number of direct and indirect stakeholders, a multi-layered approach to communication is required. This Strategy is based on an open approach to the sharing of information, obtaining input from stakeholders and ensuring equitable participation and access to information, and includes:

- An overview of the key stakeholders in the project.
- The objectives and strategy in relation to communication with stakeholder groups.

This Communications Strategy provides an overview of the plan to communicate with key audiences:

- During Precinct Planning.
- At exhibition.
- Post exhibition.
- Once the Precinct is rezoned.

A detailed Community Participation Plan is attached in Appendix C. This document will provide more detail about the communication process for this project. This plan will also outline key responsibilities for DP&I and Council in undertaking communications for this project.

7.1 Aims

The aims of this strategy are to:

- Engage with and inform key stakeholders, including community members and landowners during the Precinct Planning Process, exhibition and after rezoning.
- Ensure clear and consistent information is provided during the Precinct Planning Process, exhibition and after rezoning.
- Ensure these objectives are communicated in line with Government Policy including the State Plan, and Draft Metropolitan Strategy.

7.2 Key Messages

The following is a summary of the key messages about the Precinct Planning Process that will be communicated to landowners and stakeholders at the initial stakeholder information session and reiterated throughout the process:

- The process will involve land owners and the community: it will be inclusive and the emphasis will be on sharing information and a collaborative approach between the core project team and stakeholders.
- Communications will use plain English information about the Precinct Planning Process, including how long planning will take, what steps are involved, and opportunities for community input.
- DP&I and Council will explain to stakeholders what rezoning will apply and where, including ensuring that landowners understand that not all land will provide residential or commercial opportunities (i.e. some land is needed for purposes such as parks, roads, drainage, schools etc and some land is constrained and may not be suitable for urban development).
- DP&I will provide information for landowners about what occurs after rezoning and what to expect, such as who will develop the land, when will land proposed for public ownership (e.g. for parks) be acquired, how will development and land acquisition be

funded and what will be the impact of rezoning on land values and rates. In particular, that the development process is likely to occur over a number of years, and that some infrastructure will be staged in accordance with demand and feasibility.

- The Precinct Planning Process for Ingleside is a partnership between the Department of Planning and Infrastructure, Pittwater Council and UrbanGrowth NSW.
- The project team will uphold probity and provide transparency in the decision making process.

7.3 Delivery Mechanisms

7.3.1 General and ongoing

The following mechanisms will be employed throughout the process:

- **DP&I Website:** DP&I website will be regularly updated with text, maps, fact sheets and progress updates, it may also be possible to use the Growth Centres website (www.growthcentres.nsw.gov.au);
- **Pittwater Council Website:** Pittwater Council website will provide information about the Precinct and links to the relevant DP&I web page;
- Email subscription with email address dedicated to the Ingleside Precinct Planning Project, facilitated by Council;
- **Newsletters:** newsletters will be sent out every 2 – 3 months to all landowners outlining progress and other relevant information about planning and infrastructure;
- **Fact sheet:** detailing the key information about the Precinct;
- **Community Reference Group:** as a forum for community representatives to be included in the Precinct Planning Process, and on matters authorised by the PCG;
- **Agency briefings/workshops:** detailing the Precinct Planning Process, what has taken place so far, who is involved, indicative timing, discussion of key issues;
- **Other Precinct communications:** mention in regular updates, such as E-news;
- Department of Planning offices: Information will be available at the Department's offices in Parramatta and Sydney.
- **1300 Community Line:** A telephone line is staffed by Department of Planning and Infrastructure exhibitions staff from Monday to Friday 9am – 5pm, providing updates on Precinct Planning to community members and sending out information packs to landowners.
- **Landowner working groups/ information sessions:** Along with other activities during exhibition, information sessions are also planned during the early stages of the planning process, prior to and following public exhibition.
- **Regular updates to the Council:** Council's Project Coordinator to update Council on the progress and on matters authorised to be discussed by the PCG, through briefings or reports.
- **Councillor Briefing:** the Department would accept an invitation from Council to provide a briefing on the outcomes of the Precinct Planning Process prior to exhibition commencing; and
- **Media:** Press releases, interview and other media contact may be used at different stages of the process and will be coordinated through the Department's media unit with input from Council and UrbanGrowth NSW as appropriate.

