



WARRINGAH
COUNCIL

ATTACHMENT BOOKLET 1

WARRINGAH COUNCIL MEETING

TUESDAY 27 MAY 2014



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Application of Investment Funds	Description	Value (\$)
Restricted Funds:		
Externally Restricted	Section 94 Old Plan	22,061,470
	Section 94A Plan Contributions	3,732,211
	Domestic Waste & Unexpended Grants	3,308,758
Internally Restricted Reserves	Held to ensure sufficient funds are available to meet future commitments or specific objectives. Employee Leave Entitlements, Bonds & Guarantees, Compulsory Open Space Land Acquisitions, & Insurance.	14,289,353
Unrestricted Funds	Funds Allocated to meet Current Budgeted Expenditure	38,616,708
Total		82,008,501

There has been a decrease in the investments held of \$6,485,671, which is in line with budgeted movements at this time of year.

Reconciliation of Cash Book

Description	Value (\$)
Council's Cash Book balance	1,133,867
Kimbriki Bank balance	2,157,218

Investments Funds Report - As at 30-Apr-14

Maturity date	Face Value	Current Yield	Borrower	Standard & Poor's Rating	Current Value
Mortgage Backed Securities Investment Group					
Weighted Avg Life *	Face Value				
22-Aug-22	1,658,026	3.0750	Emerald Series 2006-1 Class A	AAA	1,327,250
	1,658,026				1,327,250
Term Investment Group					
06-May-14	1,000,000	4.2500	Rural Bank	A-2	1,000,000
06-May-14	1,000,000	3.8900	ING Bank (Australia)	A-2	1,000,000
06-May-14	1,000,000	3.8000	Bank of Queensland	A-2	1,000,000
21-May-14	1,000,000	3.9500	Bank of Queensland	A-2	1,000,000
30-May-14	1,000,000	4.2000	Bank of Queensland	A-2	1,000,000
30-May-14	1,000,000	3.9200	ING Bank (Australia)	A-2	1,000,000
05-Jun-14	1,000,000	4.2000	Rural Bank	A-2	1,000,000
05-Jun-14	1,000,000	4.0900	National Australia Bank	A-1+	1,000,000
05-Jun-14	1,000,000	3.9100	ING Bank (Australia)	A-2	1,000,000
12-Jun-14	1,000,000	3.7200	National Australia Bank	A-1+	1,000,000
19-Jun-14	1,000,000	3.7200	ING Bank (Australia)	A-2	1,000,000
26-Jun-14	1,000,000	3.8000	Bank of Queensland	A-2	1,000,000
02-Jul-14	2,000,000	3.8500	National Australia Bank	A-1+	2,000,000
09-Jul-14	2,000,000	3.9000	Bank of Queensland	A-2	2,000,000
15-Jul-14	1,000,000	4.0800	National Australia Bank	A-1+	1,000,000
22-Jul-14	1,000,000	3.7300	ING Bank (Australia)	A-2	1,000,000
29-Jul-14	1,000,000	3.8000	Bank of Queensland	A-2	1,000,000
07-Aug-14	1,000,000	3.9000	ING Bank (Australia)	A-2	1,000,000
07-Aug-14	1,000,000	3.8800	National Australia Bank	A-1+	1,000,000
12-Aug-14	2,000,000	3.7000	ING Bank (Australia)	A-2	2,000,000
27-Aug-14	1,000,000	3.9000	National Australia Bank	A-1+	1,000,000
03-Sep-14	2,000,000	3.9300	ING Bank (Australia)	A-2	2,000,000
10-Sep-14	2,000,000	3.9000	St George Bank	A-1+	2,000,000
10-Sep-14	1,000,000	3.7500	Bendigo and Adelaide Bank	A-2	1,000,000
17-Sep-14	1,000,000	3.8300	National Australia Bank	A-1+	1,000,000
07-Oct-14	2,000,000	3.7500	Rural Bank	A-2	2,000,000
08-Oct-14	1,000,000	3.7600	National Australia Bank	A-1+	1,000,000
08-Oct-14	1,000,000	3.7300	National Australia Bank	A-1+	1,000,000
16-Oct-14	1,000,000	3.7500	ME Bank	A-2	1,000,000
21-Oct-14	2,000,000	3.8500	National Australia Bank	A-1+	2,000,000
05-Nov-14	1,000,000	3.7500	National Australia Bank	A-1+	1,000,000
12-Nov-14	2,000,000	3.7600	National Australia Bank	A-1+	2,000,000
25-Nov-14	2,000,000	5.7000	National Australia Bank	A-1+	2,000,000
26-Nov-14	1,000,000	3.8500	Bank of Queensland	A-2	1,000,000
02-Dec-14	2,000,000	3.8000	Bendigo and Adelaide Bank	A-2	2,000,000
08-Dec-14	500,000	3.6000	Suncorp Bank	A-1	500,000
10-Dec-14	2,000,000	3.9000	ME Bank	A-2	2,000,000
16-Dec-14	2,000,000	3.7700	National Australia Bank	A-1+	2,000,000
06-Jan-15	1,000,000	3.7500	Rural Bank	A-2	1,000,000
09-Jan-15	1,000,000	3.6900	National Australia Bank	A-1+	1,000,000
12-Jan-15	2,000,000	3.8500	ME Bank	A-2	2,000,000
20-Jan-15	1,000,000	3.8500	ME Bank	A-2	1,000,000
22-Jan-15	1,000,000	3.7200	National Australia Bank	A-1+	1,000,000
05-Feb-15	2,000,000	3.8000	ME Bank	A-2	2,000,000
19-Feb-15	2,000,000	3.8000	ME Bank	A-2	2,000,000
23-Feb-15	1,000,000	3.8500	Credit Union Australia	A-2	1,000,000
03-Mar-15	2,000,000	3.7500	National Australia Bank	A-1+	2,000,000
10-Mar-15	500,000	3.6600	St George Bank	A-1+	500,000
19-Mar-15	1,000,000	3.6300	Commonwealth Bank of Australia	A-1+	1,000,000
08-Sep-15	500,000	3.8900	National Australia Bank	A-A-	500,000
07-Mar-16	1,000,000	4.0500	National Australia Bank	A-A-	1,000,000
08-Mar-16	500,000	4.0700	National Australia Bank	A-A-	500,000
	66,000,000				66,000,000
Term Investment Group & Cash Deposit Account					
Rollover Date	Face Value	Current Rate	Borrower	Rating	
Cash Account	1,132,961	2.7000	CBA (Business Saver)	A-1+	1,132,961
20-Jun-14	1,000,000	3.3200	CBA Term Deposit Kimbriki 35810609 (1)	A-A-	1,000,000
20-Jun-14	1,000,000	3.3200	CBA Term Deposit Kimbriki 35810609 (2)	A-A-	1,000,000
14-Jul-14	7,402,118	4.0000	WBC Term Deposit Kimbriki 11-1208	A-A-	7,402,118
04-Aug-14	2,365,149	3.4400	WBC Term Deposit Kimbriki 11-4185	A-A-	2,365,149
01-May-14	1,781,023	2.4000	CBA Money Market Kimbriki 10162612	A-A-	1,781,023
	14,681,251				14,681,251
	82,338,277			Closing Balance:	82,008,501

* Weighted Average Life is the anticipated date of repayment of Council's full principal in mortgage backed securities based upon the expected repayment of a critical balance of underlying mortgages. It is calculated by professional actuaries and its use is market convention for securities such as these. Council's investment policy recognises Weighted Average Life dates as appropriate maturity dates for these securities

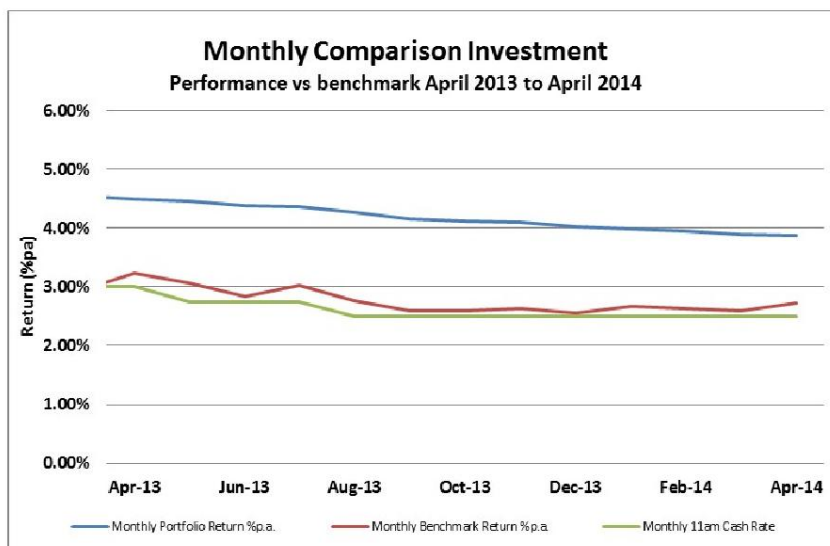
Portfolio Performance vs. 90 day Bank Bill Index over 12 month period.	✓	Council's investment performance did exceed benchmark.
Monthly Income vs. Budget	✓	Council's income from investments did exceed monthly budget.
Investment Policy Compliance		
Legislative Requirements	✓	Fully compliant
Portfolio Credit Rating Limit	✓	Fully compliant
Institutional Exposure Limits	✓	Fully compliant
Term to Maturity Limits	✓	Fully compliant

Investment Performance vs. Benchmark

	Investment Portfolio Return (%pa)*	Benchmark: UBS 90d Bank Bill Index	Benchmark: 11am Cash Rate **
1 Month	3.87%	2.73%	2.50%
3 Months	3.90%	2.65%	2.50%
6 Months	3.97%	2.63%	2.50%
FYTD	4.07%	2.68%	2.53%
12 Months	4.13%	2.72%	2.56%

* Excludes cash holdings (i.e. bank account, loan offset T/Ds, and Cash Fund)

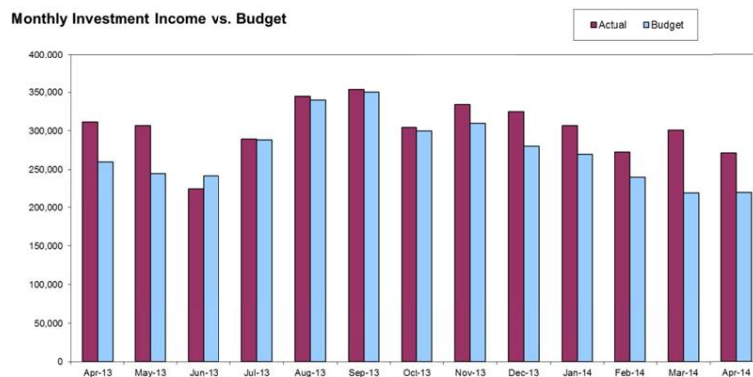
** This benchmark relates to Cash Fund holdings



Monthly Investment Income* vs. Budget

	\$ April 14	\$ Year to Date
Investment Income	271,033	2,956,656
Adjustment for Fair Value	282	189,558
Total Investment Income	271,315	3,146,214
Budgeted Income	220,000	2,818,004

*Includes all cash and investment holdings



In April we have reflected a fair value increase of \$282 in accordance with AASB 139 Financial Instruments: Recognition and Measurement. It is Council's intention to hold these investments to maturity and as such no gain of principal will occur in these circumstances. These investments could have been classified as Held-to-maturity investments upon initial recognition under AASB 139 in which case no fair value adjustment would be required through profit or loss. When these investments reach maturity any fair value adjustment which has been taken up will be written back to the Profit and Loss Account.

Economic Notes**Global**

- In the US, GDP grew at an annualised rate of 0.1% in the March quarter, matching its second lowest reading since the end of the GFC. Despite this, the Federal Reserve announced it would reduce its monthly Quantitative Easing cash infusion program by another \$10b to \$45b.
- In Europe, Greece managed to issue €3b (AUD\$4.5b) worth of 5 year bonds, its first long term bond issue since its bailout in 2010. Although heavily oversubscribed, the interest rate of 4.95%pa was still a lot higher than Portugal, another bailed out country, whose 5 year bonds are trading around 2.6%pa.
- In China, GDP grew by 7.4% in the year to the March quarter, its slowest rate of growth in almost two years and below the government's target of 7.5% for the year.

Domestic issues:

- In Australia, underlying inflation rose by 0.5% in the March quarter and 2.6% at an annualised rate. The result was less than economist forecasts but within the RBA's target band of 2 to 3%.
- The Federal Budget, due to be released in May, is expected to implement a number of measures identified in a National Audit Commission report to control long term spending growth.

Interest rates:

- The RBA kept the official cash rate unchanged at 2.50% following its meeting in May, its eighth straight meeting without change. The RBA continued to reiterate that "on present indications, the most prudent course is likely to be a period of stability in interest rates."
- Three month term deposits from highly rated Australian ADIs ended the month at approximately 3.50-3.55%pa with rates gradually increasing to the 3.60-3.70%pa area for 12 months - reflecting margins of 85-90bps over bank bill swap rates.

Investment Portfolio Commentary

Council's investment portfolio posted a return in April of 3.87%pa versus the bank bill index benchmark return of 2.73%pa. For the financial year to date, Council's investment portfolio has exceeded the bank bill index benchmark by 1.39%pa (4.07%pa vs 2.68%pa).

Council has a well-diversified portfolio with its entire portfolio spread among the top three credit rating categories (A long term/A2 short term and higher). It is expected that Council can continue to achieve above benchmark returns with prudent investment selection for its short and long term holdings.



QUARTERLY BUDGET REVIEW STATEMENT

March 2014

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March 2014 Quarterly Report - General Manager's Message

Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for Warringah Council for the nine months ended 31 March 2014 indicates that Council's projected financial position at 30 June 2014 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

David Walsh

Responsible Accounting Officer, Warringah Council

Income Statement - Consolidated By Service

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	93,459,449	93,232,714	226,735	93,232,714	93,232,714	93,348,312
User Charges & Fees	33,400,271	33,527,226	(126,955)	44,319,794	44,540,533	44,095,244
Investment Fees and Revenues	3,046,930	2,734,927	312,002	3,403,000	3,408,000	3,495,619
Other Revenues	6,100,549	5,578,718	521,831	7,278,619	7,851,391	8,272,234
Grants and Contributions - Operating Purposes	3,788,326	4,216,304	(427,978)	7,377,248	7,576,195	7,432,101
Grants and Contributions - Capital Purposes	2,886,268	3,104,797	(218,529)	4,033,877	4,334,288	4,334,288
Gains on disposal of Assets	1,148,735	1,137,500	11,235	8,393,911	1,134,936	1,149,936
Total Income From Continuing Operations	143,830,527	143,532,186	298,341	168,039,163	162,078,057	162,127,734
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(45,404,110)	(45,875,328)	471,218	(59,374,744)	(59,601,693)	(59,244,455)
Borrowing Costs	(763,128)	(752,473)	(10,655)	(1,003,297)	(1,003,297)	(1,003,297)
Materials and Contracts	(39,784,533)	(42,030,384)	2,245,851	(57,537,912)	(57,759,626)	(56,419,418)
Depreciation and Amortisation	(10,572,096)	(10,687,276)	115,181	(15,166,909)	(15,258,909)	(15,249,380)
Other Expenses	(15,308,730)	(14,238,985)	(1,069,745)	(17,943,862)	(18,501,252)	(19,977,905)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	(472,596)	(226,411)	(246,184)	(301,882)	(301,882)	(301,882)
Internal Charges	-	-	-	-	-	-
Overhead Allocation	-	-	-	-	-	-
Total Expenses From Continuing Operations	(112,305,193)	(113,810,858)	1,505,665	(151,328,606)	(152,426,659)	(152,196,337)
Surplus / (Deficit) from Continuing Operations	31,525,334	29,721,328	1,804,006	16,710,557	9,651,398	9,931,398
Surplus / (Deficit) Before Capital Grants & Contribution	28,639,066	26,616,531	2,022,535	12,676,680	5,317,110	5,597,110
Surplus / (Deficit) from Continuing Operations	31,525,334	29,721,328	1,804,006	16,710,557	9,651,398	9,931,398
Rates Yet to be Allocated to Services						
Rates and Charges yet to be allocated to Services	18,278,702	18,278,702	-	-	-	-
Surplus/ (Deficit) from Continuing Operations	49,804,036	48,000,030	1,804,006			
Surplus/ (Deficit) before Capital Grants & Contributions	46,917,768	44,895,233	2,022,535			

The above Income Statement shows Council's consolidated financial result for the nine months ended 31 March 2014.

The result for the nine months ended 31 March 2014 shows some variations between budgeted and actual results. Comments have been provided by responsible budget managers and the forecasts have been amended where necessary. The reports for the 16 services included in the 2013 Community Strategic Plan are each provided separately.

Forecast Changes

These overall movements are detailed in the table below:

	Annual Budget \$	Approved Forecast \$	Variance \$	Current Forecast \$	Variance \$
Total Income From Continuing Operations	168,039,163	162,078,057	(5,961,105)	162,127,734	49,677
Total Expenses From Continuing Operations	(151,328,606)	(152,426,659)	(1,098,053)	(152,196,337)	230,322
Surplus / (Deficit) from Continuing Operations	16,710,557	9,651,398	(7,059,158)	9,931,398	280,000
Surplus/ (Deficit) before Capital Grants & Contributions	12,676,680	5,317,110	(7,359,570)	5,597,110	280,000

The Surplus from Continuing Operations before Capital Grants and Contributions for the full financial year is forecast to increase by \$280,000 to \$5,597,110. The components of the Surplus are as follows:

Restricted

	\$
Domestic Waste Management Charges	2,161,209
Interest – s94 and s94A Contributions	1,123,404
Kimbriki Environmental Enterprises – Non-controlling Interests (Manly, Mosman and Pittwater Councils)	1,184,939
	<u>4,469,552</u>

Unrestricted

Available for Working Capital - Allocated	847,558
Available for Working Capital - Unallocated	280,000
	<u>1,127,558</u>
Total	<u>5,597,110</u>

The Surplus from Continuing Operations which includes Capital Grants and Contributions is also forecast to increase by \$280,000 to \$9,931,398.

This increase is principally related to additional interest income and a reduction in expenses as a result of cost containment strategies.

The significant changes which result in an increase of \$49,677 in the forecast Income from Continuing Operations are as follows:

- ☐ Rates and Annual Charges are forecast to increase by \$115,598 due to supplementary rates levied as a result of property changes.
- ☐ User Charges & Fees are forecast to decrease by \$445,289. This principally relates to a reduction of \$670,000 in Glen Street Theatre as a result of the closure of the theatre from 16 December 2013 in order to undertake the first stage of works associated with the revitalisation of the site as a part of the wider development of the Glen Street Cultural Hub which has been partly offset by an increase within Kimbriki Environmental Enterprises of \$366,913 due to higher Gate Fees as a result of all commercial vehicles now being weighed on entry to the facility. A number of the other services have had largely compensating changes with increases in Compliance and Cultural Services and decreases in Certification, Corporate Support and Warringah Aquatic Centre.

- Investment Fees and Revenues are forecast to increase by \$87,619 due to additional interest as a result of lower than anticipated capital expenditure and achieving returns above benchmark.
- Other Revenues are forecast to increase by \$420,843 which principally relates to a change within Kimbriki Environmental Enterprises as a result of additional charges related to the Waste Levy associated with the higher gate fees noted above.
- Grants & Contributions – Operational Purposes have been forecast to decrease by \$144,094. This principally relates to Natural Environment where significant changes in the timing of funding grants from the Office of Environment & Heritage have occurred with components of the grants for Floodplain Risk Management Studies now having been deferred until the next financial year.
- Gains on Disposal of Assets have been forecast to increase by \$15,000 reflecting further gains anticipated principally from the disposal of fleet vehicles.

The significant changes which result in a decrease of \$230,323 in the forecast Expenses from Continuing Operations are as follows:

- Employee Benefits & Oncosts are forecast to decrease by \$357,238. This predominantly relates to vacancies within a number of services.
- Materials and Contracts have been forecast to decrease by \$1,340,208. This principally relates to reductions in Corporate Services reflecting cost containment, Glen Street Theatre as a result of the theatre closure noted above, Natural Environment as a result of the deferral of the expenditure from the grants noted above and less significant reductions in Compliance, Information and Library and Strategic Planning. This has been partially offset by increases in Roads, Traffic & Waste due to high priority drainage works, the assessment of road usage applications and road works relating to the Insurance claims, Parks Reserves and Foreshores related to higher contracted tree management expenses and within Kimbriki for additional Landfill cell preparation costs reflecting best practice in the new landfill area being prepared for use.
- Depreciation and Amortisation has been forecast to decrease by \$9,529 reflecting changes to the timing and composition of its capital expenditure program.
- Other Expenses are forecast to increase by \$1,476,653. This principally reflects changes within Kimbriki Environmental Enterprises as a result of higher EPA Waste Levy Charges for the reasons noted above and for the use of agency personnel to cover staff vacancies within Corporate Support and appropriately accredited staff within Certification as a result of regulatory/mandatory pool barrier inspections.

Capital Works

Expenditure on Capital Works for the nine months ended 31 March 2014 totalled \$22,297,566.

	YTD Actual \$	YTD Forecast \$	Variance \$
Total Capital Expenditure	22,297,566	26,068,238	3,770,671

Changes to the forecast details which are included in the individual reports of each of the Services are shown below.

	Annual Budget \$	Approved Forecast \$	Variance \$	Current Forecast \$	Variance \$
Total Capital Expenditure	36,366,931	34,250,029	2,116,902	32,019,306	2,230,723

Description	\$
Changes by Council Resolution during the first quarter:	(4,160,414)
Changes by Council Resolution in the September QBRs:	(1,186,911)
Changes by Council Resolution in the December QBRs:	7,464,228
Changes by Council Resolution during the third quarter:	-
	2,116,902
Changes identified in the Proposed Forecast	
Description	\$
Capital Works carried forward to future years:	
Berry Reserve and Jamieson Park Upgrades	81,000
Construction of Kimbriki Road	565,000
Dee Why - Design & Construction - Traffic and Streetscape	46,000
Dee Why Town Centre - Kingsway Parking & Community Facility	474,147
Glen Street Theatre Revitalisation - Stage 2	112,347
IT Software - New Works	77,000
Kimbriki - Leachate Treatment Plant	200,000
Manly Warringah Netball Lighting	25,000
Nolans Reserve Amenities Renewals	42,206
North Curl Curl Pool Access	68,000
Queenscliff Pool Upgrade	40,000
Renewal Works-Amenities Buildings	100,000
RFS Catering Kitchen and Building Improvements	73,315
Sports Capital Assistance Program	55,600
St Matthews Farm - Public Amenities Renewals	271,488
Tramshed - Toilet, Kitchen, BCA and DDA Renewals	47,550
WAC Cogeneration	100,400
Other:	
Brookvale Oval - DDA lift	(110,000)
Kimbriki - Other Site Fixtures and Equipment	(46,249)
Other	7,919
Total Net Changes identified in the Proposed Forecast	2,230,723
Total Net Changes	4,347,625

Statement of Financial Position

Budget 30 June 2014 \$'000	Actual 31 Mar 2014 \$'000	Actual 30 Jun 2013 \$'000
ASSETS		
Current Assets		
22,451 Cash & Cash Equivalents	1,722	4,311
67,354 Investments	87,872	76,511
7,500 Receivables	26,280	6,922
90 Inventories	96	93
862 Other	732	1,180
2,862 Non Current Assets Classified as "held for sale"	9,309	9,309
101,119 Total Current Assets	126,010	98,326
Non-Current Assets		
1,800 Investments	-	3,287
497 Receivables	497	515
2,415,823 Infrastructure, Property, Plant & Equipment	2,441,550	2,429,738
700 Investments Accounted for using the equity method	1,226	1,113
2,100 Investment Property	1,900	1,900
1,270 Intangible Assets	2,098	1,991
2,422,190 Total Non-Current Assets	2,447,272	2,438,544
2,523,310 TOTAL ASSETS	2,573,281	2,536,870
LIABILITIES		
Current Liabilities		
13,044 Payables	18,736	13,719
1,025 Borrowings	33	261
11,267 Provisions	13,798	13,071
25,336 Total Current Liabilities	32,567	27,051
Non-Current Liabilities		
400 Payables	600	-
6,643 Borrowings	13	13
17,956 Provisions	16,548	17,443
24,999 Total Non-Current Liabilities	17,161	17,456
50,335 TOTAL LIABILITIES	49,727	44,507
2,472,975 Net Assets	2,523,554	2,492,363
EQUITY		
2,353,752 Retained Earnings	2,371,171	2,339,980
110,929 Revaluation Reserves	144,312	144,312
2,464,681 Council Equity Interest	2,515,483	2,484,292
8,294 Minority Equity Interest	8,071	8,071
2,472,975 Total Equity	2,523,554	2,492,363

