

ATTACHMENT BOOKLET

Part 1

ORDINARY COUNCIL MEETING

TUESDAY 26 FEBRUARY 2013



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WARRINGAH COUNCIL

quarterly budget and business review statement

December 2012

warringah.nsw.gov.au



Warringah Council

December 2012 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 six months ended 31 December 2012 indicates that Council's projected financial position at 30 June 2013 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 - Consolidated By Service

| | YTD Actual \$ | YTD Forecast \$ | YTD Variance \$ | Annual Budget \$ | Approved Forecast \$ | Current Forecast \$ |
|---|---------------------|-----------------------|-----------------------|------------------------|----------------------------|---------------------------|
| Income From Continuing Operations | | | | | | |
| Rates and Annual Charges | 51,277,826 | 51,412,588 | (134,762) | 88,521,970 | 88,521,970 | 88,521,970 |
| User Charges & Fees | 20,002,402 | 20,151,542 | (149,139) | 39,345,684 | 39,345,684 | 40,674,284 |
| Investment Fees and Revenues | 2,319,487 | 2,249,998 | 69,489 | 3,931,868 | 3,931,868 | 3,931,868 |
| Other Revenues | 3,854,098 | 4,345,643 | (491,545) | 7,358,326 | 7,363,925 | 7,804,700 |
| Grants and Contributions - Operating Purposes | 2,911,762 | 3,075,550 | (163,788) | 7,242,705 | 7,242,705 | 7,226,317 |
| Grants and Contributions - Capital Purposes | 2,117,412 | 2,842,002 | (724,590) | 4,785,449 | 5,155,449 | 4,242,094 |
| Gains on disposal of Assets | 210,978 | 92,400 | 118,578 | 4,354,703 | 4,354,703 | 4,354,703 |
| Total Income From Continuing Operations | 82,693,965 | 84,169,723 | (1,475,758) | 155,540,704 | 155,916,304 | 156,555,936 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (28,426,313) | (28,265,480) | (160,833) | (56,466,355) | (56,339,300) | (56,376,513) |
| Borrowing Costs | (46,281) | (32,358) | (13,924) | (308,611) | (308,611) | (308,611) |
| Materials and Contracts | (24,758,909) | (25,688,654) | 929,745 | (53,408,275) | (53,443,874) | (55,176,252) |
| Depreciation and Amortisation | (7,043,220) | (7,043,091) | (129) | (14,285,624) | (14,285,624) | (14,285,624) |
| Other Expenses | (9,233,328) | (9,168,342) | (64,987) | (17,532,859) | (17,592,915) | (17,549,902) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | (356,028) | (346,287) | (9,741) | (692,574) | (692,574) | (692,574) |
| Internal Charges | - | (0) | 0 | - | (0) | - |
| Overhead Allocation | - | - | - | - | - | - |
| Total Expenses From Continuing Operations | (69,864,080) | (70,544,211) | 680,131 | (142,694,298) | (142,662,898) | (144,389,476) |
| Surplus / (Deficit) from Continuing Operations | 12,829,885 | 13,625,512 | (795,627) | 12,846,406 | 13,253,406 | 12,166,460 |
| Surplus / (Deficit) Before Capital Grants & Contribution | 10,712,473 | 10,783,510 | (71,037) | 8,060,957 | 8,097,957 | 7,924,366 |
| Surplus / (Deficit) from Continuing Operations | 12,829,885 | 13,625,512 | (795,627) | 12,846,406 | 13,253,406 | 12,166,460 |
| Rates Yet to be Allocated to Services | | | | | | |
| Rates and Charges yet to be allocated to Services | 37,109,382 | 37,109,382 | - | | | |
| Surplus/ (Deficit) from Continuing Operations | 49,939,267 | 50,734,894 | (795,627) | | | |
| Surplus/ (Deficit) before Capital Grants & Contributions | 47,821,855 | 47,892,892 | (71,037) | | | |

The above Income Statement shows Council's consolidated financial result for the six months ended 31 December 2012.