7.3.2 Exhibition

The following mechanisms will be employed throughout the public exhibition process:

- Distribution of exhibition alerts as per previous Department of Planning and Infrastructure exhibitions:
 - A letter to all landowners and occupiers in the Ingleside Precinct, notifying of the exhibition via the post. The database would be obtained from the local council to ensure current contact details.
 - A letter to members of the Community Reference Group.
 - A letter to relevant stakeholders including industry, groups, State Agencies, Councils and Members of Parliament.
 - Advertisements in local and metropolitan newspapers.
 - Website update on the “What’s New” page, advising of exhibition.
 - An E-newsletter will be distributed to more than 1,000 email recipients.
- As outlined above, information sessions are planned for the early stages of public exhibition including pop-up stalls at locations more accessible to landowners.
- Link from Council’s websites and article in Council’s newsletters.
- Plain English Guide to Exhibition.
- Exhibition material at Council’s Customer Service Centres and Department of Planning and Infrastructure exhibition offices, and other local venues such as local libraries or a shopfront which are more accessible to landowners.
- Joint media releases and Ministerial announcement, complemented by fact sheets of numbers, key details and infrastructure delivery, to local and metropolitan media.

7.3.3 Gazettal/Rezoning

The following communication methods will be used following gazettal to advise land owners and other stakeholders that the Precinct Plans have been gazetted:

- Ministerial announcement/media release and fact sheets.
- Website update.
- E-news.
- Letters to landowners and surrounding landowners.
- Letters to relevant stakeholders (industry groups, State Agencies, Councils/MPs).

8 Budget and Procurement

The Project Manager will be responsible for preparing and maintaining the project budget. It has been agreed in principle that the Office of Strategic Lands (part of DP&I) will partly fund the Precinct Planning Process. However, the budget will be reviewed and refined once the gap analysis has been completed. A Probity Plan will also be prepared and attached as Appendix D.

The proposed / estimated budget for the Precinct Planning Process will report on four key areas:

- DP&I managed costs
- Council managed costs
- Urban Growth NSW managed costs

8.1 DP&I Managed Costs and Procurement

The DP&I's managed costs include:

- Project Management (Executive involvement, Precinct Project Manager, Precinct Planning Officer and Council Project Coordinator), procurement costs.
- Planning appointments.
- Procurement of technical contractors, their environmental investigations and peer reviews.
- Communications (DP&I Communications team and printing/exhibition/venue costs).
- Legal and Probity advice.

8.2 Council Managed Costs and Procurement

Council's managed costs include:

- Review/input to Technical Specialist Studies.
- Contribution to consultation costs
- Procurement of backfill position.
- Preparation of Section 94 Contributions Plan or similar framework.
- Provision of meeting rooms and facilities.
- Legal and Probity advice if necessary.
- Staff costs.

8.3 UrbanGrowth Managed Costs and Procurement

It is anticipated that UrbanGrowth will be responsible for procuring the gap analysis and technical specialist input relating to development feasibility and infrastructure servicing.

- Procurement of technical contractors, their environmental investigations and peer reviews, as required.
- Corporate costs.
- Provision of meeting rooms and facilities.
- Legal and Probity advice if necessary.

8.4 Cost Management

A Cost Management report is to be prepared by the Precinct Project Manager and reported monthly to the DP&I Executive. Budget variations will be approved by the DP&I.

9 Risk and Change Management

9.1 Change Management

Given the nature of the project and the range of stakeholders, management of change will be an important issue. A formal change management strategy for key documents, such as this Project Plan, will be implemented. In practice, this will involve regular review of the Project Plan to determine its ongoing relevance. Where changes to the Project Plan are deemed necessary, formal re-endorsement of the Project Plan will occur at the PCG.

The Precinct Project Manager will have day-to-day responsibility for management of change issues, and for communicating them to the wider project team. Effective management of this issue will assist with keeping all parties to the project “on the same page”, and demonstrating the effectiveness of the project to external stakeholders.

9.2 Risk Management

9.2.1 Objectives

A risk assessment and management plan has been prepared for the Precinct Planning process to prevent or minimise the extent to which risks translate into incidents.

The detailed aims of the risk assessment are to:

- prioritise and assess risks by being more specific and structured;
- maintain a rigorous and consistent process in order to meet current timeframes;
- have a collective sharing of understanding of risks that are common, and of mitigation options;
- consider the impact of heightened probity requirements;
- understand and implement mitigation strategies and their impact on timeline; and
- Determine processes for monitoring and review of risk plans.