Cash Flow			
Budget		Actual	Actual
30 June		31 Mar	30 June
2014		2014	2013
\$'000		\$'000	\$'000
Cash Flows from Operating Activities			
<u>Receipts:</u>			
93,233	Rates & Annual Charges	74,559	87,846
44,320	User Charges & Fees	32,943	31,950
3,403	Interest & Investment Revenue Received	3,047	4,452
11,411	Grants & Contributions	6,675	11,629
-	Deposits & Retentions Received	-	1,216
15,673	Other	6,101	10,817
<u>Payments:</u>			
(58,326)	Employee Benefits & On-Costs	(45,404)	(55,051)
(57,526)	Materials & Contracts	(25,856)	(48,819)
(894)	Borrowing Costs	(763)	(82)
-	Deposits & Retentions Received	-	(1,344)
(18,258)	Other	(15,781)	(17,375)
33,036	Net Cash provided (or used in) Operating Activities	35,520	25,239
Cash Flows from Investing Activities			
<u>Receipts:</u>			
-	Sale of Investment Securities	73,000	154,465
3,098	Sale of Infrastructure, Property, Plant & Equipment	1,961	7,687
6,448	Sale of Non-current assets classified as "held for resale"	-	-
<u>Payments:</u>			
-	Purchase of Investment Securities	(79,000)	(161,385)
(36,367)	Purchase of Infrastructure, Property, Plant & Equipment	(22,298)	(27,085)
-	Purchase of Intangibles	(107)	(151)
(26,821)	Net Cash provided (or used in) Investing Activities	(26,445)	(26,469)
Cash Flows from Financing Activities			
<u>Receipts:</u>			
7,815	Proceeds from Borrowings & Advances	-	-
<u>Payments:</u>			
(697)	Repayment of Borrowings & Advances	(228)	(491)
(384)	Dividends Paid to Minority Interests	-	(512)
6,734	Net Cash Flow provided (used in) Financing Activities	(228)	(1,003)
12,949	Net Increase/(Decrease) in Cash & Cash Equivalents	8,848	(2,233)
-	Net Increase/(Decrease) in Investments	(8,074)	6,943
78,657	plus: Cash & Cash Investments at beginning of the year	88,819	84,109
91,606	Cash & Investments - end of the year	89,593	88,819

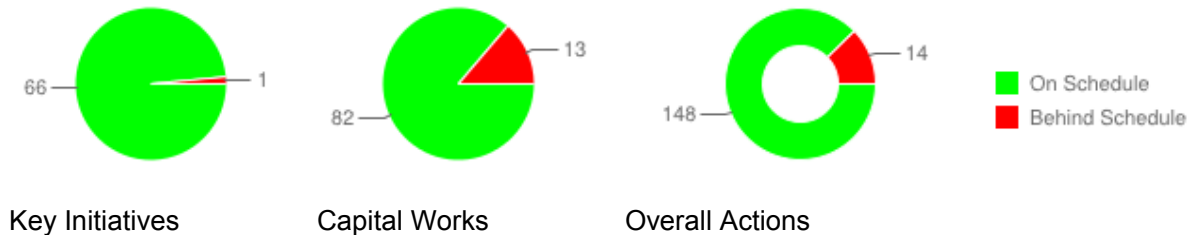
Capital Budget Statement

Budget 30 June 2014 \$'000		Actual 31 Mar 2014 \$'000	Actual 30 June 2013 \$'000
Capital Funding			
-	Rates & Other Untied Funding	-	7,882
4,773	Working Capital	2,011	2,156
15,125	Depreciation	9,395	8,203
1,834	Capital Grants & Contributions	1,342	1,705
	External Restrictions	-	
4,222	- S94	4,640	1,577
5,302	- S94A	2,877	2,957
	Internal Restrictions	-	
1,815	- Loan	-	-
198	- Other	-	-
	Income from Sale of Assets	-	-
3,098	- plant and equipment	2,034	1,045
-	- land and buildings	-	-
-	- Other	-	-
36,367	Total Capital Funding	22,298	25,526
Capital Expenditure			
5,336	Plant & Equipment	3,760	3,032
1,416	Office Equipment	688	1,277
-	- Furniture & fittings	-	-
-	- Operational Land	-	-
-	- Community Land	3,906	-
1,500	Land improvements	837	825
12,456	Buildings	3,926	4,215
5,996	Other Structures	3,955	9,245
6,173	Roads, Bridges & Footpaths	3,669	4,411
2,965	Stormwater Drainage	1,131	2,020
524	Library Books	425	500
-	- Other Assets	-	-
36,367	Total Capital Expenditure	22,298	25,526

Cash & Investments Statement

Budget 30 June 2014 \$'000		Actual 31 Mar 2014 \$'000	Actual 30 June 2013 \$'000
91,606	Total Cash and Investments	89,593	84,109
Represented by:			
Externally restricted			
24,513	Developer Contributions	25,615	30,591
19	Specific Purpose Unexpended Grants	441	498
2,708	Domestic Waste Management	2,735	2,564
27,239	Total Externally Restricted	28,790	33,653
Internally Restricted			
3,000	Deposits, Retentions & Bonds	4,112	4,111
2,355	Employee Leave Entitlement	2,713	2,713
1,419	Insurance Reserve	1,037	1,037
625	Compulsory Open Space Acquisition Reserve	1,020	156
2,900	Other	5,192	615
10,299	Total Internally Restricted	14,074	8,632
37,538	Total Restricted Cash	42,864	42,285
54,068	Total Unrestricted/ Available Cash	46,729	41,824

Overall Progress Capital Works and Key Initiatives



The majority of actions are on schedule. The projects that are behind schedule and the reasons are as follows:

Key Initiatives

- ☐ Warringah business survey - Project delayed due to resourcing. Survey to commence prior to June 2014

Capital Works Program

- ☐ IT software - new works - The program of new software projects will not be completely delivered by 30 June 2014. Two of the three projects will be completed with the remaining project to be completed by the end of the calendar year. The budget forecast for 2013/14 has been reduced to \$46,000, with \$90,000 to be carried forward to 2014/15.
- ☐ Dareen Street, Frenchs Forest - traffic calming scheme - Public consultation was completed in November and results did not show general support for the project. Council resolved to remove this project from the future works ledger at its meeting of 25 March 2014.
- ☐ King Street, Manly Vale - traffic calming scheme - Construction on hold due to developer contribution funding (Section 94A) reduction. This project will be reconsidered for funding in future years.
- ☐ Tramshed Arts and Community Centre, Narrabeen - Building Refurbishment - This project is running behind schedule. Concept options are being further explored to finalise the best renewal solution for the building prior to proceeding to Development Application lodgement and detailed design. Construction has been moved to the 2014/15 financial year.
- ☐ Digital Resources – Libraries - Program suspended pending available funding from Section 94A development contributions.
- ☐ Bringa Centre - refurbishment of existing building - This project has been cancelled for the 2013/14 program at the request of the Bringa Women's Refuge Centre management for budget reasons. The project has been re-scheduled into the 2014/15 budget.
- ☐ Sports clubs capital assistance program - The construction of the new amenities building and club house at St Matthews Farm has been delayed but this work is still planned to commence this financial year. The Manly Warringah Netball Association lighting project is being re-scoped to

optimize the lighting at the netball courts at John Fisher Park. It is unlikely that this work will be completed this financial year. The grant awarded to Forest Rugby for lighting has not been expended. The club has an approved Development Application for the works and still intend to complete the works this year.

- ☐ Berry Reserve and Jamieson Park, Narrabeen - upgrades - The design for the community recreation precinct is complete. It is planned that the works will start on site in late May. The landscape implementation plan for the lagoon foreshore is currently being finalized by a consultant landscape architect.
- ☐ Warringah Aquatic Centre - cogeneration project - A significant risk to the business case has now arisen with the cost of gas higher than that applied to the costing modelling undertaken by the consultant. The business case is being re-evaluated with the updated cost per GJ before proceeding to the next stage. The tender evaluation will proceed as part of this process.
- ☐ Kimbriki - plant, equipment, leachate treatment plan and high level drain - Kimbriki Environmental Enterprises is tracking behind schedule on some minor site works such as landscaping and fencing.
- ☐ Glen Street Revitalisation Stage 1 - The works to upgrade the Glen Street Theatre foyer, adjacent areas and external works are progressing, but are significantly behind schedule. The theatre is due to be re-opened to the public for its first performance on 13 May 2014 and extended works hours by the contractor are now being instituted to meet this deadline.
- ☐ Kimbriki - construction of access road - Project delivery is delayed considering the approval / licensing process requirements.
- ☐ Manly Warringah Netball Lighting - Manly Warringah Netball Association (MWNA) were awarded a grant to improve lighting on a number of courts at John Fisher Park. The grant money is to be used on new lighting of a court. A design for this has been presented to the MWNA for discussion. It is unlikely that the funds will be expended this financial year due to delays in design and materials availability.

Certification Services

Financials

March 2014 Quarterly Report by Service Certification

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	333,596	333,596	-	430,270	430,270	430,270
User Charges & Fees	264,143	325,562	(61,419)	434,120	434,120	354,120
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	597,739	659,158	(61,419)	864,389	864,389	784,389
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(260,973)	(385,657)	124,684	(501,404)	(501,404)	(390,404)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(2,062)	(5,100)	3,038	(6,750)	(6,750)	(6,750)
Depreciation and Amortisation	-	-	-	-	-	-
Other Expenses	(312,711)	(8,056)	(304,655)	(10,549)	(10,549)	(436,549)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest in Joint Venture	-	-	-	-	-	-
Internal Charges	(41,911)	(43,179)	1,267	(56,132)	(56,132)	(56,132)
Overhead Allocation	(217,166)	(217,166)	-	(289,554)	(289,554)	(289,554)
Total Expenses From Continuing Operations	(834,823)	(659,158)	(175,665)	(864,389)	(864,389)	(1,179,389)
Surplus / (Deficit) from Continuing Operations	(237,084)	-	(237,084)	-	-	(395,000)

Year to Date Actuals and Annual Forecast

A Deficit from Continuing Operations of \$237,084 has been incurred to the end of the third quarter. This is principally due to lower than anticipated income from Certification Fees and Regulatory Certificates & Inspections. There has been a decline in the number of Construction Certificates and a greater focus as a result of regulatory changes in the utilisation of staff for mandatory pool barrier inspections rather than on income generating functions such as the issuing of building certificates. These regulatory changes require significant resourcing which has resulted in significant Agency personnel costs. These cost increases have been partially offset by lower Employee Benefits and Oncosts which reflects difficulties for Council in attracting appropriately accredited staff.

For the full financial year a Deficit from Continuing Operations of \$395,000 is now anticipated reflecting ongoing costs associated with the mandatory pool barrier inspections.

Children's Services

Financials

March 2014 Quarterly Report by Service Childrens Services

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	1,563,750	1,563,750	-	1,890,788	1,890,788	1,890,788
User Charges & Fees	4,418,285	4,442,761	(24,476)	5,996,057	5,996,057	5,946,057
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	17,920	13,500	4,420	18,000	18,000	18,000
Grants and Contributions - Operating Purposes	458,122	460,868	(2,746)	614,618	614,618	584,618
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	6,458,077	6,480,879	(22,802)	8,519,462	8,519,462	8,439,462
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(4,232,299)	(4,462,270)	229,971	(5,810,898)	(5,810,898)	(5,624,948)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(493,847)	(634,118)	140,271	(864,757)	(864,757)	(859,207)
Depreciation and Amortisation	-	-	-	-	-	-
Other Expenses	(274,115)	(183,318)	(90,797)	(245,067)	(245,067)	(341,567)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(110,819)	(104,643)	(6,176)	(136,689)	(136,689)	(136,689)
Overhead Allocation	(1,096,530)	(1,096,530)	-	(1,462,050)	(1,462,050)	(1,462,050)
Total Expenses From Continuing Operations	(6,207,610)	(6,480,879)	273,269	(8,519,462)	(8,519,462)	(8,424,462)
Surplus / (Deficit) from Continuing Operations	250,467	-	250,467	-	-	15,000

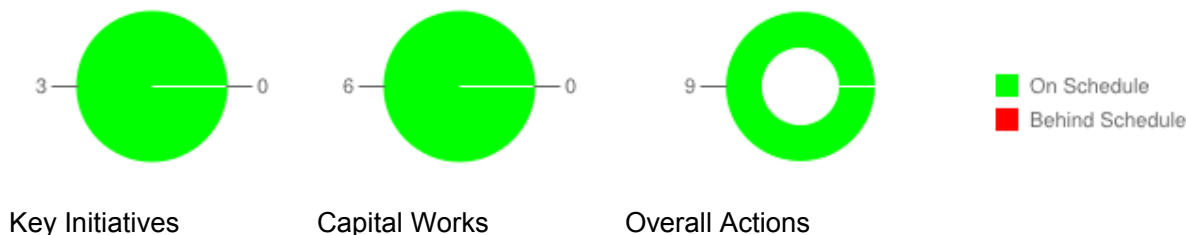
Year to Date Actuals and Annual Forecast

The Surplus from Continuing Operations of \$250,467 at the end of the third quarter principally relates to timing differences associated with a delay in the opening of Brookvale Children's Centre. These timing differences occur in User Charges & Fees, Employee Benefits and Oncosts and Materials and Contracts. Employee Benefits and Oncosts are also lower than forecast due to vacancies which have been covered by Agency Personnel which results in the higher Other Expenses.

User Charges & Fees are forecast to decrease by \$50,000, Employee Benefits and Oncosts to decrease by \$185,950, Materials and Contract to decrease by \$5,550 and Other Expenses to increase by \$96,500 largely for the reason noted above. Additionally, Grants & Contributions for Operating Purposes are forecast to decrease by \$30,000 relating to the Inclusion Support Subsidy due to a lower number of children with additional needs.

As a result of these changes for the full financial year a Surplus from Continuing Operations of \$15,000 is now anticipated.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Quality Care

Key Highlights

DELIVERY PROGRAM: Quality Care

National Quality Framework

Belrose Children's Centre received a rating of Exceeds from the Department of Education and Communities for their high quality of service provided to families. Three Trainees, who are studying their Certificate 111, were employed across Children's Services giving young adults opportunities to enter the local early childhood workforce. Two educators completed a Diploma in Children's Services to meet the regulatory requirement of 50% of staff having a Diploma or above qualification.

Training opportunities gave educators opportunities to maintain professional expertise and keep abreast of current practice with courses offered in:

- ☐ Programming Networking Training
- ☐ Communicating with Care
- ☐ The Role of the Educational Leader
- ☐ Thinking Strategically and Planning for Success
- ☐ I Sing, I Play, I Dance
- ☐ CPR Training
- ☐ Small Business Management

Upgrades to Children's Services

Belrose Children's Centre is currently undergoing a playground renovation which has included the addition of a water course, vegie gardens and a more natural environment. The renovations at Brookvale Children's Centre were finalised and the service currently waits to receive a Service Approval from the Department of Education and Communities in order to commence operating from the renovated premises.

Inclusion Support and Community

- ☐ Three additional applications for Inclusion Support Subsidy were successful for children that have high support needs and three children were assessed and are undergoing additional support services such as Speech Therapy and Occupational Therapy
- ☐ 16 children with additional needs attended vacation care during the summer holiday period
- ☐ Children transitioned smoothly to school in 2014 with many returning to share their experiences with the staff and friends
- ☐ Two students from Dee Why Public School came to read stories to the pre-school children and encourage children's questions regarding going to school as well as the book
- ☐ The Additional Needs Support Worker attended the Northern Beaches Under 5 Disability Forum and provided information about 'Family Referral Service Fact Sheet'

Vacation care worked collaboratively across services during the summer program:

- ☐ Beach Services instructed children regarding beach awareness and surf education
- ☐ Manly Dam provided educational experience with fauna and flora discussions
- ☐ Youth Services and Urban Artist's instructed children on how to express their creativity through drawing, designing and illustration on skateboard decks, canvas and paper

Service Achievements

- ☐ Parent Committees commenced meeting on a regular basis and provided valuable support to the centre directors with planning and suggestions
- ☐ A staff member was nominated for the Macleans Early Childhood Educator of the Year Early Education and Care Awards by parents
- ☐ Recognition was received from the Women's Resource Centre in Dee Why for donations made at Christmas
- ☐ Narrabeen Children's Centre nominated Napranum Parent's and Learning as the preferred charity by staff and have received recognition from this Indigenous not for profit organisation in Cape York for donations in excess of \$800 made by the families
- ☐ Parent Information Evenings were held for the parents to meet with educators and other families within the room and centre
- ☐ Three new educators commenced with Warringah Family Day Care and six prospective educator applications have been received and the recruitment process is underway
- ☐ Family Day Care has had renewed 'In Home Care' interest during the quarter with three new families approaching Warringah for In Home Care. Of these one family has been approved and is operating under this umbrella

Key Initiatives	Status
DELIVERY PROGRAM: Quality Care	
Children's Services cater for children with inclusion support needs	■ On target
There are currently 23 children enrolled with Inclusion Support Needs: Eight children aged under five years and 16 school aged children. These children are supported to participate in the program with peers.	
Children's Services - implement the new National Quality Framework standards	■ On target
Belrose Children's Centre received a rating of Exceeds from the Department of Education and Communities for the high quality of service provided to families. 100% of Warringah's services that have undertaken an assessment visit are Meeting or Exceeding the standards. Training opportunities gave educators opportunities to maintain professional expertise and keep abreast of current practice with courses offered across eight different topics and well attended by Educators, Family Day Care providers and Child Development Officers.	
Children's Services - deliver Policy, Procedure and Forms available online	■ On target
All policy content has been loaded into the online tool. The user access is being set up to allow different user groups to review and submit comments.	

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Quality Care				
Children's centres - amenities and playground refurbishments	■ On Target	\$40,000	\$5,085	\$40,000
The works to renew and update the Brookvale Long Day Care Centre have been completed. Final certification is pending an inspection and approval from the regulatory authority, the Department of Education and Communities, to allow this renewed facility to be utilized and re-occupied.				
Belrose Children's Centre - playground	■ On target	\$300,000	\$22,599	\$300,000
This project to improve the children's playground at the Belrose Children's Centre is on schedule and will be completed by mid-2014.				
Belrose Children's Centre - building upgrade	■ On target	\$215,000	\$51,534	\$234,319

Works have commenced on the renewal of the Belrose Children's Centre building and are on track to be successfully completed by June 2014.				
Brookvale Children's Centre - renewal and expansion of existing building and bathrooms	■ On target	\$746,264	\$862,212	\$907,758
The works to renew and update the Brookvale Long Day Care Centre have been completed. Final certification is pending inspection and approval from the regulatory authority, the Department of Education and Communities, to allow this renewed facility to be utilized and re-occupied.				
Narrabeen Childcare Centre Playground Renewal	■ Completed	\$330,000	\$286,355	\$290,000
The works to upgrade the outdoor play space at Narrabeen Children's Centre to create a more enticing play area was successfully completed in November 2013.				
Brookvale Occasional Care Centre - installation of solar panels	■ Completed	\$30,000	\$26,114	\$30,000
The solar panels and system were successfully installed with a practical completion achieved on 31 October 2013. This was the final step in Council's initiative to deliver the Brookvale Occasional Care Centre using environmentally sustainable principles.				

Community Services

Financials

March 2014 Quarterly Report by Service Community & Safety

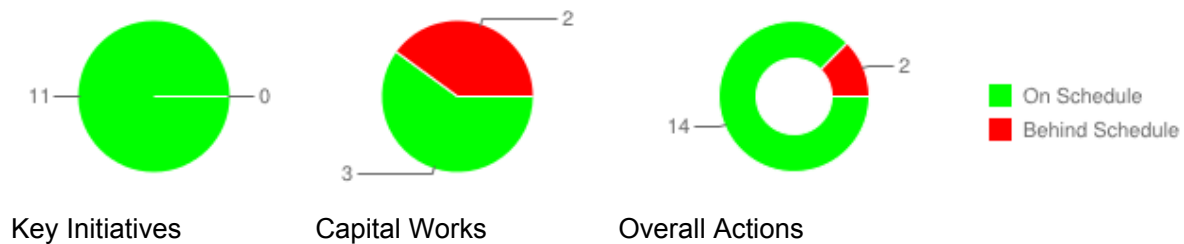
	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	3,625,931	3,625,931	-	4,526,087	4,526,087	4,526,087
User Charges & Fees	815,089	813,250	1,839	1,103,283	1,103,283	1,103,283
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	37,208	27,054	10,154	44,119	44,119	44,119
Grants and Contributions - Operating Purposes	115,606	128,639	(13,033)	170,718	170,718	170,718
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	4,593,834	4,594,873	(1,039)	5,844,207	5,844,207	5,844,207
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(2,295,701)	(2,376,211)	80,509	(2,945,552)	(2,945,552)	(2,932,400)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(457,113)	(651,643)	194,531	(837,550)	(870,894)	(833,906)
Depreciation and Amortisation	(265,572)	(265,572)	0	(354,096)	(354,096)	(354,096)
Other Expenses	(276,751)	(277,384)	633	(350,810)	(313,958)	(313,958)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(77,329)	(84,843)	7,514	(107,395)	(107,395)	(107,535)
Overhead Allocation	(936,588)	(936,588)	-	(1,248,804)	(1,248,804)	(1,248,804)
Total Expenses From Continuing Operations	(4,309,055)	(4,592,242)	283,187	(5,844,207)	(5,840,699)	(5,790,700)
Surplus / (Deficit) from Continuing Operations	284,779	2,631	282,148	-	3,508	53,508

Year to Date Actuals and Annual Forecast

The Surplus from Continuing Operations at the end of the third quarter of \$284,779 is tracking ahead of forecast. This is due to lower than anticipated expenses related principally to timing issues in Employee Benefits and Oncosts and Materials & Contracts. The lower Employee Benefits and Oncosts largely relate to the timing of casual salaries for Youth Week which occurs in the first two weeks of April and the payment to Lifeguards of their end of season entitlements. The lower Materials & Contracts includes \$29,311 in Arts and Cultural due to a focus by staff on the completion of the Warringah Creative Arts Space at North Curl Curl, \$69,638 in Youth Services related to the timing of Youth Week mentioned above, \$50,471 for Community Centre maintenance and upkeep and \$11,108 in Beach Services for minor tools and equipment.

For the full financial year there is an anticipated increase in the Surplus from Continuing Operations of \$50,000 to \$53,508.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Beach Management and Safety
- ☐ Social Inclusion and Independence
- ☐ Community Connections
- ☐ Cultural Vitality and Creativity

Key Highlights

Community Development

Staff continued to liaise with NSW Government Departments and local agencies in developing the now Draft Northern Sydney Ageing and Youth Strategies. Council continued to work with and support regional networks including the Northern Beaches Multi-cultural Network, Liquor Accord and Interagency.

Planning commenced for Council's Annual Community, Cultural and Sporting Grants program. Council staff continues to work closely with Brookvale TAFE by presenting to new migrant groups. Support continues for the Manly Vale and Friends of Freshwater Community Gardens.

Staff met with the Australian Youth Climate Coalition (AYCC) regarding possible future projects and participated in the Mayor's Affordable Housing Forum.

Aged & Disability Services

Council's Ageing Strategy 'Living Well Warringah' was adopted by Council at the February meeting. This Strategy will provide clear strategic direction for Council to plan and deliver services and facilities for older people in Warringah into the future. The Manly Warringah Pittwater Seniors Directory was produced and 9000 copies have been distributed across the region. This comprehensive directory provides information on local services, activities and housing options for seniors in the local area. .

Council's annual Seniors Program was coordinated with 75 activities organised for the period 15 March - 16 April. Of these 75 activities, 18 were run by various Council units including Aged Services, Road Safety, Waste Education, Libraries and the Warringah Aquatic Centre. Council partnered with many other local community organisation and groups who coordinated activities such as art/craft, exercise, talks, new technology training and cooking. Over 3,000 programs were distributed locally. .

The Seniors Program Launch was held at the Council Chambers on Sunday 16 March with a vibrant panel of local senior identities discussing how not to lose your mojo. Over 60 local seniors participated in thought provoking discussion and to officially launch the Seniors Program for 2014. Seniors were treated to high tea and screening of the film 'The Bucket List'.

Four issues of the free Disability Newsletter were emailed to more than 1200 residents of the Northern Sydney Region regarding events, resources, services and training available for people with disability, their families and carers, and disability service providers.

Staff facilitated a forum on Gaps and Opportunities in Social Activities for Adults aged 25+ with Disabilities in the Northern Sydney Region. This forum was attended by 15 representatives of disability services to network and to discuss how services could collaborate to enhance current programs.

Youth Services

Council continues to be active in ongoing programs to support the healthy development and involvement of youth in the community.

The Pilot Program 'Club 567' held its first disco. This program targets children in Years 5, 6 and 7 at school with safe, supervised, alcohol free events. These events are planned to run once a term and will be evaluated at the end of the year. This new project was coordinated as part of a TAFE student's project.

The annual Sister City Youth Exchange took place where 6 young people and 2 staff from Warringah's Sister City Brewarrina visited Warringah. One of the highlights was a performance at the Welcome Reception by Col Hardy. Brewarrina born Col was the first Aboriginal person to win a Golden Guitar, at the Australasian Country Music Awards in Tamworth.

The group also took part in a beach safety and awareness program, visited the Aboriginal Learning Centre at Brookvale TAFE, carried out bush regeneration on the Warringah/Brewarrina Sister City Bushcare site at Long Reef. This environmental initiative won a regional Clean Beach Young Legends Award in 2013.

This Term's Discobility Dance Party for young people 12–24 years with special needs had the theme 'Summer Holiday'. These events operate once per school term and provide a valuable social outlet for these young people.

The 13th Northern Composure Band Competition commenced with information nights and workshops. This is followed by 18 bands competing in three Heats through March and the Final in April. Sponsorships and prizes of \$20,000 went towards the Judge's Award and Audience Choice.

Council once again offered parents the Triple P Parenting Seminars. This is a three part series which targets parents of teenagers assisting them to navigating the difficult period in their adolescent's lives.

Council continues to partner with Police, Cromer High School and the Northern Beaches Pacific and Maori Work on the Streets group to hold Cultural Days to break down barriers between young people and local agencies.

The Northern Beaches Youth Information website and App project is progressing with the formation of a steering group of 30 highly enthusiastic young people.

Arts & Cultural

Staff facilitated and coordinated the successful Creative Space Community Blitz. Over 50 volunteers assisted in the planting, painting and cleaning around the Warringah Creative Space site.

The inaugural exhibition Certain Nature, curated by Cassandra Hard Lawrie and featuring nine Warringah artists celebrated the opening of the Warringah Creative Space. Over 60 members of the Artist community attended the Council organised and hosted 'Meet the Artist'.

The 'Creative Warringah' Strategy is progressing, as is the Dee Why Art Bomb Project call out and selection and the Freshwater Pods refurbishment.