December 2012 Quarterly Report - General Manager's Message

The result for the six months ended 31 December 2012 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 each of the 16 services provided in the Strategic Community Plan 2012 are 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 | 155,540,704 | 155,916,304 | 375,600 | 156,555,936 | 639,632 |
| Total Expenses From Continuing Operations | (142,694,298) | (142,662,898) | 31,400 | (144,389,476) | (1,726,578) |
| Surplus / (Deficit) from Continuing Operations | 12,846,406 | 13,253,406 | 407,000 | 12,166,460 | (1,086,946) |
| Surplus/ (Deficit) before Capital Grants & Contributions | 8,060,957 | 8,097,957 | 37,000 | 7,924,366 | (173,591) |

The principal features of the forecast changes are a decrease in the surplus from continuing operations before Capital Grants and Contributions for the full financial year of \$173,591 to \$7,924,366. This is represented by a decline of \$179,991 in the surplus for Kimbriki Environmental Enterprises Pty Limited and offset by a reduction of \$6,400 in operational expenditure within Corporate Support related to the purchase of a scanner which will be utilised to electronically store all supplier invoices - creating time savings and ongoing archival costs.

The significant changes resulting in an increase of \$639,632 in the forecast income from continuing operations are as follows:

- User charges and fees are forecast to increase by \$1,328,600. This principally relates to Kimbriki Environmental Enterprises where gate fees have been forecast to increase by \$1,403,826 as well as small increases in Children's Services of \$11,370 and in Community & Safety Services of \$51,640 which has been partially offset by a \$50,000 decrease in Certification Fees, \$60,000 in Development Assessment Fees, \$24,321 in Parks Reserves & Foreshores and \$3,915 in the Natural Environment Unit. The changes in the Kimbriki gate fees related to changes to the Vegetation Contract and the introduction of the Carbon Tax which have had a corresponding increase in materials and contracts.
- Other revenues have been forecast to increase by \$240,775. This principally relates to Kimbriki Environmental Enterprises which has increased by \$391,542 of which \$45,275 relates to Recycling Revenue, \$136,855 for EPA Fees, \$10,000 for sales other and \$200,000 for residential properties rental which was netted against related expenses in the original Budget offset by a decrease of \$588 in site fees. The increases have been offset by decreases in rental income of \$146,901 in Corporate Support and \$23,639 in Community & Safety Services partially offset by an increase in Parks, Reserves & Foreshores of \$19,773.
- Grants & Contributions – Operating purposes have been forecast to decrease by \$16,388 which relates to the contribution in Natural Environment from Pittwater Council for the Narrabeen Lagoon Entrance Clearance.
- Grants & Contributions – Capital purposes have been forecast to decrease by \$913,355 of which \$958,636 relates to road grants and bike infrastructure. This has been partially offset by an increase in the State Library Book Grant of \$45,281.

The significant changes, resulting in a reduction of \$1,726,578 in the forecast in expenses from continuing operations are:

- Employee Benefits and on-costs have been forecast to increase by \$37,213. This is principally due to increases in Children's Services of \$79,071 to maintain required ratios to meet regulatory requirements; \$33,000 in Community & Safety Services due to backfilling in community centres; \$90,000 in Governance related to the temporary resourcing within the Office of Internal Ombudsman to deal with a higher than anticipated workload; \$164,361 in Kimbriki Environmental Enterprises related to the progression of the AWVT which has only been partially offset by decreases in Corporate Support of \$113,125; Certification of

December 2012 Quarterly Report - General Manager's Message

\$20,000, Information & Library of \$66,200; Natural Environment of \$358 and; Parks, Reserves & Foreshores of \$129,536.