9.2.2 Risk Management Process

Risk management is a consultative and collaborative process, to be led by DP&I involving Council and UrbanGrowth NSW, and includes:

- Confirmation of the project objectives and outcomes.
- Identification of risks to the achievement of the objectives and outcomes.
- Prioritisation or ranking of risks according to their potential impact on the project.
- Consideration of options for the management of the identified risks.
- Agreement on the actions to be implemented to manage the risks.
- Monitoring and review of the effectiveness of the management actions.
- Reviewing and updating of the identified risks and management actions periodically and as issues are identified throughout the planning process.

The risk assessment process will inform consultation with Council with the intent of agreeing on the range of risks, the risk rating and management actions. Management actions are aimed at both preventing risks from occurring and managing risks that do occur. The risk management table (Appendix E) is based on the preliminary risk assessment by the Department and includes:

- A list of the risks;

- A risk rating, based on the potential for the risk to occur (likelihood) and the consequences of its occurrence; and
- Suggested management actions for medium or high rated risks (low rated risks are able to be managed without the need for specific actions as part of the general management of planning activities by the Department).

9.2.3 Broader context

The broader context of this assessment has a number of overarching risks. They include a number of potential issues, described below, many of which are explored in the following table:

- Departmental changes;
- implementation of new planning system and subsequent changes to processes
- probity risk;
- public perception and expectations, and Government reputation;
- timing of planning processes, e.g. affected by political targets and development code targets;
- policy changes, e.g. application of section 94 to riparian lands and introduction of Waterfront Land Provisions in new Streamlining SEPP; cost implications to development, and uncertainty of process and product;
- politics, including interest of and leverage by Councillors, Local Members and Ministers, local politics, and the perception of undue influence;
- stakeholder relationships and management challenges;
- resourcing;
- implementation risk, such as Council not accepting adequacy of work;
- financial risk to Council of development contribution impacts
- media interest including distractions and delays, and political response and attitude to media;
- climate change (a global externality); and
- loss of investment/jobs.

9.3 Safety

All contractors and contractors working on the project and needing to access land will be required to complete their own Safety Plan and Job Safety Analysis. This will include a Work Method Statement and this documentation will be reviewed by the project team and, once complete, endorsed. The contractors will be nominated as principal contractor for the purpose of completing their task(s).

9.4 Quality Management

The overall responsibility for preparation of documentation to be reported at the PCG lies with the Precinct Project Manager. Where material is to enter the public domain, such as the ILP and the Precinct Plan, formal endorsement by the DP&I Executive and Council may be required.

The Project Manager, working with the PWG, will have day-to-day responsibility for managing quality issues relating to the production of consultant reports, communications documentation and planning documents.

The process of achieving client and key stakeholder review of the project's progress will be handled through the PCG and PWG meetings. General progress will also be reported to other stakeholders through a communications strategy.

9.5 Probity

A Probity Plan will be prepared independently as part of the project planning. This process is consistent with the approach adopted for previous precincts in the Growth Centres. The Probity Plan will address the NSW Independent Commission Against Corruption (ICAC) probity fundamentals and will be tailored to suit the circumstances of the Precinct. The purpose of the Probity Plan is to provide a framework which identifies the potential probity risks in the planning process and establishes procedures to minimise the impact of those risks. Probity audits will be undertaken during and at end of precinct planning.

Appendix A

Details of Project Program – *still to be approved by the Project Control Group*

Appendix B

PCG Reporting

Items that will generally need to be covered in PCG reports and meetings are outlined in the table below. The primary focus of the PCG will be decision making and to provide direction, as opposed to a briefing and progress report.

It is noted that the agenda and reporting requirements for the PCG may evolve as precinct planning progresses.