Beach Services

Between January and March 31 there were over 1.5 million visitors to Warringah beaches. Lifeguards performed 120,740 preventative actions, 2,151 regulatory actions, 394 rescues and 1,303 people needing first aid.

All figures are an increase on the same period last season.

Community Centres

Community centre courses and activities for 2014 commenced in late January.

Refurbishments have commenced at the Forest Memorial Hall (former) caretaker's flat and at the Beacon Hill War Memorial Hall.

Discussions with the architects regarding the concept plans for the refurbishment of The Tramshed are ongoing, with the date for commencement of works now 1 January 2015.

Utilization of centres is 55% averaged across 27 centres. There has been a noticed increase in regular hirers as at the same time last year:

2013/14 - 368

2012/13 - 350

Key Initiatives	Status
DELIVERY PROGRAM: Social inclusion and independence	
Participate in the development of the Northern Beaches Regional Ageing Strategy	■ On target
The draft document has been submitted to the Department of Family and Community Services (Ageing) via the Shore Region of Councils (SHOROC) and Council is waiting on feedback.	
Develop the Healthy Ageing Strategy	■ On target
'Living Well Warringah' - Council's Healthy Ageing Strategy was adopted by Council in February.	
Participate in the development of the Northern Beaches Regional Youth Strategy	■ On target
The draft document has been submitted to the NSW Department of Education and Communities via the Shore Region of Councils (SHOROC) and Council is waiting on feedback.	
Implement the Youth Strategy	■ On target
Regular youth and parent programs are being advertised and young people are being consulted on relevant issues with Council via the Warringah Youth Advisory Committee (WYAC).	
Develop a Youth Website and Application	■ On target
Work has commenced on the Youth Website and Application.	
DELIVERY PROGRAM: Cultural Vitality and Independence	
Review the Cultural Plan	■ On target
Development of a new Cultural Strategy, "Creative Warringah", is underway.	

Deliver community activities and celebrations	■ On target
<p>Activities for January to March include:</p> <p>Seniors Week commenced; Forum on Gaps and Opportunities in Social Activities for Adults aged 25 years and over was held for representatives of disability services in the Northern Sydney Region.</p> <p>Arts & Culture: Warringah's new 'Creative Space' opened with the inaugural exhibition 'Certain Nature'; hosted a 'Meet the Artist' at the Creative Space; and the Dee Why Art Bomb Project call out and selection process also commenced.</p> <p>Youth: Pilot Project 'Club 567' targeting children in years 5,6 and 7 commenced with a disco; Sister City Youth Exchange - 6 young people from Brewarrina visited Warringah; Discobility Dance Party held; annual Northern Composure Band Competition commenced; Triple P Parenting Seminar held; one Pacific/Maori cultural day.</p>	
Maintain Artist in Residency and Affordable Studios program of work	■ On target
<p>The Artist in Residence at Kimbriki commenced in January and the Warringah 'Creative Space' opened in March. This Creative Space offers emerging artists the opportunity to hire a studio at an affordable market rate.</p>	
Develop a Warringah Arts and Cultural Events Calendar	■ On target
<p>The Cultural Strategy is in development, on target to be completed in June 2014. The Arts and Cultural Events Calendar will then be delivered.</p>	
Deliver Sister City event	■ On target
<p>Young People from Bre visited Warringah in January 2014 as part of the exchange program.</p>	
DELIVERY PROGRAM: Council Property Portfolio	
Develop the PCYC Management Framework	■ On target
<p>Plans for construction have been developed in consultation with PCYC.</p>	

Capital Works Program				
Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Social inclusion and independence				
Replacement of community bus	■ Completed	\$109,091	\$99,903	\$109,091
<p>A replacement bus was received in November and was operating in December. Toyota Coaster BG37VQ received 22-11-2013 Bus Commissioned,.4-12-2013</p>				
Bringa Centre - refurbishment of existing building	■ Behind Schedule	\$730,000	\$8,100	\$11,100

This project has been cancelled for the 2013/14 program at the request of the Bringa Women's Refuge Centre management for budget reasons. The project has been re-scheduled into the 2014/15 budget.

DELIVERY PROGRAM: Beach Management and Safety

Dee Why Beach lifeguard viewing tower	On Target	\$220,000	\$4,880	\$200,000
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The design for the lifeguard beach viewing tower has been finalized, the works have been quoted and selection of the contractor is under way to enable the construction works to be completed by the middle of 2014.

Replacement of beach services equipment	On Target	\$65,000	\$10,782	\$70,800
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Expenditure on target for 2013-14
 Four quad bikes ordered at a total cost of \$45K (\$11,400 each) to replace four existing quad bikes.
 Quad bikes expected to be delivered in May

DELIVERY PROGRAM: Community Services

Tramshed Arts and Community Centre, Narrabeen - Building Refurbishment	Behind Schedule	\$878,948	\$68,455	\$95,300
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This project is running behind schedule. Concept options are being worked through to finalise the best renewal solution for the building prior to proceeding to Development Application lodgement and detailed design. Construction has been moved to the 2014/15 financial year.

Compliance Services

Financials

March 2014 Quarterly Report by Service Compliance

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	1,001,985	1,001,985	-	1,396,982	1,396,982	1,396,982
User Charges & Fees	1,357,781	1,242,966	114,814	1,564,830	1,564,830	1,686,182
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	2,176,070	2,202,784	(26,715)	2,889,080	2,889,080	2,855,080
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	4,535,835	4,447,736	88,100	5,850,892	5,850,892	5,938,243
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(2,210,533)	(2,481,390)	270,857	(3,225,912)	(3,225,912)	(3,018,557)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(422,370)	(497,126)	74,756	(677,835)	(677,835)	(592,640)
Depreciation and Amortisation	-	-	-	-	-	-
Other Expenses	(84,387)	(60,574)	(23,812)	(79,573)	(79,573)	(154,475)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest in Joint Venture	-	-	-	-	-	-
Internal Charges	(332,574)	(318,410)	(14,164)	(413,933)	(413,933)	(413,933)
Overhead Allocation	(1,090,235)	(1,090,235)	-	(1,453,638)	(1,453,638)	(1,453,638)
Total Expenses From Continuing Operations	(4,140,099)	(4,447,736)	307,637	(5,850,892)	(5,850,892)	(5,633,243)
Surplus / (Deficit) from Continuing Operations	395,736	-	395,736	-	-	305,000

Year to Date Actuals and Annual Forecast

A Surplus from Continuing Operations of \$395,736 has been achieved to the end of the third quarter. This is due to both higher Income and lower Expenses from Continuing Operations. The higher than anticipated income relates to higher Parking Fees partially offset by lower Other Fines such as Development Compliance Penalty Infringement Notices. The lower expenses relate to lower Employee Benefits and Oncosts due to significant vacancies which have been partially offset by higher Other Expenses due to the use of agency personnel. Materials and Contracts are lower than forecast principally due to a deferral of the review of veterinary and pound services.

For the full financial year there is an anticipated increase in the result to a Surplus from Continuing Operations of \$305,000. This is made up of an increase in User Fees and Charges of \$121,352, a decrease in Other Revenues of \$34,000, a decrease in Employee Benefits and Oncosts of \$207,355, a decrease in Materials and Contracts of \$85,195 and an increase in Other Expenses of \$74,902 for the reasons noted above.

Cultural Events

Financials

March 2014 Quarterly Report by Service Cultural Services

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	863,138	863,138	-	1,070,958	1,070,958	1,070,958
User Charges & Fees	96,949	18,300	78,649	27,300	27,300	107,300
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	22,350	77,000	(54,650)	77,000	77,000	25,000
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	982,437	958,438	23,999	1,175,258	1,175,258	1,203,258
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(394,018)	(307,353)	(86,665)	(397,587)	(397,587)	(479,097)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(410,129)	(379,550)	(30,579)	(451,550)	(451,250)	(534,358)
Depreciation and Amortisation	-	-	-	-	-	-
Other Expenses	(90,786)	(112,251)	21,466	(110,600)	(114,408)	(132,282)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(5,161)	(10,721)	5,560	(13,932)	(13,932)	(13,932)
Overhead Allocation	(151,193)	(151,193)	-	(201,589)	(201,589)	(201,589)
Total Expenses From Continuing Operations	(1,051,286)	(961,069)	(90,218)	(1,175,258)	(1,178,766)	(1,361,258)
Surplus / (Deficit) from Continuing Operations	(68,849)	(2,631)	(66,218)	-	(3,508)	(158,000)

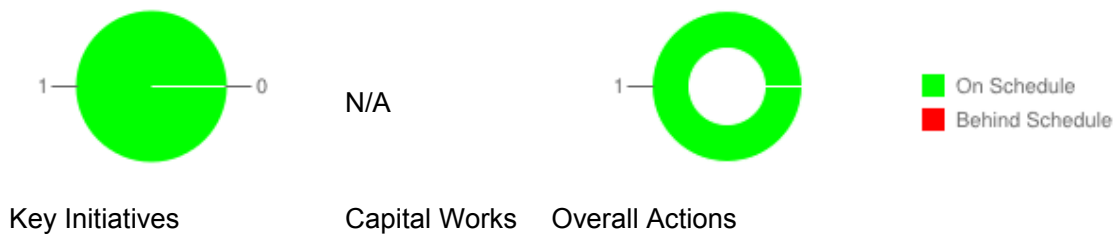
Year to Date Actuals and Annual Forecast

A Deficit from Continuing Operations of \$68,849 has been incurred to the end of the third quarter. The deficit is principally due to higher expenses related to Events that has only been partially offset by higher income. The higher expenses principally relate to higher casual employee costs that have been required to successfully deliver major events particularly the Brookvale Show, the Dee Why Town Centre Quick Wins Project, New Year's Eve and Australia Day.

Income from Continuing Operations is forecast to increase by \$28,000, Employee Benefits and Oncosts are forecast to increase by \$81,510, Materials and Contracts are forecast to increase by \$83,108 and Other Expenses are forecast to increase by \$17,874 for the reasons noted above.

For the full financial year a Deficit from Continuing Operations is anticipated to increase by \$154,492 to \$158,000.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Community Festivals

Key Highlights

Australia Day

Australia Day Big Breakfasts took place at Dee Why Beach and James Meehan Reserve (20,000 people attended), Berry Reserve in Narrabeen (5,000 people attended), and there was a Pool Party at the Warringah Aquatic Centre (1,500 people attended). A special Australia Day Awards and Citizenship Ceremony was also held at Glen Street Theatre which was attended by 70 new citizens and over 200 of their family and friends. Activities at the events included rides, live music and community BBQs.

More than 400 volunteers took part on the day and Council hosted a "Thank You" ceremony to acknowledge the volunteers efforts in February.

Citizenship Ceremonies

Council welcomed more than 200 new Australia Citizens from more than a twelve countries at a number of ceremonies held at the Civic centre.

Dee Why Surf Club Centenary Reception

Council also hosted the Dee Why Surf Club Centenary Reception to mark the 100 year celebration of the local surf club

Key Initiatives	Status
DELIVERY PROGRAM: Community Festivals	
Deliver community activities and celebrations	■ On target
Successful Australia Day celebrations at Dee Why, Narrabeen, Aquatic Centre and the 40th anniversary of Allambie Heights Lookout Trust, with a total attendance of over 20,000. Continued civic and citizenship ceremonies throughout the summer.	

Development Assessment

Financials

March 2014 Quarterly Report by Service Development Assessment

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	2,691,430	2,691,430	-	3,495,950	3,495,950	3,495,950
User Charges & Fees	1,473,068	1,433,431	39,577	1,909,482	1,909,482	1,949,482
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	4,164,499	4,124,921	39,577	5,405,432	5,405,432	5,445,432
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(2,523,758)	(2,544,158)	20,400	(3,305,912)	(3,305,912)	(3,345,912)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(110,525)	(101,565)	(8,960)	(135,420)	(135,421)	(175,420)
Depreciation and Amortisation	-	-	-	-	-	-
Other Expenses	(61,863)	(64,115)	2,252	(85,049)	(85,049)	(85,049)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(229,545)	(231,320)	1,775	(300,716)	(300,716)	(300,716)
Overhead Allocation	(1,183,764)	(1,183,764)	-	(1,578,334)	(1,578,334)	(1,578,334)
Total Expenses From Continuing Operations	(4,109,455)	(4,124,922)	15,467	(5,405,432)	(5,405,433)	(5,485,432)
Surplus / (Deficit) from Continuing Operations	55,044	-	55,044	-	-	(40,000)

Year to Date Actuals and Annual Forecast

A Surplus from Continuing Operations of \$55,044 has been achieved to the end of the third quarter. This is principally due to higher than anticipated income which relates to an increase in development application fees during the period.

Income from Continuing Operations is anticipated to increase by \$40,000 as a result of the increase in development application fees noted above. Employee Benefits and Oncosts are anticipated to increase by \$40,000 as a result of a redundancy following a service review. Materials and Contracts are forecast to increase \$40,000 which principally relates to pavement repairs at the corner of Pittwater Road and Sturdee Parade, Dee Why. For the full financial year a Deficit from Continuing Operations of \$40,000 is now anticipated.

Glen Street Theatre

Financials

March 2014 Quarterly Report by Service Glen Street Theatre

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	807,314	807,314	-	1,143,812	1,143,812	1,143,812
User Charges & Fees	592,955	1,154,603	(561,648)	1,466,818	1,466,818	796,818
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	280,019	222,117	57,902	335,901	335,901	355,901
Grants and Contributions - Operating Purposes	2,186	-	2,186	-	-	2,200
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	1,682,474	2,184,034	(501,560)	2,946,531	2,946,531	2,298,731
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(713,945)	(752,194)	38,249	(977,769)	(977,769)	(931,969)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(491,205)	(813,057)	321,852	(1,144,328)	(1,144,328)	(604,328)
Depreciation and Amortisation	(77,136)	(77,120)	(16)	(102,849)	(102,849)	(102,849)
Other Expenses	(72,952)	(83,809)	10,857	(111,696)	(111,696)	(99,696)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(19,006)	(23,179)	4,173	(30,308)	(30,308)	(30,308)
Overhead Allocation	(434,674)	(434,674)	-	(579,581)	(579,581)	(579,581)
Total Expenses From Continuing Operations	(1,808,919)	(2,184,034)	375,115	(2,946,531)	(2,946,531)	(2,348,731)
Surplus / (Deficit) from Continuing Operations	(126,445)	(0)	(126,444)	(0)	(0)	(50,000)

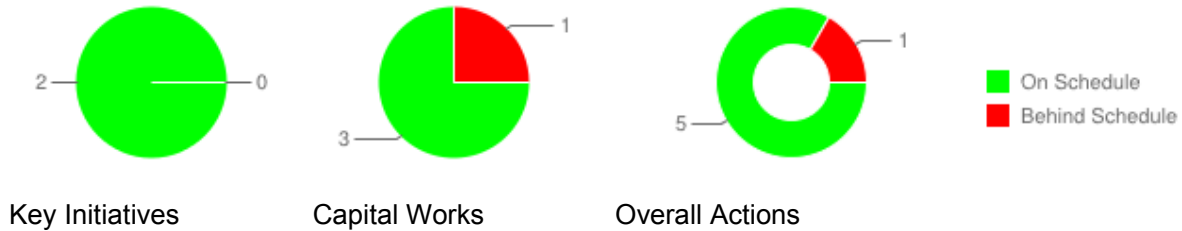
Year to Date Actuals and Annual Forecast

A Deficit from Continuing Operations of \$126,445 has been incurred to the end of the third quarter. This is principally due to lower than anticipated income partially offset by lower expenses. This relates to the closure of the theatre from 16 December 2013 in order to undertake the first stage of works associated with the revitalisation of the site as a part of the wider development of the Glen Street Cultural Hub.

The theatre is due to reopen on 12 May 2014 at which time a number of significant shows and events are scheduled including Admission: One Shilling, Go Your Own Way, Sydney Writers Festival and Sydney North Dance Festival as well as a strong hirers booking schedule. It is anticipated the income from these activities will largely offset the deficit incurred to date.

Accordingly, for the full financial year a Deficit from Continuing Operations of \$50,000 is now anticipated.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Cultural Hub

Key Highlights
DELIVERY PROGRAM: Cultural Hub
Glen Street has been in shut down mode due to the Stage 1 works upgrading the foyer and landscaping in preparation for Stage 2 of the Glen Street Cultural Hub. Staff have taken leave and been forward planning in preparation for the changes during this period.

Key Initiatives	Status
DELIVERY PROGRAM: Cultural Hub	
Develop day to day management plan for operation of Glen Street Cultural Hub	■ On target
Glen Street Theatre and the Library Service are developing their communication plan and working successfully on the Voices of Warringah Festival and youth theatre project.	
Promote and engage new audiences with the Glen Street Cultural Hub	■ On target
Promotion of Glen Street Cultural Hub is consistent with our marketing strategies.	

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Cultural Hub				
Glen Street Theatre - lighting console replacement	Completed	\$51,595	\$42,504	\$51,595

The lighting console in the auditorium has now been replaced and all components of the new lighting desks have been delivered and installed. The project has come in under budget.				
Glen Street Theatre - minor asset renewals	■ On Target	\$44,700	\$16,239	\$44,700
The fire sprinkler system in the kitchen will be replaced in April 2014.				
Glen Street Revitalisation Stage 1	Behind Schedule	\$1,800,000	\$631,940	\$2,100,000
The works to upgrade the Glen Street Theatre foyer, adjacent areas and external works are progressing, but are significantly behind schedule. The theatre is due to be re-opened to the public for its first performance on 13 May 2014 and extended works hours by the contractor are now being undertaken to meet this deadline.				
Glen Street Revitalisation Stage 2	■ On Target	\$500,000	\$19,653	\$87,653
The architects for Stage 2 of the Glen Street Hub project, being the co-location of the Belrose Library onto the Glen street Theatre Site, as well as the upgrading of the food and beverage facilities, have been appointed - Brewster Hjorth Architects. Design works have commenced with the project planned to start construction in 2015.				

Information and Library Services

Financials

March 2014 Quarterly Report by Service Information & Library

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	4,319,076	4,319,076	-	5,699,963	5,699,963	5,699,963
User Charges & Fees	81,292	85,931	(4,639)	186,820	186,819	106,821
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	87,954	99,461	(11,507)	135,000	130,601	130,601
Grants and Contributions - Operating Purposes	91,065	89,644	1,421	89,644	89,644	89,644
Grants and Contributions - Capital Purposes	276,349	276,349	-	271,950	276,349	276,349
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	4,855,736	4,870,461	(14,725)	6,383,377	6,383,376	6,303,378
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(2,937,467)	(2,770,411)	(167,056)	(3,598,236)	(3,598,235)	(3,803,720)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(380,315)	(480,000)	99,685	(633,529)	(633,529)	(527,378)
Depreciation and Amortisation	(456,836)	(456,836)	-	(609,114)	(609,114)	(609,114)
Other Expenses	(101,098)	(82,140)	(18,958)	(102,140)	(102,140)	(117,948)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(30,896)	(31,654)	758	(41,150)	(41,150)	(41,010)
Overhead Allocation	(1,049,421)	(1,049,421)	-	(1,399,208)	(1,399,208)	(1,399,208)
Total Expenses From Continuing Operations	(4,956,033)	(4,870,461)	(85,572)	(6,383,377)	(6,383,376)	(6,498,378)
Surplus / (Deficit) from Continuing Operations	(100,297)	-	(100,297)	-	-	(195,000)

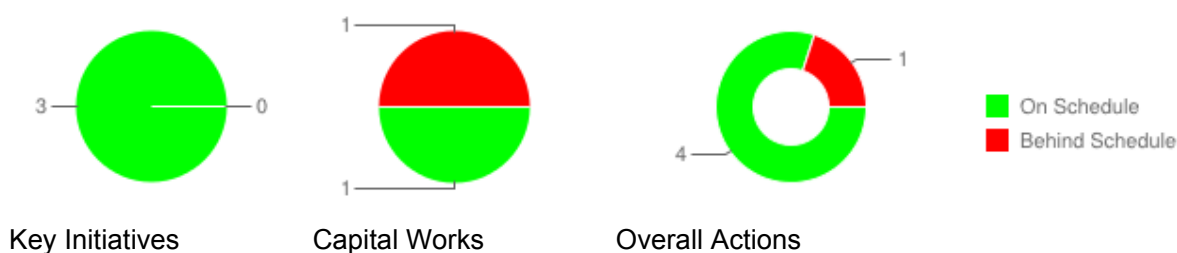
Year to Date Actuals and Annual Forecast

The Deficit from Continuing Operations of \$100,297 at the end of the third quarter is principally due to higher than anticipated expenses as well as slightly lower than anticipated income.

The higher than anticipated expenses principally relates to higher Employee Benefits and Oncosts from redundancies as a result of a comprehensive service review completed during the last quarter. This has been partially offset by a lower level of Materials and Contracts as a result of cost efficiencies.

For the full financial year a Deficit from Continuing Operations of \$195,000 is now anticipated.

Overall Progress Capital Works and Key Initiatives



Key Highlights

DELIVERY PROGRAM: Community Space and Learning

Loans

From January to March 2014, 292,694 items were loaned across the Service, which was 3,775 less items than the same period last year.

Visits

Visits from January to March 2014 were 186,850 which is a 0.9% increase from the same period last year. This supports the trend towards the digital resources as customers embrace our online services. Conversely, online visits to the Library's website continue to increase and reflect the use of the Library's e-resources available through the website.

Service Developments

The Library has been working with Council's IT department to switch over to a more reliable printer service and public access PC booking service. These new services are expected to come into effect by the end of June 2014 and will deliver savings on operational spend in the new financial year. Internet speed and reliability at the Dee Why Library was also improved in February from 2Mbps to 20 Mbps, with plans in place to improve the other 3 branches by the end of June 2014.

The Library has continued to increase its eBook collection on the Overdrive platform which was launched to Warringah residents on Australia Day. Particular attention has been given to eBooks for children and young adults. Customer response to this new avenue of accessing books has quadrupled since launch from 101 in January to 457 at the end of March. Additionally, the existing Wheelers eBook platform is currently being migrated to the Overdrive platform to make it easier for customers to access eBooks from one site.

Programs

The Summer Reading Program finished this year on a high note with a Summer Reading Club party for children at the Hoyts Cinema at Warringah Mall. There were 109 children and 39 adults in attendance to hear Anton Buchner, the Author of the popular Children's Book, 'Imagine what happens next'. This was followed by a special screening of the movie 'Cloudy with a Chance of Meatballs 2'. For adults, the Summer Reading program saw a resident from Belrose win a double pass to the Glen Street Theatre and four other residents from each branch win \$50 book vouchers.

A Welcome and Thank You morning tea was held in February for the Home Library Service Volunteers with 20 residents attending. A long serving volunteer of six years provided highlights of her rewarding and enriching experience as a Volunteer which encouraged some of the attendees to commit to volunteering.

As part of Seniors Week 2014, the Library supported Community Services by hosting two 'Tech Up' sessions in March at the library. These sessions were fully patronised and very well received. Evaluation Form comments suggest this type of program should be offered more regularly.

Family History and Local Studies also participated in Seniors Week hosting an Author talk by Caroline Ford on Sydney's Coast during WWII on the 27 March at the Collaroy Surf Club.

Key Initiatives	Status
DELIVERY PROGRAM: Community Space and Learning	
Respond to customer feedback and enhance overall customer satisfaction	■ On target
<p>The target was exceeded for the January to March 2014 quarter with an approval rating of 4.3 out of 5. Assistance provided by Library Staff rated higher than the service rating at, 4.4 out of 5.</p> <p>895 surveys were sent out with a 27% response rate. Over 90% of respondents were either Satisfied or Very Satisfied with the Library service as a whole.</p> <p>100% of feedback received was responded to within 5 business days.</p>	
Finalise the Library Strategic Plan	■ On target
The Development of the Library Strategy as recommended in the Library Review Paper is on track to be developed in May with implementation commenced by the end of June 2014.	
Implement the Library Strategic Plan	■ On target

Implementation of the Library Strategic Plan is on track to commence by the end of this Financial Year. It is expected to be delivered over a period of two to three years once the Strategy is established.

In the absence of an established strategy the Library team have started to deliver on some of the Opportunities for Improvement recommended in the Review. These include recruiting a new Library Leadership Team to lead the branches and transform the service in line with the Review recommendations, reviewing customer communication mechanisms, upgrading eService offerings with the establishment of a new eLibrary - OverDrive and improving the technology infrastructure within the service.

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Community Space and Learning				
Library Bookvote	■ On Target	\$524,400	\$425,077	\$554,398
The Bookvote is on target with an increase in purchases of eBooks and a catch up in buying Adult Non Fiction and Children's Picture Books in March.				
Digital Resources - Libraries	■ Behind Schedule	\$50,000	\$ 0	\$0
Program suspended pending available funding from Section 94A development contributions.				

Kimbriki Environmental Enterprise Pty Ltd

Financials

March 2014 Quarterly Report by Service Kimbriki Waste & Recycling Centre

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	-	-	-	-	-	-
User Charges & Fees	17,924,267	17,393,430	530,837	23,009,269	23,360,000	23,726,913
Investment Fees and Revenues	382,927	339,426	43,501	450,000	455,000	487,927
Other Revenues	2,746,258	1,958,583	787,675	2,304,837	2,882,008	3,450,111
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	21,053,453	19,691,439	1,362,013	25,764,106	26,697,008	27,664,951
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(2,866,846)	(2,668,975)	(197,872)	(3,353,416)	(3,578,429)	(3,673,942)
Borrowing Costs	(753,407)	(750,000)	(3,407)	(1,000,000)	(1,000,000)	(1,000,000)
Materials and Contracts	(8,262,562)	(8,038,824)	(223,738)	(10,655,349)	(10,774,508)	(10,967,737)
Depreciation and Amortisation	(314,064)	(293,210)	(20,854)	(342,000)	(434,000)	(424,471)
Other Expenses	(7,020,932)	(6,095,802)	(925,130)	(7,813,469)	(8,406,413)	(9,180,558)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	-	-	-	-	-	-
Overhead Allocation	-	-	-	-	-	-
Total Expenses From Continuing Operations	(19,217,811)	(17,846,811)	(1,371,000)	(23,164,234)	(24,193,350)	(25,246,708)
Surplus / (Deficit) from Continuing Operations	1,835,641	1,844,628	(8,987)	2,599,872	2,503,658	2,418,243

Year to Date Actuals and Annual Forecast

The Surplus from Continuing Operations at the end of the third quarter is tracking lower than forecast by \$8,987. This is principally due to higher than anticipated expenses which are largely offset by higher than anticipated income.