- Materials and contracts have been forecast to increase by \$1,732,378. This principally relates to an increase in Kimbriki Environmental Enterprises of \$1,720,661 which has been offset by the increases in user charges and fees and other revenue noted above. Those components which have not been offset relate to repairs and maintenance to access roads and environmental compliance costs. As noted above the changes to Kimbriki principally relate to a new Vegetation Contract and the introduction of the Carbon Tax.
- Other expenses have been forecast to decrease by \$43,013 which relates to savings in Corporate Support of \$165,202; Information & Library of \$2,000; Natural Environment of \$83,450 offset by increases in Children's Services of \$6,300, Good Governance of \$51,000, Kimbriki Environmental Enterprises of \$90,339, Parks, Reserves & Foreshores of \$15,000 and Warringah Aquatic Centre of \$45,000.

Capital Works

Expenditure on Capital Works for the three months ended 31 December 2012 totalled \$13,895,973.

| | YTD Actual \$ | YTD Forecast \$ | Variance \$ |
|---------------------------|---------------------|-----------------------|----------------|
| Total Capital Expenditure | 13,895,973 | 16,060,989 | (2,165,017) |

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 | 30,651,083 | 31,620,492 | (969,409) | 28,300,355 | 3,320,137 |

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| Description | \$ |
|--|--------------------|
| Changes by Council Resolution during the first quarter | 1,349,760 |
| Changes by Council Resolution in the September 2012 QBRs | (380,351) |
| Changes by Council Resolution during the second quarter: | |
| Council Resolutions 7.3 and 7.4 of Council Meeting 11 December 2012: | |
| Reallocation of Funds from CR4124 - Civic Centre BCA and Fire Safety | (260,000) |
| Completion of Long Reef Sporting Amenities funded from CR4124 | 110,000 |
| Commence work on design stage of DeeWhy Community Hub funded from CR4124 | 150,000 |
| | 969,409 |
| Changes identified in the Proposed Forecast | |
| Capital Works carried forward to future years: | |
| To 2013/14: | |
| Civic Centre BCA and Fire Safety | (500,383) |
| Community Buildings - DDA works program | (50,000) |
| Dee Why Beach Viewing Tower | (102,963) |
| Upgrade of Warringah Council Website | (63,000) |
| Kimbriki Land Improvements | (581,562) |
| Narrabeen Lagoon (Council Monies) | (100,000) |
| North Narrabeen Masterplan - Renewal Works | (50,000) |
| Restoration Narrabeen Lagoon | (59,000) |
| Tramshed - Toilet, Kitchen, BCA and DDA Renewals | (200,000) |
| WAC Conceptual Designs & DA Project | (120,000) |
| WAC Trigenation System | (300,000) |
| To 2014/15: | |
| Dee Why CBD Upgrade | (62,935) |
| Wheeler Park - New Public Amenity | (174,734) |
| Capital Works carried forward to future years Total | (2,364,577) |
| Description | \$ |
| Other | |
| Beacon Hill Community Centre | (9,307) |
| Bike Implementation reduced expenditure to match reduced grant receipt | (72,000) |
| Brookvale Children Centre renewal | (30,000) |
| Civic Centre - Upgrade Air Conditioning Plant | (371,000) |
| Civic Centre - Upgrade Customer Service Centre | (150,000) |
| Collaroy Stormwater Outlet | 100,000 |
| Community Buildings - DDA works program | (52,459) |
| Cromer No 1 - Synthetic Surface | (3,512) |
| Emergency Stormwater Works | 200,000 |
| Fishermans Beach - Surf Rescue Building Renewal and Upgrade | (96,008) |
| Increased RTA Block Grant + Ex 3x3 | 11,000 |
| IT Infrastructure - New Works | (42,000) |
| IT Infrastructure - Renewals | (120,046) |
| IT Software - Renewals | (245,000) |
| Library Services | (304,719) |
| Ping Pong Tables - Outdoor | (1,542) |
| Renewal Works-Amenities Buildings | 96,008 |
| Weldon Oval Public Amenities | (14,975) |
| Narrabeen Childrens Centre Playground Upgrade | 150,000 |
| Other Forecast Changes Total | (955,560) |
| Total Net Changes identified in the Proposed Forecast | (3,320,137) |
| Total Net Changes from Original Budget | (2,350,728) |