Table B-1 Items to be covered during PCG meetings

Item No	Description
1	<ul style="list-style-type: none"> Minutes of the Previous Meeting
2	<ul style="list-style-type: none"> Report from Precinct Working Group <ul style="list-style-type: none"> Progress/issues for information of PCG Matters on which PWG requires PCG direction and/or approval
3	<ul style="list-style-type: none"> Precinct Plan / Statutory Plan / DCP / ILP / IDP <ul style="list-style-type: none"> Progress status update Technical issues which may create impediments to the urban design Report on the progress of consultant studies and urban design Document any agreed changes to the previous position, including urban design changes as appropriate
4	<ul style="list-style-type: none"> Authorities and Government Agencies <ul style="list-style-type: none"> Report on the approvals / agreements required for each agency and assess progress Need for any additional resources to secure the necessary agreements within the program, including those of greater seniority within the project
5	<ul style="list-style-type: none"> Communications
6	<ul style="list-style-type: none"> Program <ul style="list-style-type: none"> Report on progress against program, including a risk assessment of any issues likely to cause delays. Mitigation strategies should be agreed with the PCG and documented.
7	<ul style="list-style-type: none"> Cost <ul style="list-style-type: none"> Report on project costs and budget expenditure, including identification of any risks to the project budget
8	<ul style="list-style-type: none"> Probity update
9	<ul style="list-style-type: none"> General Business

Appendix C

Community Participation Plan – See separate document

Appendix D

Probity Plan –*To be inserted following adoption by the Project
Gontrol Group*

Appendix E

Risk Prioritisation and Mitigation Strategies

Appendix E - Risk Prioritisation and Mitigation Strategies

The following table identifies risks of highest likelihood and highest impact and identifies possible mitigation strategies. Risks should be monitored through the Project Manager's Performance meetings, held monthly with senior managers.

Risk	Consequences	Management actions
Implementation of new planning system and subsequent changes to processes	Current planning framework is no longer applicable Rezoning requires a different process Infrastructure funding framework is different Process is delayed due to changes	<ul style="list-style-type: none"> Ensure all planning is undertaken with the ability to be adapted to the new system Where necessary seek advice about how to enact rezoning through the new process Ensure all parties involved are aware of proposed changes and how it might change the process
Bush fire and flood risks reduce development potential	Amount of developable land is reduced Economic viability is compromised Additional resources are needed to mitigate risks	<ul style="list-style-type: none"> Undertake full review of existing studies and engage additional expert input to address issues at an early stage. Manage expectations of stakeholders and outline potential consequences. Consideration of bushfire regulations/criteria
Infrastructure provision impacts on development potential	Amount of developable land is reduced Economic viability is compromised	<ul style="list-style-type: none"> Undertake full review of existing studies and engage additional expert input to address issues at an early stage. Manage expectations of stakeholders and outline potential consequences.
Access to land is not available to complete investigations within the program or to sufficient standards	Program is delayed	<ul style="list-style-type: none"> Establish good relationships with landowners through effective communication of the need for access. Land access strategy to be developed for application across all Growth Centre precincts Proceed with planning to meet program.
	Information is not sufficiently detailed to inform re-zoning	<ul style="list-style-type: none"> N/A
	Information is not sufficiently detailed to inform agency sign offs	<ul style="list-style-type: none"> Communicate with relevant agencies and Council to consider adequacy of information and develop strategy for achieving rezoning based on available information. Identify locations where further information is required and develop strategy for obtaining landowner access to enable investigations to proceed. Consider whether other information sources may be relied upon for

Risk	Consequences	Management actions
		<ul style="list-style-type: none"> planning decisions where field investigations can't be completed. Defer agency sign-offs for particular parts of the precinct to the subdivision stage.
	Assumptions are required to inform re-zoning or approvals	<ul style="list-style-type: none"> Consult with agencies and Council to determine what assumptions are reasonable as a basis for planning decisions. Identify and clearly document assumptions in Precinct Planning Report, including mapping of locations where decisions have been based on assumptions. Identify where further work is required to inform sign-offs or development consents, including mapping and documentation in Precinct Planning Report.
Probity perceptions and media reporting	Perceptions of bias in planning outcome	<ul style="list-style-type: none"> Probity Plan prepared independently as part of project planning. Probity responsibilities explained independently. Probity audits undertaken during and at end of precinct planning.
Availability of Project Management Resources	Internal project management restrictions. Time, scope, quality and budget management affected.	<ul style="list-style-type: none"> Executive commitment of full time Project Manager and Senior Project Management staff for during of precinct planning.
Procurement processes delay engagement of contractors	Program is delayed	<ul style="list-style-type: none"> Program to include lead times for consultant engagement based on knowledge of procurement processes. Alert management in advance to allow for additional procurement resources.
	Consultant resources unavailable	<ul style="list-style-type: none"> Provide clear information on timing requirements in consultant briefs. Ensure procurement is planned to meet timing requirements of the brief as much as possible. Consultant briefs are to ensure contractors have sufficient depth of resources to respond to changes in program and shifting workload.
Consultants do not meet timing requirements for delivery of information	Program is delayed	<ul style="list-style-type: none"> Consultant selection to include ability to deliver on time as a high priority criterion. Focus on delivery and program when briefing and communicating with contractors.