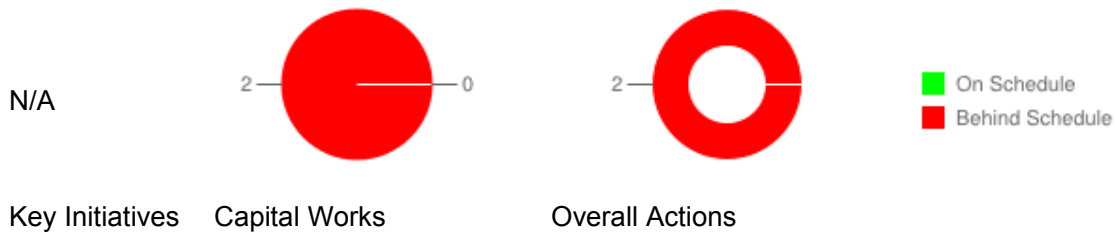
Income from Continuing Operations is higher than budget principally due Gate Fees as a result of all commercial vehicles now being weighed on entry to the facility and the consequential increase in charges related to the Waste Levy.

Expenses from Continuing Operations are higher than budget in a number of areas. The higher Employee Costs are as a result of the addition of a Senior Engineer for the Alternate Waste Technology and other projects six months earlier than originally intended as well as additional overtime. The higher Material and Contact expenses are principally associated with landfill cell preparation costs reflecting best practice in the new landfill area being prepared for use. The higher Other Expenses relates to higher EPA Waste Levy Charges during the quarter due to a higher proportion of tonnages received being diverted to landfill and the receipt of a draft assessment for land tax.

For the full financial year the Surplus from Continuing Operations is anticipated to decrease by \$85,415 to \$2,418,243 as a result of higher than anticipated expenses, principally for the reasons noted above. Income from Continuing Operations is forecast to increase by \$967,943 of which \$366,913 relates to higher User Charges & Fees, \$32,927 to Investment Fees and Revenue and \$568,103 to Other Income. Expenses from Continuing Operations are forecast to increase by

\$979,096 of which \$95,513 relates Employee Benefits and Oncosts, \$193,229 to Materials and Contracts, \$774,145 to Other Expenses and a decrease \$9,529 to Depreciation as a result of delays in the completion of capital projects.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Kimbriki Site Improvements

No Highlights

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Kimbriki site improvements				
Kimbriki - plant, equipment, leachate treatment plan and high level drain	■ Behind Schedule	\$1,400,000	\$711,989	\$1,400,000
Kimbriki Environmental Enterprises is tracking behind schedule on some minor site works such as landscaping and fencing.				
Kimbriki - construction of access road	■ Behind Schedule	\$1,815,000	\$102,944	\$250,000
Project delivery is delayed considering the approval / licensing process requirements.				

Natural Environment Services

Financials

March 2014 Quarterly Report by Service Natural Environment

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	7,830,954	7,830,954	-	10,465,583	10,465,583	10,465,583
User Charges & Fees	24,196	34,036	(9,840)	44,246	44,246	44,246
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants and Contributions - Operating Purposes	155,703	121,057	34,646	487,960	686,807	533,778
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	8,010,852	7,986,046	24,806	10,997,690	11,196,637	11,043,608
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(1,870,425)	(1,910,669)	40,244	(2,489,134)	(2,491,070)	(2,451,070)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(1,353,567)	(1,580,255)	226,687	(2,404,086)	(2,751,096)	(2,516,354)
Depreciation and Amortisation	(2,682,455)	(2,682,455)	-	(3,576,607)	(3,576,607)	(3,576,607)
Other Expenses	(34,406)	(60,359)	25,953	(78,456)	(78,456)	(70,169)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest in Joint Venture	-	-	-	-	-	-
Internal Charges	(793,601)	(807,414)	13,813	(1,139,564)	(1,039,564)	(1,039,564)
Overhead Allocation	(982,394)	(982,394)	-	(1,309,844)	(1,309,844)	(1,309,844)
Total Expenses From Continuing Operations	(7,716,849)	(8,023,546)	306,697	(10,997,690)	(11,246,636)	(10,963,608)
Surplus / (Deficit) from Continuing Operations	294,003	(37,500)	331,503	-	(50,000)	80,000

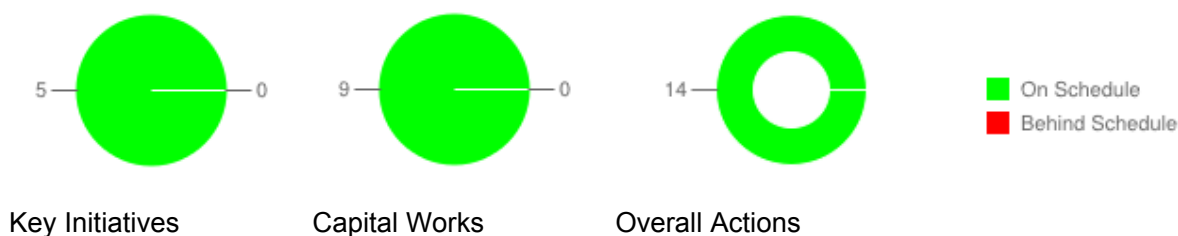
Year to Date Actuals and Annual Forecast

The Surplus from Continuing Operations of \$294,003 at the end of the third quarter is tracking well ahead of forecast principally due to grant income in relation to Floodplain Risk Management Studies being received earlier than expected and expenditure for these studies not being undertaken when anticipated.

For the full financial year Grants and Contributions for Operating Purposes are anticipated to decrease by \$153,029 as a result of significant changes in the timing of funding grants from the Office of Environment & Heritage. Components of the grants for Floodplain Risk Management Studies have now been deferred until the next financial year. As a consequence, expenditure within Materials & Contracts of \$234,742 associated with these grants has also been deferred until the next financial year. Likewise, Other Expenses of \$8,287 related to the advertising of these studies and their community consultation has also been deferred. Additional vacancy savings over the first three quarters of the financial year has resulted in a reduction in the forecast of Employee Costs by \$40,000.

Accordingly, for the full financial year a Surplus from Continuing Operations of \$80,000 is now anticipated representing a change of \$130,000.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Stormwater Assets
- ☐ Waterways
- ☐ Natural Area Recreation
- ☐ Natural Hazard Management
- ☐ Biodiversity Management
- ☐ Education for Sustainability

Key Highlights

DELIVERY PROGRAM: Biodiversity Management

Bush Regeneration Works

Bush regeneration works by professional contractors has continued in over 350 Ha of bushland reserves under a series of contracts worth over \$500,000 for the 2013/14 financial year. This includes strategic weeding and maintenance of many of our larger reserves such as Forestville Park, Dee Why Lagoon Wildlife Refuge, JJ Melbourne Hills Memorial Park and Allenby Park, as well as many small reserves.

Friends of the Bush Program

The FOB program hosted 40 enthusiastic volunteers in March as part of the Optus RockCorps volunteer program who spent a day weeding out Asparagus Fern at Dee Why dunes. National Tree Day will be held at this site in July 2014.

The Community Nursery, operated by volunteers as part of the Friends of the Bush Program, has started to supply the plants given to each new Australian Citizen in Warringah as part of the monthly Citizenship ceremonies held at Council.

Warringah Dune Restoration Project

On-ground bush regeneration works for the Warringah Dunes Restoration Project continued, with contractors targeting Bitou bush in the Dee Why Beach sand dunes and clearing lantana and other weeds in a dune bay at Curl Curl Beach. Approximately 800 native plants were installed at Dee Why and Curl Curl where weeds have been cleared. This project is funded through a \$25,000 grant from the NSW Office of Environment and Heritage and the funding is matched by Council. The grant includes targeted bush regeneration and fencing works at the Dee Why and Curl Curl sand dunes.

Invasive Species Program

The invasive pest species control program resulted in the culling of approximately 52 rabbits across the LGA and one round of fox baiting at four reserves during this quarter.

Key Initiatives	Status
DELIVERY PROGRAM: Waterways	
Waterway Condition Assessment	■ On target
The routine lagoon monitoring program has been implemented with success over the summer and sampling will conclude in April 2014. Studies of sedimentation in Dee Why Lagoon and of urban water in Narrabeen Lagoon will continue in 2014/15. Updated mapping of Warringah's creeks continues and priority areas and targets are being identified.	
DELIVERY PROGRAM: Stormwater Assets	
Review Stormwater Asset Management Plan	■ On target
The Stormwater Asset Management Plan development is on schedule.	
DELIVERY PROGRAM: Education for Sustainability	
Implement Education for Sustainability Activities	■ On target
In the period from January to March 2014, the Education for Sustainability (EfS) program delivered events to over 350 participants including the Summerama program at Long Reef and the Earth Hour Twilight Bird Tours. An event was held on Australia Day focusing on catchment connectivity. The Business Expo saw an appearance of Billy Bandicoot delivering Duffys Forest education. Hilltop to Headland in March featured Matthew Hayden discussing sustainability, and was held at Dee Why RSL. Approximately 150 people learned about connectivity to the land and the importance of food production and sustainability. Autumn Eco News was distributed to approximately 800 readers. Three school programs were also delivered to local schools - two primary programs on Duffys Forest and one high school program on catchment health and water quality.	
DELIVERY PROGRAM: Natural Hazard management	
Natural hazard management planning, mitigation works, warning systems and awareness campaigns	■ On target

A draft Coastal Zone Management Plan (CZMP) for Collaroy-Narrabeen Beach and Fishermans Beach was received in February and is currently being reviewed. Public exhibition of the CZMP is planned for June 2014.

Fire Management Access Zones: Over the past three months staff have monitored ongoing contracts for fire management access zone works and the program is on schedule.

Geotechnical monitoring: No rainfall-triggered inspections were required this quarter. A consultant's geotechnical assessment was received for a section of Collaroy headland.

Flood Program:

Dee Why Floodplain Risk Management Study: Consultants were engaged and the study commenced in early January 2014 with a report of potential floodplain management options provided to Council in late January 2014. Through discussions with an internal working group and the Dee Why South Catchment Flood Study Working Group the options have been shortlisted for further investigation. In March 2014 a preliminary draft Floodplain Risk Management Study was delivered, this document is currently being reviewed by both Council and the State Government.

Manly and Narrabeen Lagoon Floodplain Risk Management Studies and Plans: The commencement of both Studies and Plans was delayed pending the awarding of grant funding. Funding for these projects was only offered to Council in late January 2014. Both projects are expected to begin in the 2014/15 financial year.

DELIVERY PROGRAM: Biodiversity Management

Develop Natural Area Asset Management Plan	■ On target
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The Natural Areas Asset Management Plan development is in progress.

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Natural Hazard management				
State Emergency Services training room additions Terrey Hills SES	■ On Target	\$125,000	\$41,041	\$125,000
The project to enhance and extend the training and operational facilities of the SES headquarters in Terrey Hills is progressing well, with the works due to be completed prior to June 2014.				
Rural Fire Service, Terrey Hills - refurbishment of catering kitchen and other building improvements	■ On Target	\$500,000	\$104,683	\$432,685
The renewal and improvement of the Rural Fire Service's kitchen facilities and associated rooms at Terry Hills is on track for successful delivery.				

DELIVERY PROGRAM: Stormwater Assets				
Planned stormwater renewal program	■ On Target	\$668,750	\$498,614	\$718,750
The Griffin Road pipe relining project is 85% complete. The Freshwater Beach and Dee Why Beach storm water outlet screens have been installed.				
Reactive stormwater renewal program	■ On Target	\$500,000	\$429,349	\$651,535
The reactive stormwater renewal works program is on target. Key works included the completion of the Pittwater Road/Wakefield Street pit reconstruction and the pipe replacement works along Oxford Falls Road. A new trash screen was installed at Jamieson Parade.				
Collaroy Stormwater outlet	■ On Target	\$1,796,175	\$203,479	\$258,545
The concept design for the reconstruction of the outlet and a condition assessment of the existing outlet has been completed. The detailed design is now in the final stages of review.				
An Expression of Interest process to short list approved experienced tenderers has been completed. The tender document for construction works will be issued early in April 2014 to the short listed tenderers. Construction works are scheduled for the period August to December 2014.				
DELIVERY PROGRAM: Natural Area Recreation				
Narrabeen Lagoon Multi-use Trail	■ On Target	\$2,334,459	\$1,245,946	\$2,334,459
The construction of the Trail is progressing to schedule. Rock armouring works have been completed in Middle Creek and commenced in South Creek. The construction of the boardwalk and on-ground trail sections is well advanced in the golf club section. The structural design of the bridges has been completed. Manufacture of the bridges and abutments will commence shortly. Survey work has been completed and a concept design has been developed for the new Academy Boatshed, pending a final agreement.				
Allenby Park, Allambie Heights - track upgrades	■ On Target	\$90,000	\$24,186	\$90,000
The track upgrade works commenced in March 2014 and the project is on schedule to be completed in June 2014.				
Narrabeen Lagoon - recreational dredging	■ On Target	\$59,000	\$64,741	\$68,535
A public exhibition of three recreational dredging options was held from December to February. Feedback was received via letters, online submissions, a community drop-in day and at a community forum. The feedback was collated and has been presented to the Environment and Lifestyle and Recreation Strategic Reference Groups. A report has been prepared for Council to consider at the April Council meeting.				

Rhoker Reserve Trail Upgrade	■ Completed	\$0	\$10,404	\$10,405
Council completed the Rhoker Reserve horse track in July 2013 with construction of a new 220 metre long crushed sandstone trail through the reserve. The track includes a 3 metre wide bridge over a creek and provides safe access for local horse riders and walkers between Thuddungra Road and Booralie Road.				

Parks, Reserves, and Foreshores

Financials

March 2014 Quarterly Report by Service Parks, Reserves & Foreshores

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	8,167,024	8,167,024	-	10,555,443	10,555,443	10,555,443
User Charges & Fees	509,821	466,836	42,985	686,073	686,073	725,500
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	15,588	-	15,588	-	-	15,588
Grants and Contributions - Operating Purposes	14,331	-	14,331	-	-	24,735
Grants and Contributions - Capital Purposes	66,650	57,080	9,570	30,000	66,650	66,650
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	8,773,414	8,690,940	82,474	11,271,516	11,308,166	11,387,917
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(2,937,170)	(2,889,387)	(47,783)	(3,766,684)	(3,766,684)	(3,781,684)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(4,003,977)	(3,984,346)	(19,631)	(5,129,013)	(5,129,014)	(5,371,014)
Depreciation and Amortisation	-	-	-	-	-	-
Other Expenses	(115,998)	(76,129)	(39,869)	(100,700)	(100,700)	(146,100)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(330,349)	(318,646)	(11,703)	(415,201)	(415,201)	(415,201)
Overhead Allocation	(1,394,945)	(1,394,945)	-	(1,859,918)	(1,859,918)	(1,859,918)
Total Expenses From Continuing Operations	(8,782,438)	(8,663,453)	(118,986)	(11,271,516)	(11,271,517)	(11,573,917)
Surplus / (Deficit) from Continuing Operations	(9,024)	27,487	(36,512)	-	36,650	(186,000)

Year to Date Actuals and Annual Forecast

A Deficit from Continuing Operations of \$9,024 has been incurred to the end of the third quarter.

Income from Continuing Operations is tracking ahead of forecast with higher User Charges and Fees as a result of the additional preseason sports training fees and filming at Manly Dam, higher Other Income related to the release of a bond to rectify damage and the receipt of minor contributions.

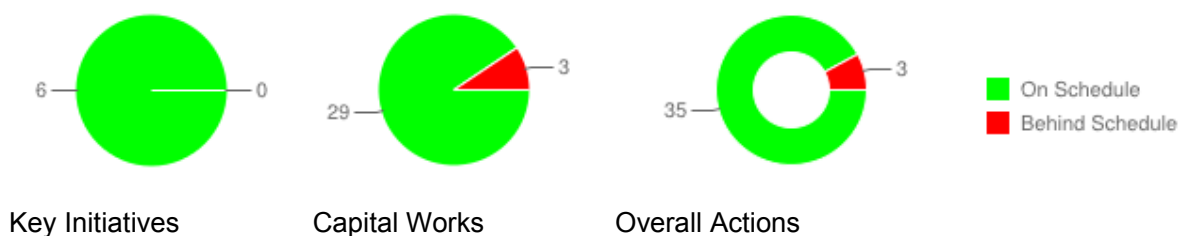
Expenses from Continuing Operations are tracking above forecast due to higher Employee Benefits and Oncosts as vacancy savings have not been fully achieved, higher Materials and Contracts principally related to higher contracted tree management expenses and higher Other Expenses due a greater level of damages being incurred principally from tree impacts.

Income from Continuing Operations is forecast to increase \$79,750 of which \$39,427 relates to User Charges and Fees, \$15,588 in Other Revenue and \$24,735 in Grants and Contributions for the reasons noted above.

Employee Benefits and Oncosts are forecast to increase by \$15,000 and Other Expenses by \$45,400 principally for the reasons noted above. The higher Materials and Contracts of \$242,000 relates to the higher costs resulting from the new tree management contract.

Accordingly, for the full financial year a Deficit from Continuing Operations of \$186,000 is now anticipated representing a change of \$222,650.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Foreshores
- ☐ Parks and Reserves
- ☐ Playgrounds
- ☐ Sports and Recreation
- ☐ Street Trees

Key Highlights

DELIVERY PROGRAM: Foreshores

Tenders for the Queenscliff Rockpool upgrades, replacement of the North Curl Curl Rockpool access stairs and Greendale Reserve Playground renewals were issued.

DELIVERY PROGRAM: Playgrounds

The upgrades of two playgrounds have been completed. The playgrounds are located at Arnhem Reserve, Allambie Heights, and Calca Reserve, Forestville.

DELIVERY PROGRAM: Parks and Reserves

The District Park Discussion Paper was placed on public exhibition in mid-December with the exhibition period running until 31 March 2014.

The Manly Warringah War Memorial Park (Manly Dam) Plan of Management was also placed on exhibition until 10 February 2014. The tender for the Manly Dam Trail Renewal works has been awarded and works are anticipated to start in April 2014.

DELIVERY PROGRAM: Sports and Recreation

A new lighting system has been installed at Terrey Hills Oval and has been in operation since January.

Council adopted the Masterplans for Forestville Playing Fields and Killarney Heights Oval. The contract for the design stage of the Forestville Playing Fields has been awarded.

Key Initiatives		Status
DELIVERY PROGRAM: Street Trees		
Review Council's public tree management strategies		■ On target
The Street Tree Planting Policy is complete and adopted by Council. Public Tree Management Operating Procedures are 80% complete. A more General Tree Management Policy is still under development		
Develop and implement a street vegetation management plan		■ Completed on 20/03/2014
Street Vegetation Management Plan is completed and the maintenance associated with this plan is now ongoing.		
DELIVERY PROGRAM: Parks and Reserves		
Implement online bookings for Parks Reserves and Foreshore venues		■ On target
The new system has been specified and tenders close in April.		
Review District Park Plan of Management		■ On target
District Park Discussion Paper consultation coming to a close. This included approximately 120 people attending four community drop-in sessions. Approximately 200 submissions have been received to date with around 80% relating to the ideas/opportunities for the Warringah Golf Club.		
DELIVERY PROGRAM: Playgrounds		
Review Playground Strategy		■ On target
A review document has been developed and is currently being reviewed. The review suggests a program to address the lack of soft fall at some playgrounds and the need to remove a small number of under-utilized playgrounds. The paper also addresses the ongoing management of playground renewals.		
DELIVERY PROGRAM: Sports and Recreation		
Review Sports in Warringah Strategy		■ On target

The project is due to commence after March 2014.

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Sports and Recreation				
Forestville Tennis Minor Works	■ Completed 31/01/2014	\$ 0	\$33,885	\$25,850
Works complete				
Manly Warringah Netball Lighting	■ Behind Schedule	\$ 0	\$5,457	\$6,230
Manly Warringah Netball Association (MWNA) were awarded a grant to improve lighting on a number of courts at John Fisher Park. The grant money is to be used on new lighting of a court. A design for this has been presented to the MWNA for discussion. It is unlikely that the funds will be expended this financial year due to delays in design and materials availability.				
BMX Track upgrade	■ Completed 31/01/2014	\$ 0	\$19,452	\$9,570
Works complete				
Rectification - Cromer Park	■ Completed 31/07/2013	\$ 0	\$1,114	\$1,114
Works complete				
Sporting club buildings - renewal and works to make the facility more accessible	■ On Target	\$150,000	\$27,376	\$278,329
This project to renew the spectator stands and improve the paving around the Curl Curl Sports Centre is behind original schedule and running marginally above budget due to some latent hazardous materials removal requirements, but is on target for successful completion in this financial year.				
Tennis clubs buildings - refurbishments	Completed 13/12/2013	\$188,795	\$188,919	\$188,795
This program of works involves renewal of Council's tennis facilities. Various works have been successfully completed including the replacement of court surfaces at the Belrose Tennis courts and renewal of a range of facilities at the Warringah Recreation Centre.				
Sports clubs capital assistance program	■ Behind Schedule	\$450,000	\$47,690	\$344,400

<p>Forestville Tennis Club and the BMX Track works at JJ Melbourne Hills Memorial are complete. The construction of the new amenities building and club house at St Matthews Farm has been delayed but this work is still planned to commence this financial year. The Manly Warringah Netball Association lighting project is being re-scoped to optimize the lighting at the netball courts at John Fisher Park. It is unlikely that this work will be completed this financial year. The grant awarded to Forest Rugby for lighting has not been expended. The club has an approved Development Application for the works and still intend to complete the works this year.</p>				
Sportsfield Water Management Program	■ On Target	\$134,836	\$25,180	\$134,836
<p>The major works, irrigation at Harbord Park, is complete. Some minor works in other areas will be carried out with the remainder of this year's funding.</p>				
Forestville Playing Fields, Forestville - sportsfield rectification	■ On Target	\$197,374	\$110,159	\$197,374
<p>Group GSA are currently completing the detailed design for Phase One of the Construction Works. The design is due to be completed in May 2014.</p>				
Brookvale Oval - installation of accessible lift and associated works	■ On Target	\$313,125	\$266,861	\$423,125
<p>The project is running behind the original delivery schedule due to the requirement for existing below ground services to be diverted. However, site works are well advanced and this project is forecast to be successfully completed, delivering access for mobility impaired spectators to the upper levels of the Brookvale Oval stands.</p>				
Floodlighting Improvement Program	Completed 10/01/2014	\$70,000	\$60,720	\$70,000
<p>The new lighting system at Terrey Hills was commissioned in January 2014.</p>				
Sportsfields - Minor Rectification Works	■ On Target	\$267,436	\$221,450	\$267,436
<p>The remaining works under this programme include selective repairs of wear areas, fertilisation and aeration of fields. This will be completed during the autumn change over period by early April 2014.</p>				
Frenchs Forest Showground - exercise equipment	■ Completed 31/12/2013	\$20,000	\$20,040	\$20,000
<p>Works complete</p>				
<p>DELIVERY PROGRAM: Parks and Reserves</p>				
Berry Reserve and Jamieson Park, Narrabeen - upgrades	Behind Schedule	\$185,943	\$24,614	\$104,943

The design for the community recreation precinct is complete. It is planned that the works will start on site in late May. The landscape implementation plan for the lagoon foreshore is currently being finalized by a consultant landscape architect.				
Collaroy Accessibility Precinct - playground and reserve improvements	■ On Target	\$1,871,000	\$1,694,049	\$1,871,000
The works at the carpark and on the promenade, associated with Stage One of the Collaroy Accessibility Project, are complete. A contract has now been let for Stage Two, the playground works. These works are due to commence on site in May 2014.				
Manly Dam - renewals	■ On Target	\$77,026	\$50,432	\$77,026
Minor items including picnic tables, new electric BBQs, bench seats and new turf have been delivered under this program this year. Some further minor works will be delivered with the remaining budget.				
Manly Dam Trail Renewal	■ On Target	\$190,898	\$50,504	\$190,898
A contract has been awarded for completion of major works on the Manly Dam trail. Work on site is due to commence in April 2014 and be complete in June.				
New Parking Meters at Manly Dam, Jamieson Park and Middle Creek	■ On Target	\$ 0	\$ 0	\$95,000
Orders have been placed for 8 new parking ticket machines for delivery/ installation. The machines will be located at Manly Dam, Middle Creek and Jamieson Park. The signage associated with the meter installation has been designed and sent to a contractor for quotation. These works are now planned for late April/early May.				
Stony Range, Dee Why - renewal	■ Completed 24/10/2013	\$105,939	\$112,584	\$105,939
All work complete. Stakeholders, Councillors and general public very satisfied.				
Perentie and Dawes Road, Belrose - acquisition of public open space	■ Completed 02/10/2013	\$ 0	\$3,905,950	\$3,905,950
This parcel of land was successfully acquired for ongoing use by the community in October 2013.				
General infrastructure renewal program	■ On Target	\$345,996	\$302,468	\$315,996
A number of minor works have been completed under this program this year including paths at North Curl Curl and Frank Grey Oval, electrical works at St Matthews Farm, signage replacements and minor landscaping.				
Narrabeen Lagoon maintenance of multi-use trail	■ On Target	\$50,000	\$13,930	\$50,000

A contractor has been engaged to renew the decks of two of the three bridges between South Creek Rd and Jamieson Park in May 2014. The third bridge needs substantial work. A separate contract is to be let for this work. If possible this will be scheduled to be completed during the same period as the other bridge works so that the trail is only closed once. If this is not possible the work on the third bridge may be delayed until after June.				
North Curl Curl Bush/Park Area	■ On Target	\$50,000	\$18,860	\$50,000
A draft landscape masterplan for the Curl Curl Beach Foreshore has been completed. This draft will be available on the Council website for public comment in early April.				
DELIVERY PROGRAM: Foreshores				
North Curl Curl Rockpool - access	■ On Target	\$120,000	\$9,270	\$52,000
The project is funded over two years. Surveys and geotechnical investigations have been completed and the request for quotations for works is being prepared for release in late January. Works are due to commence in May 2014.				
North Narrabeen - landscape masterplan development and implementation	■ Completed 31/12/2013	\$50,000	\$56,393	\$50,000
Project complete.				
Parking meter - renewals	■ On Target	\$100,000	\$ 0	\$137,000
The supplier of the meters advised they will not be able to meet the planned upgrade deadline of mid February 2014, due to a previously unidentified software-printer compatibility issue. They anticipate completion by mid April 2014. The Commonwealth Bank has approved an extension to the end of April for our income collection process				
Queenscliff Rockpool - upgrade	■ On Target	\$240,000	\$76,085	\$200,000
The concrete works to the pump well have been completed and a contractor engaged to renew the pump well grate and safety rail. Tenders to complete the works on the main pool have been received and are currently being evaluated. These works will not commence until June 2014. The funding for this work is in the 2014/15 financial year.				
Foreshore renewal program	■ On Target	\$150,000	\$140,124	\$150,000
The works completed under this program include new lighting at Dee Why, a refurbished BBQ at Freshwater Beach Reserve, a new ramp to Freshwater Pool rock platform, a shower at Fishermans Beach and planting in Freshwater foreshore area. The remaining work under this program this year is minor rectification work on the lookout area above Freshwater Pool. This is planned for May 2014.				
Narrabeen Beach - Lighting Replacement	■ Completed 29/08/2013	\$40,000	\$35,334	\$40,000
Work complete.				

DELIVERY PROGRAM: Playgrounds				
Playground Improvement Program	■ On Target	\$400,000	\$314,758	\$400,000
Four Playground renewals (Belmore Reserve, Calca Reserve, Wayne Schimanski Reserve and Arnhem Reserve) have been completed under this program this year. The renewal of Greendale Reserve playground is due to commence in mid May 2014.				
DELIVERY PROGRAM: Street Trees				
Street tree replacement program	■ On Target	\$53,416	\$ 0	\$53,416
The residents of the streets where planting is planned have been consulted. The planting program is due to commence in April 2014.				
John Fisher Park - Scout Hall Car Park Rectification	■ On Target	\$ 0	\$4,660	\$110,000
Works have commenced on site to seal the John Fisher Park carpark. These will complete in early April 2014.				

Roads, Traffic, and Waste

Financials

March 2014 Quarterly Report by Service Roads, Traffic & Waste

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	23,741,484	23,741,484	-	31,826,177	31,826,177	31,826,177
User Charges & Fees	1,142,029	1,360,251	(218,221)	1,852,597	1,722,606	1,719,102
Investment Fees and Revenues	36,809	-	36,809	-	-	50,000
Other Revenues	305,522	280,000	25,522	535,600	535,600	569,600
Grants and Contributions - Operating Purposes	1,006,305	1,430,355	(424,050)	2,243,055	2,243,055	2,255,055
Grants and Contributions - Capital Purposes	925,189	1,048,928	(123,739)	886,927	1,465,189	1,465,189
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	27,157,338	27,861,018	(703,680)	37,344,355	37,792,626	37,885,122
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(3,630,167)	(3,737,860)	107,693	(4,854,533)	(4,854,533)	(4,743,534)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(16,145,360)	(16,362,159)	216,799	(22,557,371)	(22,277,371)	(22,422,138)
Depreciation and Amortisation	(2,810,751)	(2,810,751)	-	(3,747,668)	(3,747,668)	(3,747,668)
Other Expenses	(1,956,613)	(1,809,450)	(147,163)	(2,638,457)	(2,638,457)	(2,638,457)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(813,617)	(833,700)	20,083	(1,038,401)	(1,138,401)	(1,138,401)
Overhead Allocation	(1,835,894)	(1,835,894)	-	(2,447,925)	(2,447,925)	(2,447,925)
Total Expenses From Continuing Operations	(27,192,402)	(27,389,815)	197,412	(37,344,355)	(37,164,355)	(37,198,122)
Surplus / (Deficit) from Continuing Operations	(35,065)	471,203	(506,268)	-	628,271	687,000

Year to Date Actuals and Annual Forecast

The Deficit from Continuing Operations of \$35,065 at the end of the third quarter is tracking behind forecast. This is due to lower User Charges and Fees reflecting changes to how road restorations are undertaken by Sydney Water, the timing of the receipts of the Financial Assistance Grant under Grants and Contributions for Operating Purposes and grants from the Roads and Maritime Services under Grants and Contributions for Capital Purposes. This has been partly offset by Employee Benefits and Oncosts savings due to vacancies, lower Materials & Contracts expenditure reflecting a slight delay in public utility restoration and road shoulder grading works expenditure and the changes to how road restorations are undertaken by Sydney Water noted above.

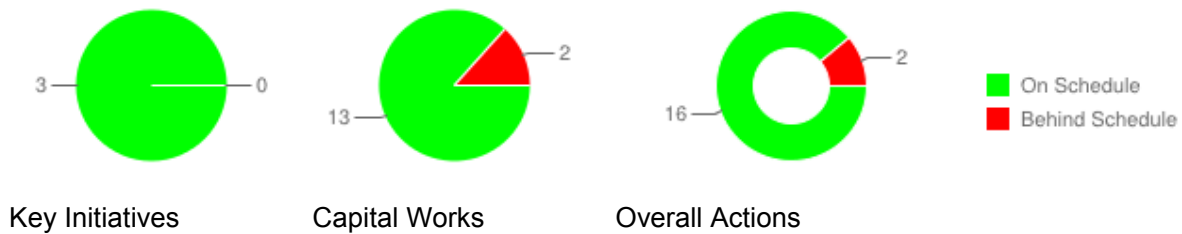
Income from Continuing Operations is forecast to increase by \$92,496. The principal items are:

- ☐ User Charges and Fees are anticipated to decrease by \$3,504 reflecting the changes to how road restorations are undertaken as noted above
- ☐ Investment Fees and Revenues are forecast to increase by \$50,000 relating to Domestic Waste Management
- ☐ Other Revenues have been forecast to increase by \$34,000, of which \$24,000 relates to an insurance claim and \$10,000 from the sale of the Sullage Service
- ☐ Grants and Contributions are forecast to increase by \$12,000 due to a larger than anticipated grant from the Roads and Maritime Services relating to the Bus Weight Tax

Expenses from Continuing Operations are forecast to increase by \$33,767. Employee Benefits and Oncosts are anticipated to decrease by \$111,000 due to a higher than anticipated level of staff vacancies. Materials and Contracts are anticipated to increase by \$144,767 of which \$90,000 relates to high priority drainage works, \$31,000 for the assessment of road usage applications and \$24,000 for road works relating to the Insurance claims noted above.

Accordingly, for the full financial year the Surplus from Continuing Operations is anticipated to increase by \$58,729 to \$687,000.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Footpaths and Cycleways
- ☐ Roads, Traffic and Streetscaping
- ☐ Waste and Cleansing

Key Highlights

DELIVERY PROGRAM: Footpaths and Cycleways

Footpath replacement works were completed in various streets in Collaroy. New footpaths were completed in Cromer Road, Cromer; Kingsway, Dee Why; Corymbia Circuit, Oxford Falls; West Street, Brookvale and Rabbett Street, Frenchs Forest.

DELIVERY PROGRAM: Roads, Traffic and Streetscaping

Road resurfacing works were completed in McIntosh Road, Narraweena and Old Pittwater Road Brookvale.

The Warringah Traffic Committee was held in October, November and December and considered 33 traffic items. One of these items was the Warringah Bike Plan proposal to construct the pedestrian/bicycle shared path in Kentwell Road, Allambie. This proposal was approved by the Warringah Traffic Committee on 4 March 2014.

Traffic facility works were completed including the upgrade of the pedestrian crossing to a raised wombat crossing in Booralie Road west of Myoora Road, Terrey Hills. Also a school children's crossing adjacent to the German International School has been completed on 21 March 2014.

A new road safety education campaign called "Distracted?" was launched on 10 March to encourage pedestrians to "zone in before stepping off the kerb". The campaign will run across seven northern Sydney councils and will remind pedestrians to stop and be completely aware of all potential dangers before walking onto the road. Warringah Council is a founding member of the campaign and is promoting this important safety message through print advertising, face-to-face promotions and various types of outdoor advertising. - repeat of the Status update below.

Streetscaping

The Bus Stop Renewal program was completed on 27 March 2014 with accessibility improvements completed at the 8 remaining bus stops across Allambie, Dee Why, Collaroy, Brookvale, Narrabeen and Manly Vale. This completes accessibility improvements at a total of 19 bus stops throughout Warringah.

The planning of Dee Why Town Centre improvements is progressing with the engagement of the Place Making/Public Art Consultancy and sourcing of Expressions of Interest for Investigation and Design Consultancy Services.

DELIVERY PROGRAM: Waste and Cleansing

Waste Education

Between January and March 2014 the Waste Education program had 490 participants in a number of workshops on sustainable living and waste reduction. The workshop on keeping chickens at home called "Chickens 101" was an outstanding success with all four sessions booked out. Gift Wrapping, Plant Propagation, Eco Gardening and the Kimbriki Tour were also popular. Workshops were held with school teachers called "Ready Set Grow" which helps school to implement waste reduction through composting, work framing and eco gardening. Two presentations were also given to new arrivals at the TAFE Settlement Course in waste reduction practices.

Waste to Art banners and artworks received a lot of attention as they were rotated through the Warringah libraries. The Marine Waste and the Love Food Hate Waste campaigns were run at Council events on Australia Day in Dee Why and the Hilltop to Headland event in March.

Key Initiatives	Status
DELIVERY PROGRAM: Waste and Cleansing	
Review the domestic waste and recycling service in preparation for the implementation of waste processing facilities at Kimbriki	■ On target
This project is on hold as it is directly linked to the development of an Alternate Waste Treatment (AWT) facility at Kimbriki and therefore will not commence until the tender for the AWT is completed.	
Waste Education Program	■ On target
The Waste Education program continues to be well attended with 490 participants in a number of workshops on sustainable living and waste reduction.	
The Marine Waste and the Love Food Hate Waste campaigns were run at Council events on Australia Day in Dee Why and the Hilltop to Headland event in March.	

DELIVERY PROGRAM: Roads, Traffic and Streetscaping

Road Safety Education Program ■ On target

A new road safety education campaign called “Distracted?” was launched on 10 March to encourage pedestrians to “zone in before stepping off the kerb”.

The annual Warringah Council crash data analysis report for 2014 was completed and approved by the Roads and Maritime Services (RMS). This report is used to identify road safety issues.

The Learner Driver’s courses continued to be popular with 25 residents attending the course in February.

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
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DELIVERY PROGRAM: Footpaths and Cycleways

Footpath new	■ On Target	\$368,000	\$430,106	\$497,261
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Footpath works in Cromer Road, Cromer Kingsway, Dee Why were completed in March 2014. During the March quarter, footpath works were also completed in Corymbia Circuit, Oxford Falls, West Street, Brookvale and Rabbett Street, Frenchs Forest.

Bike Plan Implementation	■ On Target	\$100,000	\$85,266	\$210,000
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Design plans being finalised for on-road bicycle markings proposed in Allambie Road through Allambie Heights. Contractor scheduled to start construction of the pedestrian/shared paths in Kentwell Road on 7 April 2014.

Footpath renewals	■ On Target	\$365,000	\$328,622	\$421,118
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Footpath renewal works nearing completion in Collaroy Basin. Kerb ramp renewal works due to start in April.

DELIVERY PROGRAM: Roads, Traffic and Streetscaping

Booralie Road at Myoora Road, Terrey Hills - wombat crossing	■ Completed 05/12/2013	\$59,000	\$48,380	\$50,000
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Project construction works completed 5 December 2013.

Dareen Street, Frenchs Forest - traffic calming scheme	■ Behind Schedule	\$149,000	\$3,000	\$3,000
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Public consultation was completed in November and results did not show general support for the project. Council resolved to remove this project from the future works ledger at its meeting of 25 March 2014.

King Street, Manly Vale - traffic calming scheme	■ Behind Schedule	\$59,000	\$3,000	\$3,000
Construction on hold due to developer contribution funding (Section 94A) reduction. This project will be reconsidered for funding in future years.				
Dee Why Town Centre - new traffic facilities and streetscape works	■ On Target	\$150,000	\$16,710	\$104,000
Place Making/ Public Art Consultancy Services have been engaged. Expressions of Interest have been sought for Investigation and Design Consultancy Services and are currently under evaluation. A Flood Management Study for the catchment of Dee Why Town Centre is in progress. Scoping and procurement of investigation and design services has taken longer than expected. Budget allocation reforecast down by \$46,000 and the remaining allocation carried forward to 2014/15.				
Car park renewals	■ On Target	\$140,000	\$65,990	\$140,000
Line marking of Wheeler Heights Shops carpark and two new disabled parking bays in McKillop Park Freshwater have been completed. Kerb edging renewal and pavement repair of Batho Street car park, Freshwater was issued to contractor and is due to commence in April 2014. Resurfacing of Narrabeen SLSC Carpark has been delayed due to additional drainage works. An alternate carpark is being reviewed for resurfacing this financial year.				
Kerb and gutter renewals	■ On Target	\$115,000	\$78,841	\$125,000
Kerb and gutter renewal in Londonderry Drive, Killarney Heights has been delayed due to the involvement of Ausgrid in tree removal. Kerb and gutter renewal in Douglas Street, Cromer has been delayed due to unavailability of contractor. Works will be undertaken in April 2014 resulting in lower than expected expenditure for end of the March quarter.				
Bus stop renewals	■ Completed 27/03/2014	\$52,000	\$32,257	\$52,000
The Bus Stop Renewal program was completed on 27 March 2014 with accessibility improvements completed at 8 remaining bus stops across the following suburbs - Allambie, Dee Why, Collaroy, Brookvale, Narrabeen, and Manly Vale. This completes accessibility improvements at a total of 19 bus stops.				
Retaining wall renewals	■ Completed 29/11/2013	\$106,000	\$91,566	\$106,000
Site improvement works were completed at Cottage Point Road and Cowan Drive in Cottage Point. Further minor works at Cottage Point will be carried out in May 2014				
Road resheeting program	■ On Target	\$2,803,000	\$2,170,523	\$2,573,001
The roads program is tracking well with some minor delays due to weather and operational requirements. All planned works expected to be completed in 2013/14 financial year.				
RTA REPAIR Program - 2013/14	■ On Target	\$ 0	\$312,844	\$470,000

Repair and resurfacing works in Harbord Road, Brookvale that was due to be completed in March has been delayed due to wet weather. Work is in progress and expected to be completed in first week of April 2014. Works in McIntosh Road, Narraweena were completed by March 2014.				
Oliver Street & Wyndora Avenue Roundabout	■ On Target	\$0	\$8,687	\$100,000
Revised detailed design plans obtained. Contractor programmed to commence work on 14 April 2014. Resurfacing work is proposed to be undertaken after construction on 4 May 2014.				
Myoora Road School Children's Crossing	■ Completed 20/03/2014	\$0	\$0	\$16,000
Work to improve the children's crossing was completed in March 2014.				

Strategic Planning

Financials

March 2014 Quarterly Report by Service Strategic Planning

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	2,318,304	2,318,304	-	2,949,940	2,949,940	2,949,940
User Charges & Fees	391,439	389,734	1,705	597,923	597,923	597,923
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	35,000	36,500	(1,500)	73,000	73,000	73,000
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	2,744,743	2,744,538	205	3,620,863	3,620,863	3,620,863
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(1,545,703)	(1,557,354)	11,650	(2,024,619)	(2,024,619)	(2,011,619)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(230,060)	(403,668)	173,608	(546,654)	(546,654)	(437,654)
Depreciation and Amortisation	-	-	-	-	-	-
Other Expenses	(18,425)	(81,614)	63,189	(116,540)	(116,540)	(48,540)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(111,160)	(111,766)	606	(146,197)	(146,197)	(146,197)
Overhead Allocation	(590,136)	(590,136)	-	(786,853)	(786,853)	(786,853)
Total Expenses From Continuing Operations	(2,495,484)	(2,744,538)	249,054	(3,620,863)	(3,620,863)	(3,430,863)
Surplus / (Deficit) from Continuing Operations	249,259	-	249,259	-	-	190,000

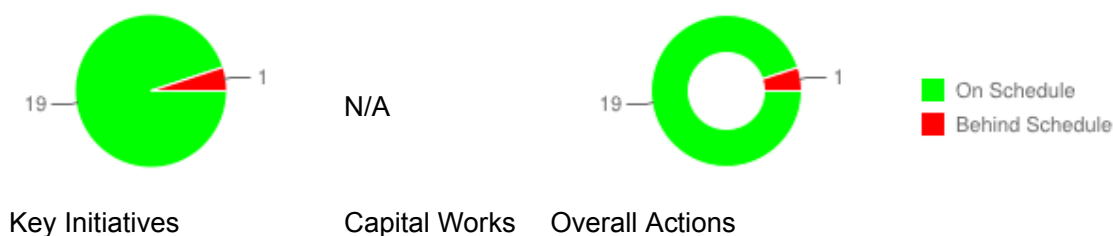
Year to Date Actuals and Annual Forecast

The Surplus from Continuing Operations of \$249,259 at the end of the third quarter is tracking well ahead of forecast principally due to lower than anticipated expenditure in Materials and Contracts and Other Expenses as a result of the delay in the anticipated completion of the Northern Beaches Hospital Structure Plan and associated Warringah Local Planning Strategy which are reliant on clarification from the NSW Government.

For the full financial year a reduction in the forecast for Employee Benefits and Oncost of \$13,000 is proposed due to a higher than anticipated level of staff vacancies. Materials and Contracts are anticipated to decrease by \$109,000 principally for the reasons noted above. Other Expenses are forecast to decrease by \$68,000 which is principally related to lower community engagement expenditure associated these projects as well as the Special Rate Variation.

For the full financial year a Surplus from Continuing Operations of \$190,000 is now anticipated.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Land and Urban Planning
- ☐ Sustainability Planning
- ☐ Asset Planning
- ☐ Economic Development

Behind Schedule

Warringah business survey - Project delayed due to resourcing. Survey to commence prior to June 2014

Key Highlights

Council hosted a Warringah Chamber of Commerce breakfast at the Civic Centre and a Critical Legal Update for small businesses at Long Reef Golf Club both of which were well attended. Council also held a stall at the Love Your Business Expo where Council was represented by several service areas.

Council commenced the preparation of strategies to respond to the impacts of the future Northern Beaches Hospital Project.

Key Initiatives		Status
DELIVERY PROGRAM: Land and Urban Planning		
Work with the NSW government in planning for the new Frenchs Forest Hospital precinct		■ On target

<p>Council has been working collaboratively with the Department of Planning and Infrastructure and other NSW Government Agencies associated with the future hospital. The preparation of a Structure Plan for the surround precinct of the Hospital will commence shortly when a tenderer is selected in April or May to undertake the project.</p>	
Complete the review of the Warringah Development Control Plan	■ Completed on 17/12/2013
Development Control Plan amendments completed and commenced in January 2014	
Develop a Section 94A development contributions works program	■ On target
<p>The new draft Development Contributions Plan has been prepared will be publicly exhibited during May 2014, following the 29 April Council meeting. The new plan is on schedule to be adopted by Council prior to the commencement of the 2014/15 Financial Year.</p>	
Oxford Falls and Belrose North strategic review (resolved deferred lands)	■ On target
<p>The Strategic Review is a project being undertaken jointly with the NSW Planning and Infrastructure. Planning and Infrastructure have recently advised that the draft recommendations are ready to be considered by the Warringah Development Assessment Panel and Council. This will take place in either May or June 2014. Completion of the Strategic Review remains on schedule for delivery prior to the end of June 2014. Following this a new project will commence to make the land zoning changes resulting from the Strategic Review.</p>	
Evaluate planning proposals lodged by external parties	■ On target
<p>Council continues to assess Planning Proposals lodged by external parties. Recent applications assessed include the proposed residential development of 4.5 hectares of land adjoining Cromer Golf Course and the post closure recreational use of the Belrose Landfill site. Whilst Council determined not to support the planning proposals at Ralston Avenue Belrose and Killarney Heights during 2013, the applicants to these proposals have sought reviews by NSW Planning and Infrastructure.</p>	
Review zoning and classifications of Council carparks and land	■ On target
<p>A review of the zoning and classifications of Council carparks and land is complete. The matter was reported to Council on 25 March 2014. Council adopted the recommendation to proceed with rezoning several nominated carparks and further investigating the merits of potential reclassification and rezoning of several other carparks.</p>	
Implement the recommendations of the heritage review	■ On target
<p>The amendment of the Local Environment Plan (LEP) to reflect the heritage review has been adopted by Council. This has been referred to NSW Planning and Infrastructure to formally change the LEP. This should occur in the near future. When this occurs, Council will have an updated list of heritage items and heritage conservation areas in its LEP.</p>	
Amend the planning controls to deliver the Dee Why Town Centre vision	■ On target
<p>Preparation of the planning proposal to amend the Warringah LEP 2011 and DCP 2011 is underway. The updated traffic study for the Dee Why town centre was completed in March 2014 and is informing the preparation planning proposal.</p>	

Work with the NSW government to investigate the Bus Rapid Transit on the Northern Beaches	■ On target
<p>A key initiative in response to this action is Council's current work with the State Government with regards to the development of the Northern Beaches Hospital at Frenchs Forest. Warringah supports improved public transport along the Warringah Road corridor and transport planning associated with the delivery of the new hospital is considered a key opportunity to achieve this action.</p> <p>Council is also considering what the opportunities there may be to support increased bus services such as more commuter car parking. Council is considering the current supply and demand for 'Park and Ride' facilities in the area and what the opportunities may be to support additional 'Park and Rides' into the future particularly along the main arterial roads and near the proposed Northern Beaches Hospital.</p>	
Complete the heritage plaques policy	■ On target
<p>The draft policy for the Memorials, Plaques and Naming of Assets Policy is currently on public exhibition, the results of which are likely to be reported to council in May 2014. The project is on schedule for completion in the 2013/14 Financial Year.</p>	
Develop Warringah's local planning strategy to achieve the NSW government's housing and jobs targets for Warringah	■ On target
<p>Grant funding provided by NSW Planning and Infrastructure to assist in this project. In discussions with NSW Planning and Infrastructure this project has been combined with the Hospital Structure Plan and re-phased to commence in May 2013, following substantial commencement of the Structure Plan.</p>	
Respond to the development of the new planning act	■ On target
<p>Progression of planning reforms delayed by NSW Government. Council will continue to respond to all requests in the future</p>	
DELIVERY PROGRAM: Sustainability Planning	
Implement the Sustainable Transport Strategy	■ On target
<p>Council is undertaking a number of initiatives that are aimed at improving transport and implementing the aims of the Sustainable Transport Strategy. Highlights include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Delivery of new cycle paths and new footpaths. <input type="checkbox"/> Investigating the current supply and demand for 'Park and Ride' facilities in the area and what the opportunities may be to support additional 'Park and Rides' into the future particularly along the main arterial roads and near the proposed Northern Beaches Hospital. <input type="checkbox"/> Commencement of the early stages of planning for the land around the Northern Beaches Hospital. Consideration of the opportunities may be to support increased bus services, traffic improvements and walking and cycling in and around this important precinct. <input type="checkbox"/> Investigation into what the benefits that car sharing may provide to the community and what the opportunities may be to support car sharing in Warringah. 	
Implement the Environmental Sustainability Strategy	■ On target

Council seeks to align its operations with the direction of this Strategy. The Environmental Sustainability Working Group continues to monitor the resulting sustainability achievements of Council's operations which will be reported in the Annual Report.

A recent highlight is the completion of the new Warringah Creative Space. The disused Scout Hall at Abbot Road Curl Curl has been lovingly renovated – with materials salvaged from the community, from the property itself and from Kimbriki Resource Recovery Centre. The result is an amazing new space, renovated using salvaged materials and progress towards the goals of Warringah's Environmental Sustainability Strategy.

DELIVERY PROGRAM: Economic Development	
Host the Warringah Business Expo	■ Completed on 11/09/2013
Warringah Business Expo successfully held 11 September 2013 in Dee Why RSL with increased attendance.	
Host the Northern Beaches Business Awards	■ Completed on 03/07/2013
Awards night successfully held July 2013 with Council initiating a new Business Sustainability Award.	
Establish a Warringah Pittwater business portal	■ On target
The project to establish a combined Warringah Pittwater Business Portal is not proceeding as Pittwater is establishing a separate portal. Warringah's new website is continually updated to include information relevant to support local business.	
Host the Northern Beaches Career expo	■ Completed on 20/07/2013
Inaugural Career Expo was successfully held at Mona Vale Memorial Hall on 20 July 2013.	
Warringah business survey	■ Behind Schedule
Project delayed due to resourcing. Survey to commence prior to June 2014	
DELIVERY PROGRAM: Asset Planning	
Undertake a major review of Asset Management Plans	■ On target
Preparation of all four Asset Management Plans is progressing in accordance with the project program.	