Risk	Consequences	Management actions
		<ul style="list-style-type: none"> Consultant performance reporting to include consideration of timing. Consider on-time delivery when processing payments. Ensure DP&I inputs to consultant work are provided on time and are of appropriate quality.
Review of existing specialist studies identifies significant constraints to development.	Development potential of precinct is reduced	<ul style="list-style-type: none"> Manage expectations of stakeholders and outline potential consequences.
	Increased complexity of agency approvals	<ul style="list-style-type: none"> Early and ongoing consultation with agencies to agree on the findings of specialist studies and the level of constraint. Consider need to escalate negotiations with agencies to resolve conflicts.
	Program is delayed	<ul style="list-style-type: none"> Clearly scope and agree on the extent of additional work required to meet approval requirements. Determine appropriateness of proceeding with SEPP amendment in the absence of agency sign-offs (defer sign-offs until post rezoning or to DA (subdivision) stage).
Aboriginal groups not effectively engaged	Resistance to findings and ILP	<ul style="list-style-type: none"> Identify relevant Aboriginal groups/individuals through consultation, advertising and specialist advice. Engage indigenous heritage specialist to undertake consultation process using DP&I as final sign-off on all advertisements and communications. Clearly scope and agree with consultant on effective engagement of Aboriginal groups, and provide ongoing follow up as required. Consult with relevant groups to identify their interest and level of knowledge specific to the precinct. Negotiate involvement in fieldwork and other baseline tasks to match with interest and knowledge. Consult with groups and individuals on draft ILP to refine conservation outcomes.
	Inability to achieve s.90 sign off or AHIPs	<ul style="list-style-type: none"> Establish consultation and communication strategy for Aboriginal groups to ensure they are informed of study outcomes and the basis for decisions on conservation of Aboriginal heritage.

Risk	Consequences	Management actions
		<ul style="list-style-type: none"> Involve OEH in communications with Aboriginal groups (either directly or through information). Consider appropriateness of deferring s.90 consents to DA (subdivision) stage. Determine whether partial sign-off (part of precinct or in principle approval) can be obtained. Consider reviewing program for achievement of re-zoning to enable sign-off to be achieved.
	Poor publicity for DP&I	<ul style="list-style-type: none"> Manage via Communications Strategy
Agency requirements for sign offs are more rigorous than anticipated	Scope of work and costs increase	<ul style="list-style-type: none"> Consult with agencies as early as possible following completion of baseline studies to determine approval requirements and level of work required. Negotiate appropriate level of assessment based on what is reasonable for re-zoning and subdivision approvals. Consider appropriateness of achieving partial sign-off only or deferring sign-off to DA (subdivision) stage (based on value for money of government vs private sector expenditure).
	Timing for agency sign-offs does not match with overall program	<ul style="list-style-type: none"> Consult with agencies as early as possible to commence negotiations required for sign-offs. Consider need to defer sign-off to DA/subdivision stage or obtain partial or in principle sign-offs.
Agency approvals not obtained	Inability to fulfil commitments for land release	<ul style="list-style-type: none"> Consider cost-effectiveness of achieving full sign-off in terms of government vs private sector expenditure.
contractors under-scope investigations	Cost increases through variations	<ul style="list-style-type: none"> Include clear descriptions of the required scope of work to inform tenderers and enable them to scope their work appropriately. Include assessment criteria to consider completeness of scope and specification of exclusions. Ensure scope of work reflects understanding of the level of information required to inform necessary approvals. Include budget contingencies to cover additional investigations (where possible). Ensure scope of work is as comprehensive as possible to minimise the need for multiple fieldwork mobilisations.
	Insufficient information to support decisions	