Warringah Aquatic Centre

Financials

March 2014 Quarterly Report by Service Warringah Aquatic Centre

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	1,271,775	1,271,775	-	1,787,477	1,787,477	1,787,477
User Charges & Fees	1,699,850	1,837,585	(137,735)	2,362,185	2,362,185	2,282,185
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	162,108	163,981	(1,873)	200,158	200,158	200,158
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	3,133,733	3,273,341	(139,608)	4,349,819	4,349,819	4,269,819
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(1,733,238)	(1,712,832)	(20,406)	(2,230,743)	(2,230,743)	(2,260,743)
Borrowing Costs	(727)	-	(727)	-	-	-
Materials and Contracts	(527,814)	(523,801)	(4,012)	(638,402)	(708,402)	(708,402)
Depreciation and Amortisation	(196,437)	(196,217)	(219)	(261,623)	(261,623)	(261,623)
Other Expenses	(309,757)	(281,741)	(28,017)	(404,898)	(404,898)	(424,898)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(31,109)	(28,932)	(2,177)	(37,731)	(37,731)	(37,731)
Overhead Allocation	(582,317)	(582,317)	-	(776,423)	(776,423)	(776,423)
Total Expenses From Continuing Operations	(3,381,399)	(3,325,841)	(55,558)	(4,349,819)	(4,419,819)	(4,469,819)
Surplus / (Deficit) from Continuing Operations	(247,666)	(52,500)	(195,166)	-	(70,000)	(200,000)

Year to Date Actuals and Annual Forecast

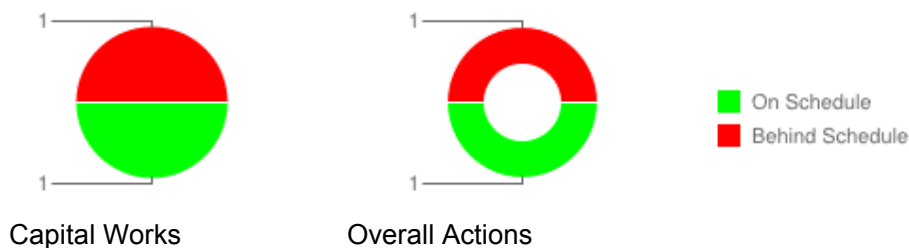
A Deficit from Continuing Operations of \$247,666 has been incurred to the end of the third quarter. This is due to both lower than anticipated income and higher than anticipated expenses.

The lower than anticipated income continues to be the result of lower fees principally from Classes, Memberships and the Squad component of the Swim Program which have only been partially offset by higher income from the Learn to Swim Program. The higher than anticipated Employee Costs principally relates to staff vacancies not having eventuated during the first three quarters and the higher Other Expenses to electricity costs..

Total Income from Continuing Operations has been forecast to decrease by \$80,000 reflecting the lower fees noted above during the first three quarters. Total Expenses from Continuing Operations have been forecast to increase by \$50,000 of which Employee Costs have increased by \$30,000 as a result of anticipated redundancy costs associated with the closure of the Crèche and Other Expenses by \$20,000 related to higher electricity costs as a result of delays in the commencement of the electricity co-generation works.

Accordingly, the Deficit from Continuing Operations is anticipated to increase by \$130,000 to \$200,000 for the full financial year.

Overall Progress Capital Works and Key Initiatives



Delivery Program:

- ☐ Recreation and Wellness

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Recreation and Wellness				
Warringah Aquatic Centre - plant and equipment renewals	■ On Target	\$148,500	\$105,710	\$148,500
Order for replacement of scoreboard has now been placed and the system is due for installation by the end of May				
Warringah Aquatic Centre - cogeneration project	■ Behind Schedule	\$872,500	\$35,600	\$55,000
A significant risk to the business case has now arisen with the cost of gas higher than that applied to the costing modelling undertaken by the consultant. The business case is being re-evaluated with the updated cost per GJ before proceeding to the next stage. The tender evaluation will proceed as part of this process.				

Corporate Support Services

Financials

March 2014 Quarterly Report by Service Corporate Support

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	30,179,585	29,952,850	226,735	11,785,285	11,785,285	11,900,883
User Charges & Fees	2,597,004	2,519,757	77,247	3,067,438	3,067,438	2,930,295
Investment Fees and Revenues	2,627,194	2,395,501	231,692	2,953,000	2,953,000	2,957,692
Other Revenues	1,801,547	1,914,766	(113,219)	2,556,052	2,556,052	2,424,294
Grants and Contributions - Operating Purposes	759,267	800,000	(40,733)	800,000	800,000	800,000
Grants and Contributions - Capital Purposes	1,618,080	1,722,440	(104,360)	2,845,000	2,526,100	2,526,100
Gains on disposal of Assets	1,148,735	1,137,500	11,235	8,393,911	1,134,936	1,149,936
Total Income From Continuing Operations	40,731,412	40,442,814	288,598	32,400,686	24,822,811	24,689,200
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(14,081,676)	(14,172,305)	90,628	(18,402,055)	(18,402,055)	(18,304,566)
Borrowing Costs	(8,994)	(2,473)	(6,521)	(3,297)	(3,297)	(3,297)
Materials and Contracts	(6,255,681)	(7,209,173)	953,492	(10,104,076)	(10,036,576)	(9,185,827)
Depreciation and Amortisation	(3,768,845)	(3,905,115)	136,269	(6,172,951)	(6,172,951)	(6,172,951)
Other Expenses	(3,066,599)	(2,984,905)	(81,694)	(3,951,039)	(3,948,530)	(4,154,330)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	(472,596)	(226,411)	(246,184)	(301,882)	(301,882)	(301,882)
Internal Charges	2,944,796	2,974,589	(29,793)	3,911,386	3,911,385	3,911,385
Overhead Allocation	12,550,421	12,550,421	-	16,733,914	16,733,914	16,733,914
Total Expenses From Continuing Operations	(12,159,175)	(12,975,371)	816,196	(18,290,001)	(18,219,992)	(17,477,554)
Surplus / (Deficit) from Continuing Operations	28,572,237	27,467,443	1,104,794	14,110,685	6,602,819	7,211,647

Year to Date Actuals and Annual Forecast

The Surplus from Continuing Operations at the end of the third quarter is tracking higher than forecast principally due to higher than anticipated income and lower than anticipated expenses.

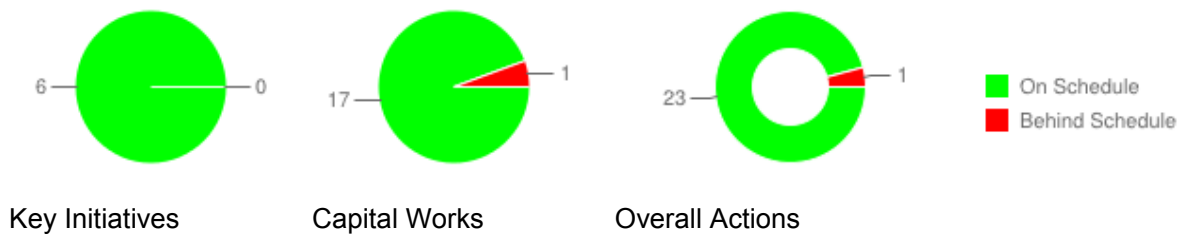
The higher Income from Continuing Operations relates to higher Rates and Annual Charges due to supplementary rates levied as a result of property changes, higher User Fees and Charges from the timing of lease fee income, higher Investment Fees and Revenues as a result of lower than anticipated capital expenditure and fair value adjustments offset by lower Other Income as well as lower Grants and Contributions related to timing differences.

The lower than anticipated Expenses from Continuing Operations relates to lower Employee Benefits and Oncosts resulting from staff vacancies, lower Materials and Contracts both as a result of timing issues and cost containment and lower Depreciation as a result of a delay in the commissioning of new assets partially offset by higher Other Expenses from the use of Agency Personnel to cover staff vacancies and a higher expenses related to timing for the Warringah Pittwater Rural Fire Service Joint Venture.

For the full financial year the Surplus from Continuing Operations is anticipated to increase by \$608,828 to \$7,211,647. Income from Continuing Operations is anticipated to decrease by \$133,611. This relates to lower Fees and Charges of \$137,143 and lower Other Revenues of \$131,758 partially offset by higher Rates and Annual Charges of \$115,598, higher Investment Fees and Revenues of \$4,692 and higher Gains on the Disposal of Assets of \$15,000. Expenses from Continuing Operations are anticipated to decrease by \$742,438. This relates to lower

Employee Benefits and Oncosts of \$97,489 and lower Materials and Contracts of \$850,749 partially offset by higher Other Expenses of \$205,800. Each of these changes is principally for the reasons noted above.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Council Property Portfolio
- ☐ Public Amenity Improvements
- ☐ Customer Support and Communications
- ☐ Service Support and Improvement
- ☐ Community Buildings

Key Highlights

DELIVERY PROGRAM: Service Support and Improvement

Business Excellence

Phase two of the 'Just Do It' (JDI) program was launched focused on delivering incremental improvements across the organisation. 161 JDIs were submitted during the quarter showing a strong willingness to continue the program. To maintain momentum of the program, a planning session was held to determine how the program could be improved and receive feedback from staff as to what could be done differently to encourage more staff to participate in the program.

The Tuning into Excellence (TIE) program has now delivered awareness of Business Excellence (BE) to over 90% of staff at Warringah. This session has continued to receive extremely positive feedback over the quarter with over 98% of staff attending understanding what BE means and how it relates to their role. This session continues to be a critical element of engaging staff in our Excellence journey.

Twelve staff were trained in the practice of Business Process Management (BPM). These staff have increased their capability to document and improve their processes particularly in the areas of Human Resources, Development & Compliance and Library Services.

Human Resources

HR Metrics Benchmarking

Results from the annual Human Resource Metrics Benchmarking survey across NSW councils were published and again Warringah recorded positive results. Using comparisons with the 'Urban Large Councils' group we again maintained a healthy 'Voluntary Turnover rate (down 1% on 2011/12 figure), are in the top percentile in offering both internal and external training opportunities to staff and retained our low 'Unplanned Absences' rate compared to all other councils in the group.

Leadership Program

The Corporate Leadership program continued with another Manager program commencing in January and two staff programs reached their conclusion. Evaluation results remain positive.

Workplace Health and Safety

The organisation continued its safety commitment with all business units taking responsibility for working through the corrective actions from the WorkCover audit. Relevant WHS policies and procedures were revised using consultation with key stakeholders to reflect current legislation.

DELIVERY PROGRAM: Council Property Portfolio, amenities, community buildings

Building, Property and Spatial Information

Warringah Creative Space

Work has been completed on the transformation of the building previously occupied by the scouts in John Fisher Park into a new creative arts space. This project employed a "re-use" methodology, working with existing materials from the site as well as second-hand materials sourced from demolition sites, Kimbriki and donations to renew the building and the surrounding landscaping with a very low impact to the environment. The Warringah 'Creative Space' opened on 13 March 2014 and is now being actively used by local artists and other members of the community.

DELIVERY PROGRAM: Customer Support and Communications

Customer Support

The Customer Service Centre continues to deliver a high quality service to the community and our internal customers. Between January and March the centre achieved:

1. First contact resolution rate of 99%, exceeding our target of 90%
2. An error rate below 1%, exceeding our target of less than 3%.

The Community Database Improvement Program continues to be a priority, and to date over 170,000 records have been updated.

Customer Requests online for the quarter were 757 and continues to increase as a convenient method for the customer. Action of online requests by staff remains within 1 working day turnaround.

The online Customer Satisfaction Survey has been operating since December 2011 and during that time, over 4,350 customers have responded with an overall approval rating of 78% (77% for January - March with over 430 responses). Customers cite; ease of contact; staff knowledge and timely service as key positive indicators.

The single 'one stop shop' service counter continues to receive positive feedback from customers with customer satisfaction exceeding 85%

Key Initiatives	Status
DELIVERY PROGRAM: Customer Support and Communications	
Develop and implement a consistent suite of digital communications tools that work as a platform for an improved two-way dialogue with the public	■ Completed on 30/06/2013
<p>Social media followers have increased again with Facebook now having more than 5,000 followers. The style guide and writing style is continuing to be implemented internally and externally.</p> <p>Significant community engagement was undertaken on key projects such as signage review, Fisherman's Beach and Affordable Housing.</p>	
Enable on-line payments	■ On target
<p>A tender for a Facilities and Events booking system was developed and distributed to market in March 2014. The tender describes technical requirements to deliver a solution to manage the booking of Council's assets for Community needs. This will enable a customer friendly solution to view Council facilities, availability and pricing of hire. The tender will close on 8 April, 2014.</p>	
Investigate the establishment of a Warringah Community Panel	■ On target
<p>The Community Engagement Register continues to be enhanced for research and engagement purposes. The Website and Your Say Warringah site integration is on schedule.</p>	
Respond to customer feedback and enhance overall customer satisfaction	■ On target
<p>CRM customers with an email address are invited to give feedback on their direct customer experience relating to the recently completed CRM. This survey measures key indicators, such as overall service; quality of work; accessibility and staff. The result of the Customer Satisfaction Survey for March was 3.73 (or 75%) satisfaction rate which is in line with previous cumulative averages since December 2011. A counter survey is also conducted which measures the same service indicators as the CRM online survey. High rate of customer satisfaction via the Counter Survey for the quarter of 4.9 satisfaction rate (or 98%) which is an improvement on February satisfaction rate of 88.8%. These figures are above acceptable levels.</p>	
DELIVERY PROGRAM: Service Support and Improvement	
Digitisation of Council's paper-based records	■ On target
<p>Phase 4 of the digitisation of Council's paper-based records is progressing to schedule and budget.</p> <p>The digitisation of 300 large archive boxes was awarded to Microsystems Pty Ltd as a result of the request for quote (RFQ) process. Microsystems Pty Ltd collected the boxes from Council on 21 March 2014 and expect to deliver the scanned files in digital format by the end of May 2014.</p>	
Improve knowledge and effectiveness of Council's organisational core processes	■ On target

The library of organisational processes has been enhanced over the quarter with twelve additional staff being trained in the practice of Business Process Management. Significant progress has been made in documenting critical processes in the areas of Library Services, Human Resources and Development & Compliance.

The process to understand how Customer Service is delivered at Warringah has been determined and will commence in the April quarter. The objective of the process is to understand the delivery and variation of customer service at Warringah and provide recommendation to improve the level of service delivered.

Capital Works Program	Status	Original Budget	YTD Actual	Forecast End Year
DELIVERY PROGRAM: Service Support and Improvement				
IT infrastructure - new works	■ On Target	\$218,000	\$62,925	\$157,000
The IT infrastructure new works program is progressing slightly behind schedule, but still expected to be completed by 30 June 2014. The budget forecast has been reduced by \$61,000 to \$157,000 (from an original budget of \$218,000).				
IT software - new works	Behind Schedule	\$95,000	\$46,135	\$63,000
The program of new software projects will not be completely delivered by 30 June 2014. Two of the three projects will be completed with the remaining project to be completed by the end of the calendar year. The budget forecast for 2013/14 has been reduced to \$63,000, with \$77,000 to be carried forward to 2014/15.				
IT infrastructure - renewals	■ On Target	\$785,000	\$522,328	\$685,000
The program of IT infrastructure renewals is progressing slightly behind schedule, but still expected to be completed by 30 June 2014. The budget forecast has been increased by \$7,500 to \$685,000 (from an original budget of \$785,000).				
IT software - renewals	■ On Target	\$185,000	\$24,785	\$33,800
Program of software renewals work is progressing according to plan with 2 of the 4 projects completed. The remaining two projects are in progress and scheduled to be completed by 30 June 2014. The forecast budget has been reduced by \$59,000 to \$33,800. This reduction is due to the GIS Online Mapping being developed internally as opposed to acquiring a third-party system and a reduction in the use of contractors.				
Heavy plant replacement program	■ On Target	\$600,000	\$564,328	\$600,000
Expenditure on plant on track, no plant ordered or received in March 2014.				
Light Fleet Replacement Program	■ On Target	\$1,600,000	\$1,469,457	\$1,600,000

Expenditure on Target for 2013/14. Two vehicles received in March 2014 - cost \$64,859

DELIVERY PROGRAM: Customer Support and Communications				
Provision of WiFi at Forestville Shops and Narrabeen Village	■ Completed 18/12/2013	\$20,000	\$25,269	\$25,000
Free WiFi installed and available at Forestville shops on 17 December 2013 and Narrabeen village on 18 December 2013.				
Upgrade Warringah Council website	■ Completed 01/10/2013	\$63,000	\$6,720	\$6,720
The new website is live to the public.				
DELIVERY PROGRAM: Council Property Portfolio				
Administration buildings renewal works	■ On Target	\$50,000	\$30,087	\$68,850
This program of work aims to continually renew Council's administrative buildings and consists of a range of smaller delivery projects. The program is on target for successful delivery.				
Civic Centre - window replacement	■ Completed 22/10/2013	\$33,000	\$33,376	\$33,000
This project was complete in 2013 and finalised the renewal of windows to the Civic Centre.				
Dee Why Town Centre - parking and community facility	■ On Target	\$4,000,000	\$483,526	\$929,753
The Development Application (DA) for the Police Citizens Youth Club (PCYC) and carpark has been lodged for public comment and is now being assessed. The next step in the creation of the youth and community facility will be to finalise the detailed design and engage a construction group. Works are scheduled to begin in late 2014.				
Dee Why Community Hub Concept Development	■ On Target	\$100,000	\$107,530	\$100,000
The concept design of the proposed Community Hub in central Dee Why has been completed. Analysis on the financial feasibility of the project will now proceed to ascertain Council's capability to fund the project prior to public consultation.				
DELIVERY PROGRAM: Public Amenity Improvements				
Nolans Reserve, North Manly - construction of new amenities to replace existing facilities on site	■ On Target	\$66,051	\$18,880	\$23,845

The stakeholder engagement with the various user groups of Nolans Reserve have been held and is ongoing to determine the best outcome for the provision of sports amenities buildings. Preliminary site investigations have been completed and further works will commence upon completion of the Plan of Management - which is not scheduled to be finalized until next financial year.

Amenities buildings renewal works	■ On Target	\$205,000	\$32,113	\$112,600
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This program of work for renewing Council's public amenities is running to schedule. Renewal works to the public amenities at Beacon Hill Oval, Narrabeen Surf Life Saving Club and Devitt Street in Narrabeen are planned to be completed by middle of 2014.

Cromer Soccer Club, Cromer - upgrade of existing public amenity building	■ On Target	\$400,000	\$107,028	\$378,512
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The project to deliver improved amenities, change rooms, storage, canteen and a club room is progressing well. The design has been completed, the contractor selected and works have commenced on site.

Curl Curl Sports Centre - upgrade of existing public amenity building	■ Completed 12/12/2013	\$132,000	\$144,537	\$132,000
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The project to deliver an accessible lift for the Curl Curl Sport Centre was successfully completed in December 2013.

Collaroy Accessibility Precinct - upgrade of existing public amenity	■ Completed 04/11/2013	\$37,150	\$59,716	\$53,879
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Works were completed in early November 2013 bringing this project to a close.

DELIVERY PROGRAM: Community Buildings

Community buildings renewal works	■ On Target	\$545,564	\$554,870	\$696,395
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This program of work focuses on renewing Council's community buildings. The key project within this year's program is the renewal of the dated former scout building in John Fisher Park into a new Creative Arts building. This project focuses on the re-use of materials and community involvement in the renewal process and was completed and opened for use by artists and the community in March 2014.

Good Governance

Financials

March 2014 Quarterly Report by Service Good Governance

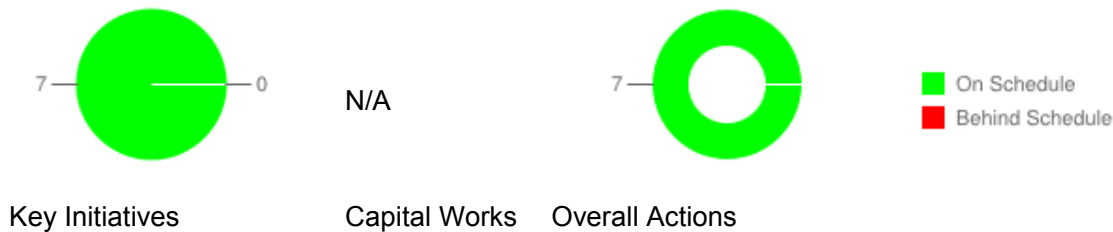
	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
Income From Continuing Operations						
Rates and Annual Charges	4,744,104	4,744,104	-	4,208,000	4,208,000	4,208,000
User Charges & Fees	12,104	8,735	3,369	11,356	11,356	19,020
Investment Fees and Revenues	-	-	-	-	-	-
Other Revenues	455	-	455	-	-	910
Grants and Contributions - Operating Purposes	1,185,741	1,185,741	-	2,971,353	2,971,353	2,971,353
Grants and Contributions - Capital Purposes	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-
Total Income From Continuing Operations	5,942,403	5,938,580	3,823	7,190,708	7,190,708	7,199,282
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(1,170,190)	(1,146,303)	(23,886)	(1,490,289)	(1,490,289)	(1,490,289)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(237,946)	(365,998)	128,052	(751,241)	(751,241)	(676,304)
Depreciation and Amortisation	-	-	-	-	-	-
Other Expenses	(3,098,789)	(3,394,933)	296,144	(3,574,948)	(3,574,948)	(3,463,459)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	-	-	-	-	-	-
Internal Charges	(17,718)	(26,182)	8,464	(34,037)	(34,037)	(34,037)
Overhead Allocation	(1,005,163)	(1,005,163)	-	(1,340,193)	(1,340,193)	(1,340,193)
Total Expenses From Continuing Operations	(5,529,805)	(5,938,580)	408,775	(7,190,708)	(7,190,708)	(7,004,282)
Surplus / (Deficit) from Continuing Operations	412,598	-	412,598	-	-	195,000

Year to Date Actuals and Annual Forecast

A Surplus from Continuing Operations of \$412,598 has been achieved to the end of the third quarter, principally due to lower than anticipated expenses. Employee Benefits and Oncosts are higher than forecast due to a slightly lower level of vacancies than originally budgeted. The lower Materials and Contracts principally relate to Internal Audit and the Internal Ombudsman's Office and the timing of projects. The lower Other Expenses principally relates to State Government levies for emergency management and planning.

For the full financial year User Charges and Fees are anticipated to increase by \$7,664 and Other Revenues by \$910 representing payments by external parties for services provided by Internal Audit and the Internal Ombudsman. Materials and Contracts are anticipated to decrease by \$74,937 principally due to delays in projects for Internal Audit. Other Expenses are forecast to decrease by \$111,489 for the reasons noted above. Accordingly, a Surplus from Continuing Operations of \$195,000 is now anticipated.

Overall Progress Capital Works and Key Initiatives



Delivery Programs:

- ☐ Corporate Governance
- ☐ Corporate Planning and Reporting

Key Highlights

DELIVERY PROGRAM: Corporate Planning and Reporting

Submission on Local Government Review Panel's final report

A submission has been made to the NSW government on the final report of the Independent Local Government Review Panel (the Panel). Overall, Council supports the Panel's excellent work in developing the wide ranging reforms to strengthen local government for the future.

In relation to structural reform, Council supports amalgamation of councils in our region as independent research has clearly shown the strong benefits to the community both financially and democratically in amalgamating. However, Council does not support the creation of another layer of government through Joint Organisation unless their governance is based on proportional voting as they will be undemocratic, encourage small councils to stay small, and will undermine the basis of structural reforms.

Council has also resolved to seek a greater voice for its residents in regional strategic partnerships such as SHOROC and the proposed Northern Metropolitan Council of Mayors. The system of governance on these bodies should also be based on proportional voting so councils with a larger population get more of a say in the region's priorities and outcomes.

DELIVERY PROGRAM: Corporate Governance

Governance

The recruitment for the Community Committees and revised Strategic Reference Groups was completed at the end of 2013 with Council appointing community members in the New Year. Inductions were held for new members of both the Strategic Reference Groups and Community Committees in February and the first official meetings of the Strategic Reference Groups were held in March.

The revised Strategic Reference Groups are linked directly to the Community Strategic Goals and at their first meeting they determined their new names:

- ☐ A Connected Environment Strategic Reference Group
- ☐ Environment Conservation and Overall Sustainability (ECOS) Strategic Reference Group
- ☐ Open Space and Recreation Strategic Reference Group
- ☐ Vibrant Connected Communities Strategic Reference Group

The Community Committees have started to organise their first meetings and the Governance team continues to support them to meet and coordinate their meetings.

The Governance Team compiled Council's submission to the final report of the Local Government Taskforce – "A New Local Government Act for NSW" which was submitted to the Division of Local Government on 4 March 2014.

Key Initiatives	Status
DELIVERY PROGRAM: Corporate Governance	
Finalise the review of the Strategic Reference Groups	■ Completed on 19/02/2014
All members of Strategic Reference Groups and Community Committees have been appointed and inductions were provided in February. The Strategic Reference Groups had their first meetings in March and agreed to the names of their groups - A Connected Environment SRG, Environment Conservation and Overall Sustainability (ECOS) SRG, Open Space and Recreation SRG and Vibrant Connected Communities SRG	
Implement the findings of the Better Practice Review undertaken by the Division of Local Government	■ On target
Preparation for implementing the recommendations has been commenced.	
Prepare the Internal Ombudsman's Annual Report	■ On target
In progress and on track	

DELIVERY PROGRAM: Corporate Planning and Reporting	
Consult with the community about service levels of assets, provision of services and funding priorities including a possible special rate variation	■ Completed on 10/12/2013
Following community consultation in 2013, an application for a special rate variation was submitted to the Independent Pricing and Administrative Tribunal (IPART) on 24 February 2014. A decision is expected from IPART in mid-June.	
Respond to the NSW Government's local government reform agenda	■ On target
A submission on the final report of the Independent Local Government Review Panel was prepared and endorsed by Council at its meeting on 25 March. It was submitted to the Office of Local Government on the 4 April 2014	
Establish the base line for community indicators in the Community Strategic Plan 2023	■ On target
Baseline community indicators were established through the community perception survey and were adopted by Council in February 2014. This will enable Council to report against the Community Strategic Plan objectives. A similar survey will be conducted in 2016 where the results could be compared to assess how the trends have moved between the periods. This will be reported in the End of Term report of the outgoing Council.	
Develop a four year rolling Delivery Program and Operational Plan	■ On target
Work on a draft operational plan, budget and new four year delivery program is well advanced. The draft plan and program will be reported to Council on 29 April for approval to place on exhibition.	

□□□□ 2012 Quarterly Report - Additional Financial disclosures

Quarter ending 31 March 2014

The following additional financial statements are also attached:

- ☐ Consolidated income and expenses budget review statement
- ☐ Income and expense budget review statement by service
- ☐ Capital budget statement
- ☐ Cash & investment statement
- ☐ Financial performance indicators
- ☐ Budget review contracts
- ☐ Consultancy and Legal expenses

Warringah Council						
Budget review for the quarter ended - 31 March 2014						
Consolidated Income and Expenses Budget Review Statement						
	Original Budget (000's)	Changes Already Approved By Council (000's)	Approved Forecast (000's)	Recommended changes for Council Resolution (000's)	Current Forecast (000's)	Actual YTD (000's)
Income from Continuing Operations						
Rates & Annual Charges	93,233	-	93,233	116	93,348	93,459
User Charges & Fees	44,320	221	44,541	(445)	44,095	33,400
Interest & Investment Revenues	3,403	5	3,408	88	3,496	3,047
Other Revenues	7,279	573	7,851	421	8,272	6,101
Grants & Contributions - Operating Purposes	7,377	199	7,576	(144)	7,432	3,788
Grants & Contributions - Capital Purposes	4,034	300	4,334	-	4,334	2,886
Gains on Disposal of Assets	8,394	(7,259)	1,135	15	1,150	1,149
Total Income from Continuing Operations	168,039	(5,961)	162,078	50	162,128	143,831
Expenses From Continuing Operations						
Employee Benefits & Oncosts	(59,375)	(227)	(59,602)	357	(59,244)	(45,404)
Borrowing Costs	(1,003)	-	(1,003)	-	(1,003)	(763)
Materials and Contracts	(57,538)	(222)	(57,760)	1,340	(56,419)	(39,785)
Depreciation and Amortisation	(15,167)	(92)	(15,259)	10	(15,249)	(10,572)
Other Expenses	(17,944)	(557)	(18,501)	(1,477)	(19,978)	(15,309)
Loss on Disposal of Assets	-	-	-	-	-	-
Share of Interest In Joint Venture	(302)	-	(302)	-	(302)	(473)
Internal Charges	-	-	-	-	-	-
Overhead Allocation	-	-	-	-	-	-
Total Expenses From Continuing Operations	(151,329)	(1,098)	(152,427)	230	(152,196)	(112,305)
Surplus / (Deficit) from Continuing Operations	16,711	(7,059)	9,651	280	9,931	31,525

Warringah Council						
Budget review for the quarter ended - 31 March 2014						
Income and Expenses Budget Review Statement by Service						
	Original Budget (000's)	Changes Already Approved By Council (000's)	Approved Forecast (000's)	Recommended changes for Council Resolution (000's)	Current Forecast (000's)	Actual YTD (000's)
Income						
Certification	864	-	864	(80)	784	598
Children's Services	8,519	-	8,519	(80)	8,439	6,458
Community & Safety	5,844	-	5,844	-	5,844	4,594
Compliance	5,851	-	5,851	87	5,938	4,536
Corporate Support	32,401	(7,578)	24,823	(134)	24,689	40,731
Cultural Services	1,175	-	1,175	28	1,203	982
Development Assessment	5,405	-	5,405	40	5,445	4,164
Glen Street Theatre	2,947	-	2,947	(648)	2,299	1,682
Good Governance	7,191	-	7,191	9	7,199	5,942
Information & Library	6,383	-	6,383	(80)	6,303	4,856
Kimbriki	25,764	933	26,697	968	27,665	21,053
Natural Environment	10,998	199	11,197	(153)	11,044	8,011
Parks, Reserves & Foreshores	11,272	37	11,308	80	11,388	8,773
Roads, Traffic & Waste	37,344	448	37,793	92	37,885	27,157
Strategic Planning	3,621	-	3,621	-	3,621	2,745
Warringah Aquatic Centre	4,350	-	4,350	(80)	4,270	3,134
Inter Service Eliminations	(1,890)	-	(1,890)	-	(1,890)	(1,547)
Total Income	168,039	(5,961)	162,078	50	162,128	143,871
Expenses						
Certification	(864)	-	(864)	(315)	(1,179)	(835)
Children's Services	(8,519)	-	(8,519)	95	(8,424)	(6,208)
Community & Safety	(5,844)	4	(5,841)	50	(5,791)	(4,309)
Compliance	(5,851)	-	(5,851)	218	(5,633)	(4,140)
Corporate Support	(18,290)	70	(18,220)	742	(17,478)	(12,159)
Cultural Services	(1,175)	(4)	(1,179)	(182)	(1,361)	(1,051)
Development Assessment	(5,405)	-	(5,405)	(80)	(5,485)	(4,109)
Glen Street Theatre	(2,947)	-	(2,947)	598	(2,349)	(1,809)
Good Governance	(7,191)	-	(7,191)	186	(7,004)	(5,530)
Information & Library	(6,383)	-	(6,383)	(115)	(6,498)	(4,956)
Kimbriki	(23,164)	(1,029)	(24,193)	(1,053)	(25,247)	(19,218)
Natural Environment	(10,998)	(249)	(11,247)	283	(10,964)	(7,717)
Parks, Reserves & Foreshores	(11,272)	-	(11,272)	(302)	(11,574)	(8,782)
Roads, Traffic & Waste	(37,344)	180	(37,164)	(34)	(37,198)	(27,192)
Strategic Planning	(3,621)	-	(3,621)	190	(3,431)	(2,495)
Warringah Aquatic Centre	(4,350)	(70)	(4,420)	(50)	(4,470)	(3,381)
Inter Service Eliminations	1,890	-	1,890	-	1,890	1,547
Total Expenses	(151,329)	(1,098)	(152,427)	231	(152,196)	(112,345)
Surplus / (Deficit) from Continuing Operations	16,711	(7,059)	9,651	280	9,931	31,525

Warringah Council
Budget review for the quarter ended - 31 March 2014

Capital Budget Statement

	Original Budget (000's)	Changes Approved By Council (000's)	Approved Forecast (000's)	Recommended changes for Council Resolution (000's)	Current Forecast (000's)	Actual YTD (000's)
Capital Funding						
Rates & Other Untied Funding						
Rates & Other Untied Funding	-	-	-	-	-	-
Working Capital	4,773	(128)	4,645	(404)	4,241	2,011
Depreciation	15,125	1,694	16,819	(1,228)	15,591	9,395
Capital Grants & Contributions	1,834	300	2,134	-	2,134	1,342
External Restrictions						
- S94	4,222	1,574	5,797	(514)	5,282	4,640
- S94A	5,302	(447)	4,855	(85)	4,771	2,877
Internal Restrictions						
- Loan	1,815	(1,815)	-	-	-	-
- Other	198	(198)	-	-	-	-
Income from Sale of Assets						
- plant and equipment	3,098	(3,098)	-	-	-	2,034
- land and buildings	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Capital Funding	36,367	(2,117)	34,250	(2,231)	32,019	22,298

Capital Expenditure						
Plant & Equipment	5,336	(607)	4,729	(220)	4,509	3,760
Office Equipment	1,416	(192)	1,224	(253)	971	688
Furniture & fittings	-	-	-	-	-	-
Operational Land	-	-	-	-	-	-
Community Land	-	3,900	3,900	6	3,906	3,906
Land improvements	1,500	20	1,520	(136)	1,384	837
Buildings	12,456	(3,515)	8,941	(910)	8,031	3,926
Other Structures	5,996	135	6,131	(108)	6,023	3,955
Roads, Bridges & Footpaths	6,173	(551)	5,622	(610)	5,012	3,669
Stormwater Drainage	2,965	(1,336)	1,629	-	1,629	1,131
Library Books	524	30	554	-	554	425
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	36,367	(2,117)	34,250	(2,231)	32,019	22,298

Cash & Investments Statement			
Budget		Actual	Actual
30 June		31 Mar	30 June
2014		2014	2013
\$'000		\$'000	\$'000
91,606	Total Cash and Investments	89,593	84,109
Represented by:			
Externally restricted			
24,513	Developer Contributions	25,615	30,591
19	Specific Purpose Unexpended Grants	441	498
2,708	Domestic Waste Management	2,735	2,564
27,239	Total Externally Restricted	28,790	33,653
Internally Restricted			
3,000	Deposits, Retentions & Bonds	4,112	4,111
2,355	Employee Leave Entitlement	2,713	2,713
1,419	Insurance Reserve	1,037	1,037
625	Compulsory Open Space Acquisition Reserve	1,020	156
2,900	Other	5,192	615
10,299	Total Internally Restricted	14,074	8,632
37,538	Total Restricted Cash	42,864	42,285
54,068	Total Unrestricted/ Available Cash	46,729	41,824

WARRINGAH COUNCIL

FINANCIAL PERFORMANCE INDICATORS

CASH / LIQUIDITY POSITION

Indicator # 1 - Cash / Liquidity Position - after accounting for external reserves			
Indicator Title:	Unrestricted Current Ratio		
Indicator Definition:	$\frac{\text{Current Assets less Externally Restricted Current Assets}}{\text{Current Liabilities less Specific Purpose Current Liabilities}}$		
Indicator / Local Government Benchmark:	Greater than 2:1 Between 1:1 and 2:1 Less than 1:1 Successive years > 10:1 		
	Actual 30 June 2013	Actual 31 Mar 2014	Budget 30 June 2014
	4.07	5.18	4.22
Commentary:	Council's liquidity is more than satisfactory. Council can easily pay its debts as they fall due. The high ratio at the end of the third quarter reflects the rates and annual charges having been raised for the full financial year.		

OPERATING RESULT

Indicator # 2 - Operating Result - using trend analysis			
Indicator Title:	Result from Continuing Operations before Capital Grants & Contributions		
Indicator Definition:	Result from ordinary operations before the receipt of Capital Grants and Contributions ie. Operating Result after depreciation		
Indicator / Local Government Benchmark:	Three (3) years of successive surpluses Surplus Deficit 		
	Actual 30 June 2013 \$'000	Actual 31 Mar 2014 \$'000	Budget 30 June 2014 \$'000
	10,853	28,639	12,677
Commentary:	Council is forecasting a surplus from Continuing Operations before Capital Grants & Contributions for the year ending 30 June 2014.		

ASSET RENEWAL EXPENDITURE

Indicator # 3 - Asset Renewal Expenditure			
Indicator Title:	Asset Renewal Ratio		
Indicator Definition:	$\frac{\text{Capital Renewal Capacity - amount of funds spent on renewing assets (as opposed to maintaining them)}}{\text{Assets/Annual Depreciation}} = \text{Capital Expenditure on Existing Assets/Annual Depreciation}$		
Indicator / Local Government Benchmark:	1 to 1 Less than 1:1 		
	Actual 30 June 2013 \$'000	Actual 31 Mar 2014 \$'000	Budget 30 June 2014
	1.54	1.20	1.45
Commentary:	At the end of the third quarter Council's renewals are tracking well and Council will achieve a positive Asset Renewal Ratio for the full financial year.		

Warringah Council

Budget review for the quarter ended - 31 March 2014

Budget Review Contracts

Contractor	Contract detail & purpose	Contract value	Commencement date	Duration of contract	Budgeted (Y/N)
Bang The Table	Online Community Engagement Hub	\$55,550	18/01/2014	19/01/2016	Y
Cardno NSW PTY LTD	Dee Why South Catchment Floodplain Risk Management Study	\$112,990	06/01/2014	30/08/2014	Y
GJ's Landscape Pty Ltd	Arnhem Reserve Playground and Open Space Upgrade	\$43,840	11/02/2014	17/02/2014	Y
Undercover Landscapes Pty Ltd	Belrose Childrens Centre Play Space Upgrade	\$300,000	01/01/2014	01/06/2014	Y
Water Infrastructure Group Pty Ltd	Relining Stormw ater Conduits and Associated	\$391,946	28/01/2014	06/05/2014	Y
More Gourmet, Swiss Deli, Corella Catering, Forte Catering & Event, Made at Lukes, Roaming Gourmet, Flavours catering & Events, JR Trading (Chik'n run), Dee Why Seafood, Summer salt Café Pty Ltd, Skyline Bakery, The Italian Pasta Company, Baker Caker Coffeemaker, Celebrations on the Beaches	Catering Services Panel for Warringah Council	\$70,000 per year estimated	03/03/2014	5 years	Y

Warringah Council		
Budget review for the quarter ended - 31 March 2014		
Consultancy and Legal Expenses		
Expense	Expenditure \$	Budgeted (Y/N)
Consultancies	<u>21,831</u>	<u>Y</u>
Legal Fees	<u>375,774</u>	<u>Y</u>

SHOROC INCORPORATED

BOARD MEETING MINUTES

Wednesday, 7 May 2014, 3-5pm
SHOROC Board Room



Board Members Present

Cr Jacqueline Townsend	Mayor of Pittwater, SHOROC President
Cr Jean Hay AM	Mayor of Manly, SHOROC Vice-President
Cr Peter Abelson	Mayor of Mosman
Cr Michael Regan	Mayor of Warringah
Veronica Lee	General Manager Mosman Council, SHOROC Treasurer
Henry Wong	General Manager Manly Council
Mark Ferguson	General Manager Pittwater Council
Rik Hart	General Manager Warringah Council

In attendance

Ben Taylor	Executive Director SHOROC
Jacqui Fishpool	Communications and Office Manager SHOROC

Item 1 Welcome and Apologies

Item 2 Adoption of 19 February 2014 Minutes & Matters Arising

2.1 Minutes of 19 February 2014 Board Meeting

Item 2.1 Minutes of 19 February 2014 Board Meeting & Matters Arising

The SHOROC Board resolved:

- To adopt the minutes of the 19 February 2014 meeting.

Moved Cr Jacqueline Townsend/seconded Cr Jean Hay

Carried unanimously

Item 3 Forward Planning

3.1 2014 SHOROC Forum Report

<i>SHOROC Corporate Plan project:</i>	<i>22. Hold annual Councillor Forum in around November 2013 followed by Board strategic planning session for 2014-2018 Corporate Plan.</i>
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Summary

Report on the 2014 SHOROC Forum and the incorporation of feedback into the development of the 2014-18 SHOROC Corporate Plan.

Report

The 2014 SHOROC Councillor Forum was held 3-8pm on 9 April 2014 at Manly Golf Club.

The purpose of the Forum was for Councillors and senior staff from Manly, Mosman, Pittwater and Warringah to come together to hear about and discuss major regional priorities and reforms. It was also to provide an opportunity for feedback and discussion to input into development of SHOROC's major priorities and its 2014-18 Corporate Plan.

A report summarising the Forum, feedback received, and in particular the workshop discussion on major regional priorities is available on request.

It is considered the Forum was very successful with engaging and informative speakers and positive and constructive discussion.

Participant feedback was very positive with 89% of respondents indicating they were very satisfied (72%) or satisfied (17%) with the overall experience. The best elements of the agenda were judged as the presentations by Mr Mark Ferguson and Mr Ross Woodward and the Panel session on Local Government Reform.

Councillor and senior staff discussion at the workshop was used to develop the regional priorities and the SHOROC activities listed in SHOROC's draft 2014-18 Corporate Plan (Item 3.2). The Forum report also outlines the recommended response to the workshop discussion including how it was used to finalise the regional priorities and projects.

It is proposed that the President write to all Councillors to provide a copy of the 2014 Forum report and outline how the discussion was used to inform development of the regional priorities and SHOROC Corporate Plan.

Forum participants expressed support for future Forums and Councillors from all councils suggested more regular briefings be offered.

Item 3.1 2014 SHOROC Forum Report

The SHOROC Board resolved to:

- Approve the 2014 SHOROC Forum report.
- Endorse the recommended response to the workshop discussion in finalising the regional priorities and SHOROC's Corporate Plan projects.
- Agree the President write to all Councillors to provide a copy of the 2014 Forum report and outline how the discussion was used to inform development of the regional priorities and SHOROC Corporate Plan.
- Note the positive feedback received from Forum participants, the support for future Forums and suggestions for more regular briefings.

Moved Cr Peter Abelson/seconded Henry Wang
Carried unanimously

3.2 2014-18 SHOROC Corporate Plan & Budget

SHOROC Corporate Plan project:	20. Coordinate and provide secretariat for SHOROC Board and GMAC
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Summary

Approval of the SHOROC 2014-18 Corporate Plan and budget.

Report

Under the SHOROC Constitution the SHOROC Corporate Plan and budget is to be adopted by the Board in May each year.

Draft SHOROC 2014-18 Corporate Plan

The draft SHOROC 2014-18 Corporate Plan is available on request and includes:

- Goals for the region, aligned to the NSW2021 'pillars'
- Regional priorities under each of these goals
- Initiatives for SHOROC under each of these priorities
- Budget for 2014-15

This Plan puts partner councils in a very strong position to collectively advocate and work together for the region. The alignment with the NSW state plan NSW2021 enables key council priorities to be closely integrated with NSW Government plans including the soon-to-be-updated Regional Action Plan.

It also establishes a framework and plan of action for the region to build the capacity of councils to partner with other levels of government. Central to this is seeking to establish a better way of working with the NSW Government, gaining a greater say for councils and a 'seat at the table' to influence and partner on regional planning, infrastructure delivery and policy formation.

Developing the 2014-18 Corporate Plan

This Plan has been developed over a number of months. This has included reviewing current regional issues, the Northern Beaches Regional Action Plan, regional priorities in council Community Strategic Plans and discussion with council staff and working groups.

The Board at its February 2014 meeting unanimously agreed the broad major goals for advocacy and intergovernmental relations for the SHOROC 2014-18 Corporate Plan:

- Advocate and work together with the NSW Government, aligned with the Northern Beaches Regional Action Plan and NSW2021 'pillars', for the following:
 - *Quality services*: improved transport, health, community and education services
 - *Rebuild the economy*: grow employment and containment
 - *Renovate infrastructure*: appropriate housing growth and choice. Deliver waste infrastructure.
 - *Protect local environment and community*: waste and sustainability
- Build the capacity of SHOROC to partner with other levels of government

GMAC endorsed the draft regional priorities and noted draft SHOROC projects in March.

The SHOROC Councillor Forum in April discussed the Board-agreed regional goals together with the GMAC endorsed draft priorities. The feedback at the Forum was used to refine the regional goals and priorities as well as the SHOROC initiatives.

Shore Regional Organisation of Councils – a partnership of Manly, Mosman, Pittwater & Warringah Councils.

Budget

SHOROC's budget is very lean considering the outcomes achieved in the current and previous years and the projects proposed for 2014-15.

The draft budget for 2014-15 is included in the Corporate Plan (available on request). The tables below outline the budget summary and proposed council contributions. Key points to note:

- Council contributions are reduced significantly for all councils in 2014-15.
- The contribution for advocacy, coordination and administration is less than that for 2013-14, equating to \$3,200 less than if an amount equivalent to the standard rate increase was applied as per usual practice.
- The Business Improvement Program is now funded solely by participating councils.
- The costs for the SHOROC administration are subsidised by grant and special program income. This includes contributions to salaries for the two core SHOROC positions of Executive Director and Office & Communications Manager in recognition of their time allocation to these projects and for overheads (rent, electricity etc.) to share the costs.

Draft Budget summary	2014/15	2013/14
Income		
Administration income	\$460,991	\$467,095
Project income	\$119,800	\$171,500
Grants	\$217,952	\$50,000
Total income	\$798,743	\$688,595
Expenditure		
Administration expenditure	\$460,991	\$467,095
Project expenditure	\$119,800	\$171,500
Grants	\$217,952	\$50,000
Total expenditure	\$798,743	\$688,595
Net profit	\$0	\$0

Council contributions	2014/15	2013/14
Manly Council		
Advocacy & Coordination	\$82,000	\$83,020
Projects	\$10,000	\$10,000
Business Program & projects	\$20,000	\$42,000
Total	\$112,000	\$135,020
Mosman Council		
Advocacy & Coordination	\$82,000	\$83,020
Projects	\$10,000	\$10,000
Business Program & projects	\$20,000	\$42,000
Total	\$112,000	\$135,020
Pittwater Council		
Advocacy & Coordination	\$82,000	\$83,020
Projects	\$10,000	\$10,000
Business Program & projects	\$20,000	\$42,000
Total	\$112,000	\$135,020
Warringah Council		
Advocacy & Coordination	\$82,000	\$83,020
Projects	\$10,000	\$10,000
Business Program & projects	\$0	\$42,000
Total	\$92,000	\$135,020

Shore Regional Organisation of Councils – a partnership of Manly, Mosman, Pittwater & Warringah Councils.

GMAC endorsed the 2014-18 SHOROC Corporate Plan and budget together with the 2014/15 council contributions at its 16 April 2014 meeting. Warringah GMAC delegates did not agree with the proposed budget and indicated a substantial reduction in annual contributions to around \$50,000 was requested.

All member councils have significantly reduced payments for 2013-14 due to the allocation of grant funds to support organisational administration, internal efficiencies and a reduction in the costs for the Business Improvement Program.

Further genuine efforts to cut costs to councils are supported. The Corporate Plan includes specific actions for SHOROC with the aim of reducing costs to councils by diversifying income, expanding service capability and improving efficiency.

Cost reductions have been achieved in recent years - for example accommodation and overhead costs lower now than in 2010, and almost \$15,000 lower than they would have been this year if costs increased according to CPI. There are some limited opportunities for further savings for example in office rental and these can and will be explored.

However SHOROC is currently at the minimum threshold capacity required to achieve the advocacy and planning goals set by the Board.

Current resourcing has led to the widely recognised outcomes for councils and the region in recent years and SHOROC being regarded as a leader in regional council collaboration.

The vast majority of administration costs are fixed. Any further cuts to the advocacy and coordination budget could only be achieved by reducing staff numbers and/or staff capacity. If this were to occur, the advocacy and coordination function would likely be rendered largely ineffectual due to lack of capacity.

As such a further reduction for 2014-15 is not warranted or appropriate at this stage.

While not insignificant, the council contributions are minute in comparison to annual council budgets. It is considered the proposed contributions are more than justified considering the value that SHOROC brings to the councils in delivering on the issues of highest concern to their residents, particularly transport and health infrastructure investment.

Should the Board approve the Budget and Warringah Council decide it does not agree with the 2014-15 SHOROC contributions, it is entitled to express its dissent and as per the Constitution it is also entitled to indicate its intention to resign its membership from the organisation providing all contributions are paid in full and sufficient notice is given.

Item 3.2 2014-18 SHOROC Corporate Plan & Budget

The SHOROC Board resolved:

- To approve the SHOROC 2014-18 SHOROC Corporate Plan.
- That SHOROC review its governance structure during 2014/15 financial year to consider alternative voting structures - including but not limited to proportional voting or veto powers to be fully considered by the SHOROC Board within six months. These voting structures are also to be considered as part of any work with the NSW Government to strengthen the regional collaboration model as a 'pathfinder' region.
- To approve the 2014-15 budget and council contributions to SHOROC, and that SHOROC offer to rebate to councils the unspent 2013-14 Shared Services Projects funding, totalling \$12,500 (ex. GST) per council.
- To request the Executive Director work with GMAC to reduce costs to councils by diversifying income, expanding service capability and improving efficiency.
- To send a copy of the Corporate Plan to all Councillors, local Members, the Office of Local Government and the Minister for Local Government.

Moved Cr Mark Ferguson/seconded Rik Hart

Carried unanimously

3.3 Local Government Reform and Proposed 'Pathfinders'

<p><i>SHOROC Corporate Plan project:</i></p>	<p><i>21. Review and adapt SHOROC governance, membership and size in response to the NSW Planning Reform, Local Government Review, Metropolitan Strategy, or as requested by members, with a view to providing greater value and results for councils.</i></p>
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Summary

Proposal to consider acting as a 'pathfinder' for new regional collaboration models.

Report

The SHOROC President met with the Minister for Local Government on 25 February 2014 to discuss the Local Government Review and in particular the proposed Joint Organisations. Notes from the meeting have been distributed to the Board and are available on request.

The meeting with the Minister was very positive and it appeared from this meeting and from subsequent Ministerial speeches that the government is very supportive of the recommendations for regional organisations in the Panel's report (Joint Organisations).

As outlined by Mr Ross Woodward at the SHOROC Forum, the NSW Government is planning to select 'pathfinders' to establish the roles and governance model regional organisations. Around four regions, two metro and two country, will likely be selected and supported by the NSW Government, including with funding.

It is considered all efforts should be made to act as a 'pathfinder' for the new regional organisations model, subject to a favourable process and funding arrangement. This will enable the councils of this region to set the agenda and establish the roles and governance model for the new regional organisations based on the needs of this region.

The alternative is that another region establishes the role and governance model and this is then mandated for all regional organisations across NSW, including this region.

This position was supported by the SHOROC President in an email to the Board following the meeting with the Minister.

It is noted not all elements of the regional role and governance model are agreed by councils. However these varying views can be discussed, debated and tested through the 'pathfinder' process. The opportunity to set the agenda and develop a new and mutually agreed model should not be missed because of current differing views.

It is considered that SHOROC is best placed to act a pathfinder. This is due to its size and existing relationships between councils and the existing achievements and success of the model. The alternative views between some members on the optimal role and governance model also provide an opportunity to explore alternatives through the process.

Alternatively there is a case for the North Metro Council of Mayors to consider agreeing to the pathfinder role. However, the need to establish and agree on a working governance model and the formation of new relationships could be seen as a positive or negative.