Risk	Consequences	Management actions
ILP, SEPP, DCP or s.94 plan not prepared or supported by Council	Council does not support rezoning	<ul style="list-style-type: none"> Engage Council at officer level early in the planning process, including securing commitments of staff allocation to work on precinct planning. Include briefings to Councillors at key stages to ensure they are informed of precinct planning progress and outcomes. Facilitate two-way communication to ensure Council views are understood and incorporated (where appropriate) into precinct planning. Actively engage with landowners and community, and the Community Reference Group to ensure informed of progress and where appropriate outcomes at key stages
Strong community opposition to precinct plan	Poor publicity for DP&I	<ul style="list-style-type: none"> Manage via Communications Strategy. Actively engage with landowners and community, and the Community based committee to ensure informed of progress and where appropriate outcomes at key stages
	Local/ regional media interest and negative reporting	<ul style="list-style-type: none"> Manage via Communications Strategy.
Land acquisition costs significantly increase infrastructure costs	Cost of lot release to market is high	<ul style="list-style-type: none"> Review land area required for infrastructure and services iteratively with the development of the s.94 plan (or similar plan) to enable costs to be tracked and refined. Communicate with OEH and Council to negotiate land required for riparian setbacks, flooding and drainage and determine appropriate funding split. Concept design of physical infrastructure to provide reasonable accuracy of land area requirements and cost estimates.
Timing of essential infrastructure delivery does not match timing of land release	Infrastructure and services are not in place to meet demand	<ul style="list-style-type: none"> DP&I to facilitate ongoing communication with provider agencies to ensure they are aware of planning processes. Precinct IDP to define infrastructure requirements based on likely sequencing/timing of land release.
Government agencies reluctant to make commitments on	Implications for ILP preparation	<ul style="list-style-type: none"> IDP to be prepared that clearly defines infrastructure requirements (timing and location) related to development staging. DP&I to negotiate agreement from agencies to commit to infrastructure and service provision to the extent that budgeting.

Risk	Consequences	Management actions
provision of infrastructure timing or locations		<ul style="list-style-type: none"> planning and Treasury processes allow. Where necessary, DP&I and other agency internal agreements are to be reached but public disclosure to be limited where confidentiality is required. DP&I to ensure Precinct Proponent meets planning agreement commitment to prepare Infrastructure Servicing Strategy and Implementation Plan.
	Community reaction – perception that government land release commitments have not been met	<ul style="list-style-type: none"> Where possible, precinct IDP is to identify infrastructure commitments of relevant agencies, and this is to be publicly available. Negotiate with provider agencies to agree on how commitments or planning processes are to be made publicly available.
Council concern as to financial risks associated with government commitment to contributions method	Council not able to proceed due to financial risk	<ul style="list-style-type: none"> Government commitment to a long term (life of land release) funding mechanism for local infrastructure.
Lobbying by landowners' representatives or other interested third party	Improper influence on planning decisions. Media embarrassment for NSW Government and Local Council	<ul style="list-style-type: none"> Lobbyist Code of conduct & Department procedures adhered to. Government and Council decision-making procedures followed and transparent. Legal requirements re declaration of political donations adhered to. PCG to oversee decision-making re all planning Separation of DP&I and Council officers from lobbying activities.
Land capability and suitability prevent achievement of dwelling yield targets	Target dwelling yields for precinct are not met	<ul style="list-style-type: none"> Determine constraints early, as first contractors commence work, and first ILP draft is prepared, to guide dwelling yield potential.
Land owner/ Precinct Proponent speculation based on structure plan not realised due to changes through	Negative land owner reaction at a political or DP&I level	<ul style="list-style-type: none"> Establish clear communication with landowners throughout precinct planning process.

Risk	Consequences	Management actions
precinct planning		
Fragmented land ownership constrains infrastructure planning and lot layout	Constraints on staging of land release	<ul style="list-style-type: none"> • Determine constraints early, as first contractors commence work, and first ILP draft is prepared, to guide dwelling yield potential. • Maintain ongoing liaison with infrastructure providers.
	Land tenure not suited to facilitation of linear infrastructure provision	<ul style="list-style-type: none"> • Plan for ILP road layout and servicing to follow existing cadastre and road pattern as much as possible, to minimise the need for multiple acquisitions.

Council Meeting

13.0 Adoption of Governance Committee Recommendations

**14.0 Adoption of Planning an Integrated Built Environment
Committee Recommendations**