For information also, SHOROC provided its submissions on the Local Government Review and Local Government Acts Taskforce to the Office of Local Government on 21 March 2014 following GMAC approval on behalf of Board.

Item 3.3 Local Government Reform and proposed 'pathfinders'

The SHOROC Board resolved to:

- Agree it would be beneficial for SHOROC and member councils, and/or including NSROC member councils, to participate as a 'pathfinder' subject to a favourable process and funding arrangement, and encourage member councils to support any such proposal.
- Agree the Executive lead the consideration of SHOROC's involvement as a potential 'pathfinder' region in consultation with Board members.

Moved Cr Peter Abelson/seconded Cr Michael Regan

Carried unanimously

3.4 North Metro Council of Mayors

<i>SHOROC Corporate Plan project:</i>	<i>21. Review and adapt SHOROC governance, membership and size in response to the NSW Planning Reform, Local Government Review, Metropolitan Strategy, or as requested by members, with a view to providing greater value and results for councils.</i>
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Summary

Update on the progress of formation of the proposed North Metro Council of Mayors.

Report

The Board at its 19 February 2014 meeting:

- Noted the update on the review of ROCs and consideration of a new model for regional collaboration of councils across Northern Sydney.
- Noted the update on the Working Party outcomes, the draft council report seeking agreement to the formation and membership of the Northern Metropolitan Council of Mayors, and the planned next meeting of Mayors and General Managers from all councils of the SHOROC and NSROC regions in mid-March 2014.
- Agreed to write to NSROC to offer to provide the secretariat services for the proposed Northern Metropolitan Council of Mayors for the first twelve months under the proposed MOU arrangements, subject to its formation by councils, with costs to be shared by SHOROC and NSROC.

The majority of councils have now considered the proposal to support the formation and participation in a Northern Metropolitan Council of Mayors (working title).

Manly, Mosman and Pittwater councils have resolved to support the formation and participation in a Northern Metropolitan Council of Mayors (working title), and to authorise the Mayor and General Manager to sign a Memorandum of Understanding for Council to become a member.

Warringah Council resolved that it supports in principle a Council of Mayors model for regional collaboration and is advocating for proportional representation.

Of the NSROC councils:

- The NSROC Board endorsed the proposal and encouraged member councils to support the formation of, and participation in, the proposed new group
- Hunters Hill, Lane Cove and Ryde have all resolved to support the formation as per the circulated recommendation
- Willoughby deferred the item until after the council elections on 12 April and will likely consider the proposal at its next meeting
- North Sydney Council defeated a Mayoral Minute recommending support
- It is understood Hornsby and Ku-ring-gai will shortly consider the proposal

Next steps

A meeting is proposed of Mayors of all northern Sydney councils on Thursday 15 May, 12-2pm. This date would enable all councils to have had an opportunity to formally consider the proposal and it is understood this time works for all SHOROC Mayors.

It is envisaged, subject to agreement of councils to the formation of the group, that this meeting finalise the organisational name, Terms of Reference and MOU, elect the Executive and discuss initial priorities.

Secretariat

Following the SHOROC Board resolution, SHOROC wrote to NSROC to offer to provide the secretariat services for the proposed Northern Metropolitan Council of Mayors on 28 February 2014.

NSROC's response is available on request. In essence, NSROC has proposed that the ROCs alternate in providing secretariat services in the early stages.

This is not considered a simple and efficient arrangement to facilitate an effective functioning of the group. However, it is considered these details can be worked out at a later date. The SHOROC President has requested a letter be drafted in response which notes the NSROC view, advocates that it is paramount that the group be agile and effective to provide value for member councils, and suggests the optimal administrative arrangements can be resolved as the group moves forward.

Item 3.4 North Metro Council of Mayors

The SHOROC Board resolved:

- To note the update on the progress of formation of the proposed North Metro Council of Mayors and the planned next steps.
- That the SHOROC Board supports the proposed formation of the North Metro Council of Mayors via an MOU and encourages member councils to support the formation of, and participation in, the proposed new group.
- To note the letter from NSROC in response to the offer to provide secretariat services and that a letter will be prepared for approval of the SHOROC President in response.

*Moved Cr Peter Abelson/seconded Veronica Lee
Carried unanimously*

Item 4 Stronger Region - Advocacy and Collaborative Projects

SHOROC Corporate Plan objective:	<i>Make our region stronger by securing funding for construction of public transport, roads and hospitals, and delivering projects to improve business, communities and the environment.</i>
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4.1 Items for Brief Mention

Brief updates on advocacy, projects and other Board resolutions listed below for information.

Corporate project/ resolution	Issue	Status/update
1. Health Advocacy & Planning	Northern Beaches Health Service Redevelopment Project	No further major update. Responses from potential Hospital proponents due in May 2014 and decision to be made on the chosen developer operator by late 2014.
4. Metropolitan Strategy	Metro Strategy and Subregional delivery planning	Awaiting finalisation of Metropolitan Strategy and commencement of subregional delivery planning.
Board Nov 2013	Fast broadband	Representatives to be invited to June 2014 GMAC from the Department of Broadband, Communications and the Digital Economy for a briefing on digital economy issues and supporting small business.
Board Feb 2014	Alcohol free zones	SHOROC to arrange working group of council officers to work with representatives of the NSW Police Northern Beaches Local Area Command to develop a consistent protocol on alcohol free zones.

Item 4.1 Items for Brief Mention

The SHOROC Board resolved to:

- Note the update brief updates on advocacy, projects and other Board resolutions listed for information.

Moved Veronica Lee/seconded Mark Ferguson

Carried unanimously

4.2 NSW & Commonwealth MP Meetings

<i>SHOROC Corporate Plan project:</i>	<i>3. Government Liaison: Hold meetings between the Board and local NSW MPs on a six-monthly basis and local Commonwealth MPs on an annual basis to discuss key infrastructure funding and other regional issues.</i>
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Summary

Update on the upcoming meetings with local NSW and Commonwealth MPs.

Report

As part of SHOROC's intergovernmental relations role regular meetings are arranged between the Board and local NSW and Commonwealth MPs to discuss key infrastructure funding and other regional issues.

The details for the next meetings are as follows:

- Commonwealth MP meeting: 17 June 2014, 3.30pm. Attending are The Hon. Tony Abbott MP and The Hon. Bronwyn Bishop MP.
- NSW MP meeting: 15 July 2014, 7-8.30am. Attending are The Hon. Mike Baird MP, The Hon. Jillian Skinner MP, The Hon. Brad Hazzard MP, The Hon. Rob Stokes MP and The Hon. Jonathan O'Dea MP.

It is proposed the Agendas for these meetings be prepared by the Executive based on the regional priorities identified in SHOROC's Corporate Plan.

It is requested the Board discuss and agree any specific Agenda items or priorities for inclusion in the Agenda by the Executive.

The SHOROC President has written to the new NSW Premier and key new Ministers to welcome them to the role.

Item 4.2 NSW & Commonwealth MP Meetings

The SHOROC Board resolved to:

- Note the update on the upcoming meetings with local NSW and Commonwealth MPs.
- Agree the Agendas for these meetings be prepared by the Executive based on the regional priorities identified in SHOROC's Corporate Plan.

Moved Henry Wong/seconded Mark Ferguson

Carried unanimously

4.3 Transport Advocacy & Planning

<i>SHOROC Corporate Plan project:</i>	<i>2. Transport: Continue coordination of Mayor-led lobbying of state and federal government to commit to construct Bus Rapid Transit and identified road upgrades. Work with state and federal government agencies including Transport for NSW to conduct detailed transport planning and improve regional transport.</i>
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Summary

Update on progress of the advocacy and planning for transport upgrades across the region, including for the public transport system and major roads. Briefing on road upgrades to be provided at 4.30pm by NSW Roads & Maritime Services (RMS).

Report

1. Regional transport plan including public transport, road upgrades and tunnel

Significant public transport and road upgrades for the SHOROC region are a focus for the NSW Government for the first time in decades. It is noted The Hon. Gladys Berejiklian MP remains the Minister for Transport and The Hon. Duncan Gay MP remains Minister for Roads.

SHOROC continues to work with the NSW Government to develop an integrated plan to deliver on the transport needs of the Northern Beaches and Mosman. Planning continues for a comprehensive regional transport plan including the Bus Rapid Transit system and public transport improvements, road upgrades and the proposed Northern Beaches Link.

1.1. Northern Beaches Hospital precinct road and intersection upgrades

4.30 PM BRIEFING: Mr Richard Hine, Project Director Northern Beaches Hospital Connectivity & Network Enhancements Project, RMS.

On 14 March 2014 the NSW Government announced a concept proposal and consultation for road upgrades around the Northern Beaches Hospital at Frenchs Forest.

Significantly, the proposed upgrades being planned are fully aligned with SHOROC's agreed priorities for Warringah Road, Wakehurst Parkway and Forest Way. The media release, a map listing the major elements of the road works and SHOROC's media statements are available on request.

The purpose of the works being planned is both to enable access to the hospital plus to address major congestion issues.

The major works being planned are to the intersections of Warringah Road with Wakehurst Parkway and Forest Way. Grade separation such as a 'slot' like where Mona Vale Road goes under the Pacific Highway or an overpass such as where Epping Road goes over Lane Cove Rd are options which could be considered.

Investigations are also underway looking at options to alleviate flooding issues with Wakehurst Parkway but this is not part of this particular project.

The RMS has also advised now the project is announced it will seek to work more closely with SHOROC and Warringah Council on the project. SHOROC and Warringah staff have been involved in project meetings including the project Value Management Workshops.

GMAC when briefed on this item:

- Resolved to encourage the NSW Government to address as the priority improving the regional network to enable efficient access to the Northern Beaches Hospital and precinct from all directions, including incorporating a major public transport interchange and completing road upgrade works prior to the hospital opening in 2018.

1.2. Mona Vale Road upgrades

On 28 March 2014 the NSW Government announced work will commence in June on the first stage of a series of projects to upgrade Mona Vale Road. The first stage is \$1.5 million road safety upgrades. Land is being acquired between Terrey Hills and Ingleside as part of the upgrade of the corridor between Terrey Hills and Ingleside. Plans for section of the corridor between Mona Vale and Ingleside are expected to be released later in 2014.

2. NRMA 'Getting the Northern Beaches Moving'

A representative of the NRMA has contacted SHOROC as its Board has decided to run a 'Getting the Northern Beaches Moving' campaign. The project is still in research phase and the representative was provided a detailed overview of the SHOROC proposal and current situation to seek to ensure consistency.

3. Sydney Clearways Strategy

For information, SHOROC provided a submission on the Sydney Clearways Strategy to Transport for NSW on 28 February 2014 following GMAC approval. As advised to the Board in February this submission was prepared in conjunction with a working party of council staff and is consistent with SHOROC policy.

Item 4.3 Transport Infrastructure and Planning

The SHOROC Board resolved to :

- Note the update on progress of the advocacy and planning for transport upgrades across the region, including for the public transport system and major roads.
- Note the briefing from Mr Richard Hine, RMS Project Director on the Northern Beaches Hospital Connectivity & Network Enhancements Project and thank Mr Hine for attending the Board meeting.

*Moved Cr Jacqueline Townsend/seconded Mark Ferguson
Carried unanimously*

4.4 Engaging the Business Community on Regional Advocacy

<i>SHOROC Corporate Plan project:</i>	<i>6. Identify and coordinate delivery of collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies.</i>
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Summary

Update on the efforts to work more closely with the local business community on a regional basis to advocate for regional priorities.

Report

The SHOROC Board resolved on 20 November 2013 that SHOROC should seek to work more closely with the local business community on a regional basis to advocate for regional priorities, particularly the needs of the business community.

On 19 February 2014 the Board resolved to seek an initial meeting with representatives of the business community in March 2014 to discuss regional priorities in the lead up to the 2015 NSW Election and how the groups can work more closely together to advocate for the needs of the region.

The SHOROC President and Executive Director attended the 13 March 2014 meeting of the NSW Business Chamber's Sydney North Regional Advisory Council (SNRAC) at the invitation of the SNRAC Chair. The SNRAC includes representatives from the major Business Chambers across the SHOROC and greater northern Sydney region.

The SNRAC was very supportive of a proposed meeting of regional business leaders and Mayors and it was agreed a date for a meeting be sought as soon as possible. The SNRAC undertook to write to SHOROC with a proposed location and date for the meeting.

Item 4.4 Engaging the Business Community on Regional Advocacy

The SHOROC Board resolved to:

- Note the update on the efforts to work more closely with the local business community on a regional basis to advocate for regional priorities.
- Refer to GMAC to consider the merits of the establishment of a working group with Sydney Metropolitan North Chamber of Commerce.

*Moved Cr Jean Hay/seconded Cr Jacqueline Townsend
Carried unanimously*

4.5 NSW 2021 Northern Beaches Regional Action Plan

<i>SHOROC Corporate Plan project:</i>	<i>5. NSW2021: Advocate jointly for priorities and coordinate council involvement in implementation of the actions under the Northern Beaches Regional Action Plan. Member of Regional Leadership Network</i>
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Summary

New NSW 2021 Regional Action Plans are to be developed in 2014 and a progress report regarding projects being delivered under the current Plan.

Report

The NSW Government has established Regional Action Plans (RAPs) under the NSW State Plan, with a clear shift in focus to working with councils on a regional basis through their respective ROCs on development and implementation of the RAPs.

The current Northern Beaches Regional Action Plan (NBRAP) is in implementation phase. It includes the major regional transport and health priorities but also projects to improve services for young people and the ageing, boost the local economy and to protect the environment. A progress update on some projects is below.

It is understood that the government plans to develop new RAPs in 2014. This is an opportunity to integrate regional priorities identified in SHOROC's Corporate Plan and council Community Strategic Plans in this plan. However, there are early indications the government may look to develop only one RAP for northern Sydney, encompassing the SHOROC and NSROC regions.

Update on the regional youth and ageing strategies under development

The Department of Education and Communities is leading development of a Northern Beaches Regional Youth Strategy by June 2014. SHOROC is represented on an inter-agency Project Task Group by Manly and Warringah council staff members. The Department is currently developing the draft Strategy based on Task Group member feedback, including significant input by a SHOROC working party led by the Task Group members from Manly and Warringah councils.

The Department of Family and Community Services is leading development of a Northern Sydney Regional Ageing Strategy. The Strategy was to be developed by December 2013. SHOROC is represented on the inter-agency Project Task Group by Mosman and Pittwater council staff members. The Department provided the final draft to all Task Group members on 3 April. GMAC has endorsed comments on this draft strategy and it is hoped a mutually-agreed strategy will be finalised in the coming months.

Item 4.5 NSW 2021 Northern Beaches Regional Action Plans

The SHOROC Board resolved to:

- Note that new NSW 2021 Regional Action Plans are to be developed in 2014, presenting a good opportunity to integrate council priorities into NSW Government planning, but that there are early indications the government may look to develop only one RAP for northern Sydney encompassing the SHOROC and NSROC regions.
- Note the progress report regarding projects being delivered under the current Plan.

*Moved Veronica Lee/seconded Mark Ferguson
Carried unanimously*

Item 5 Stronger Councils

SHOROC Corporate Plan objective:	<i>Make our councils stronger by helping improve their financial sustainability and services for the community, through regional purchasing, projects and by exploring and delivering shared services on a regional scale.</i>
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5.1 Regional Waste Strategy & Project Coordination

SHOROC Corporate Plan project:	13. Regional Waste Coordination <i>(a) Conduct community education and engagement to support implementation of a common waste collection system, promote the councils & KEE's AWT project</i> <i>(b) Manage the regional collection contract tender project</i> <i>(c) Review & implement alternative regional waste management business models</i> <i>(d) Secure grant funding from the NSW EPA under the Waste Less Recycle More program initiative to resource regional waste projects</i>
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Summary

Update on the Kimbriki Sub-Committee, progress made developing the Regional Waste Avoidance and Resource Recovery Strategy, and regional projects including the Common Waste Collection System and interim SHOROC Waste Disposal Contract.

Report

1. Kimbriki Sub-Committee Meeting

The Kimbriki Sub-Committee of the SHOROC Board met on 19 March 2014. The minutes of the meeting are available on request. The next meeting will be held at Kimbriki Eco-House on Wednesday 18 June 2014 at 6-8pm and will discuss Kimbriki projects and the draft Regional Waste Avoidance and Resource Recovery Strategy.

2. Regional Waste Avoidance & Resource Recovery Strategy

Development of *Too Good to Waste*, the Regional Waste Avoidance and Resource Recovery Strategy for the region is continuing. Due to EPA deadlines it is to be considered by GMAC in June and then submitted to councils for consideration at meetings in June/July.

The Regional Waste Working Group including representatives from each council is the primary collaborative group for the development of the strategy.

Significant internal consultation is occurring as part of the strategy development. This includes: one-on-one meetings with council officers and KEE staff; an internal Regional Waste Strategy Workshop on 4 March 2014; briefing and discussion with the Kimbriki Sub-Committee on 18 March; a meeting of council Directors on 8 April, and discussion waste issues at the SHOROC Councillor Forum on 9 April.

On 16 April GMAC discussed the strategy in detail and endorsed the vision, principles, and priorities subject to revision based on comments at the meeting (which has occurred).

The draft vision is:

Lead and support our community to avoid, reuse, recycle and recover valuable waste resources.

The major themes of the strategy are proposed to be:

- Sustainable regional waste and resource recovery system
- Reduce the amount of waste
- Increase recycling
- Divert waste from Kimbriki landfill
- Easier disposal of problem wastes

- Reduce illegal dumping
- Capacity build SHOROC and Councils to implement Strategy

Draft Priorities for the strategy under each of these themes are available on request and a range of draft actions that could be taken by SHOROC and/or partnering councils is being workshopped at officer level.

2.1 Strategy Approval Process

The EPA's required timeline for the development of the strategy has been revised with a draft final strategy to be submitted by 30 June 2014 and no requirement to submit a draft by 30 April 2014. This is in recognition of the tight timelines imposed and the need to seek individual council ratification of the final strategy.

The following revised timeline reflects these changes:

- | | |
|--|-----------|
| • Draft strategy to GMAC for endorsement | 11 June |
| ▪ Draft strategy to EPA | 30 June |
| ▪ Reports to Councils and individual Council consultations | June/July |
| ▪ Final strategy to EPA once ratified by councils | August |

2.2 Funding Strategy Implementation

To help achieve the targets for recycling, waste diverted from landfill, litter and illegal dumping in the *NSW Waste Avoidance and Resource Recovery Strategy*, the NSW EPA has released a series of contestable funding rounds under its \$465.7M *Waste Less, Recycle More* program. These grants will help implement the regional waste strategy and the Regional Waste Coordinator will be coordinating applications to this program to maximise opportunities for grant funding for projects identified in the Strategy.

SHOROC will also receive funding from the \$70M non-contestable *Better Waste and Recycling Fund* that supports local council and regional groupings of councils projects to improve recycling, community engagement, reduce waste generation, tackle litter and illegal dumping. SHOROC is estimated to receive \$234,258 over three years (approx. \$78,100 per financial year from 2014-2016) to support delivery of regional initiatives, including those identified in the Regional Waste Avoidance and Recycling Strategy. The first payment of \$78,058 is expected in July 2014.

3. Regional Waste Projects

3.1 Common Waste Collection System

All councils resolved to implement the common waste collection system which is matched to the future waste processing capabilities at Kimbriki

Mosman, Pittwater and Warringah councils resolved that *tender specifications are developed and council enter into a combined Regional Waste Collection Services Contract with a term of seven years*. A two phase model was approved by the GMs with the plan for the selected contractor initially collecting existing waste streams commencing in February 2017 and migrating to collecting new waste streams when the AWT is operational.

SHOROC is leading this project. The Waste Working Group has worked with A. Prince Consulting (APC) to scope and draft the technical specifications for the contract. The Group will re-engage with APC from around May 2014 to develop tender specifications. The current timeline is to seek council approval by March 2015 for the tender to be issued and award the contract by February 2016 ready to start Phase 1 collection of existing waste streams by February 2017.

3.2 Interim SHOROC Waste Disposal Contract

The SHOROC Waste Disposal Contract for Belrose expires in November 2014 and landfill operations will cease on 11 November 2014 prior to Kimbriki being able to accept putrescible waste. Warringah Council is coordinating the joint tender on behalf of and in consultation with all SHOROC councils for the interim disposal arrangements following the closure of Belrose landfill in November 2014 and the tender will be advertised in early May.

Item 5.1 Regional Waste Strategy & Project Coordination

The SHOROC Board resolved to:

- Note the draft minutes of the 19 March 2014 meeting of the Kimbriki Sub-Committee of the SHOROC Board.
- Receive and note the update on developing the Regional Waste Avoidance & Resource Recovery Strategy and the update on Regional Waste Projects including the Common Collection System and Interim Waste Disposal Contract.

Moved Mark Ferguson/seconded Cr Jean Hay

Carried unanimously

5.2 Business Improvement Program Working Group Report

SHOROC Corporate Plan projects:	<p>15. <i>Enhanced regional procurement.</i></p> <p>(a) <i>Contract Manager agreed regional contracts.</i></p> <p>(b) <i>Seek to increase joint buying on a greater geographic scale.</i></p> <p>(c) <i>Review council spends and identify high value procurement initiatives.</i></p> <p>(d) <i>Establish a resourcing mechanism to enable the procurement function to be expanded (shared service).</i></p> <p>16. <i>Business reform. Review opportunities for more efficient and effective council business operations through shared services or other models on a greater geographic scale including Development Application assessment, Coastal zone/catchment management, Compliance & Building Certification services.</i></p> <p>17. <i>Continue to review council operations & potential market opportunities & present high level scoping overviews to GMAC for consideration as they arise.</i></p>
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Summary

Report on the Business Improvement Program.

Report

The SHOROC Board resolved at its 20 November 2013 meeting to:

- Approve the establishment of the SHOROC Business Improvement Program Working Group as a sub-committee of the Board, consisting of General Managers from those councils participating in the Business Improvement Program.
- Delegate to the SHOROC Business Improvement Program Working Group the responsibility for development, management and implementation of the Business Improvement Program and all associated projects, services and business activities.
- Approve the Terms of Reference for the SHOROC Business Improvement Program Working Group.
- Note that reports on this program will be provided to the SHOROC Board up to 30 June 2014.

In December 2013 the Business Improvement Program Working Group agreed the program outline for the Business Improvement Program. This program of works is now being implemented. SHOROC is currently recruiting a Regional Strategic Procurement Manager. This role is funded only by participating councils.

Item 5.2 Business Improvement Program Working Group Report

The SHOROC Board resolved to:

- Note the report on the Business Improvement Program.

*Moved Veronica Lee/seconded Cr Jacqueline Townsend
Carried unanimously*

Item 6 Stronger Business – SHOROC Operations

SHOROC Corporate Plan objective:	<i>To make the business stronger by increasing business operations to improve our financial position.</i>
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6.1 Administrative Matters

SHOROC Corporate Plan project:	25. Prepare annual report, including annual independent audit of accounts, and continue appropriate quarterly financial reporting.
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Summary

Award for regional planning and advocacy, and approval of administrative matters including the quarterly financial report and the current work priorities.

Report

1. Local Government Management Excellence Award

SHOROC has received a highly commended award in the Local Government Managers Australia, NSW 2013 Management Excellence Awards in the Category – Partnerships for Growth. The SHOROC submission was titled STRONGER REGION – a united voice getting results: Regional plan and advocacy campaign for transport and health infrastructure.

Board members and their councils should be congratulated for this award which recognises the significant results for councils, their community's and the region from the strategic regional planning and united advocacy.

2. Quarterly Finance Report

The third quarterly financial report for 2013/14 including the end of year forecast as at 31 March 2014 is available on request.

3. Review of Current Work Priorities

The SHOROC 2013-14 Operational Plan approved by the Board states that one of the ways the priorities for SHOROC will be continually reviewed is through "quarterly operational priority reviews to ensure we are honing in on the key projects and priority issues for our region, our councils and our business effectively and efficiently".

A short summary of SHOROC's current major projects underway is as follows:

- **Advocacy and intergovernmental relations:** Includes coordinating forums and meetings with NSW & Commonwealth MPs and Executives, representing councils on government planning committees, providing submissions and coordinating public campaigns on whole-of-region issues including:
 - Public transport and road infrastructure upgrades and regional transport planning
 - Hospital and health services upgrades
 - Local government reform
 - NSW2021 Northern Beaches Regional Action Plan projects including regional youth and ageing strategies
- **Stronger regional collaboration:** Facilitating discussions with councils of the NSROC region regarding formation of a new model for regional collaboration across northern Sydney through a Northern Metropolitan Council of Mayors.
- **Strategic regional planning:** Supporting councils in subregional strategic planning including the Metropolitan Strategy and *Shaping Our Future*, identifying collaborative projects to grow the local economy, coordinating and *Shaping Our Future Sustainable Future* and managing 'health of the region' report.

- **Regional waste management:** Coordinating development of a regional waste avoidance and resource recovery strategy, secretariat for SHOROC Kimbriki Sub-Committee, planning for a common waste collection system in collaboration with council staff and KEE including tender preparation work and education. Supporting councils and KEE on the Kimbriki AWT facility development.
- **Business improvement, strategic procurement and contract management**
- **Information and technical exchanges between member councils** through coordination of inter-council working groups on urban planning, community services, climate change, water cycle management and other matters.

Item 6.1 Administrative Matters

The SHOROC Board resolve to:

- Note the LGMA Award for regional planning and advocacy, recognising the significant results for councils, their community's and the region from the strategic regional planning and united advocacy of councils through SHOROC.
- Endorse the March 2014 financial report.
- Endorse SHOROC's current work priorities.

*Moved Cr Jacqueline Townsend/seconded Cr Jean Hay
Carried unanimously*

Item 7 Additional Matters Raised by Councils

Nil

Item 8 General Business**Item 9 Confirm Time and Date of Next Meeting**

Next ordinary meeting: 6 August 2014, 3-5pm at the SHOROC Offices.