December 2012 Quarterly Report - General Manager's Message

Balance Sheet

| Budget 30 June 2013 \$'000 | Actual 31 Dec 2012 \$'000 | Actual 30 June 2012 \$'000 |
|--|--|---|
| ASSETS | | |
| Current Assets | | |
| 18,658 Cash & Cash Equivalents | 6,642 | 6,544 |
| 55,975 Investments | 75,290 | 68,537 |
| 7,500 Receivables | 43,461 | 6,584 |
| 90 Inventories | 100 | 96 |
| 862 Other | 990 | 1,037 |
| 2,944 Non Current Assets Classified as "held for sale" | 2,944 | 2,944 |
| 86,029 Total Current Assets | 129,428 | 85,742 |
| Non-Current Assets | | |
| 1,921 Investments | 4,276 | 4,318 |
| 497 Receivables | 497 | 497 |
| 2,396,005 Infrastructure, Property, Plant & Equipment | 2,389,019 | 2,383,286 |
| 700 Investments Accounted for using the equity method | 1,226 | 1,226 |
| 2,100 Investment Property | 2,100 | 2,100 |
| 1,270 Intangible Assets | 1,842 | 1,840 |
| 2,402,493 Total Non-Current Assets | 2,398,960 | 2,393,267 |
| 2,488,522 TOTAL ASSETS | 2,528,387 | 2,479,009 |
| LIABILITIES | | |
| Current Liabilities | | |
| 13,044 Payables | 12,877 | 13,766 |
| 220 Borrowings | 217 | 491 |
| 11,130 Provisions | 13,348 | 12,457 |
| 24,394 Total Current Liabilities | 26,442 | 26,714 |
| Non-Current Liabilities | | |
| 400 Payables | 600 | 600 |
| 221 Borrowings | 274 | 274 |
| 6,859 Provisions | 6,962 | 6,752 |
| 7,480 Total Non-Current Liabilities | 7,836 | 7,626 |
| 31,874 TOTAL LIABILITIES | 34,278 | 34,340 |
| 2,456,648 Net Assets | 2,494,110 | 2,444,669 |
| EQUITY | | |
| 2,338,026 Retained Earnings | 2,375,727 | 2,326,286 |
| 110,929 Revaluation Reserves | 110,929 | 110,929 |
| 2,448,955 Council Equity Interest | 2,486,656 | 2,437,215 |
| 7,693 Minority Equity Interest | 7,454 | 7,454 |
| 2,456,648 Total Equity | 2,494,110 | 2,444,669 |

December 2012 Quarterly Report - General Manager's Message

Cash Flow

| Budget 30 June 2013 \$'000 | | Actual 31 Dec 2012 \$'000 | Actual 30 June 2012 \$'000 |
|---|---|--|---|
| Cash Flows from Operating Activities | | | |
| Receipts: | | | |
| 88,522 | Rates & Annual Charges | 51,313 | 83,146 |
| 39,346 | User Charges & Fees | 19,766 | 32,631 |
| 3,932 | Interest & Investment Revenue Received | 2,319 | 5,641 |
| 12,028 | Grants & Contributions | 5,029 | 13,630 |
| 11,713 | Other | 4,091 | 10,853 |
| Payments: | | | |
| (56,040) | Employee Benefits & On-Costs | (28,426) | (53,375) |
| (53,409) | Materials & Contracts | (25,315) | (53,650) |
| (309) | Borrowing Costs | (46) | (82) |
| (18,225) | Other | (9,589) | (17,759) |
| 27,558 | Net Cash provided (or used in) Operating Activities | 19,141 | 21,035 |
| Cash Flows from Investing Activities | | | |
| Receipts: | | | |
| - | Sale of Investment Securities | 62,000 | 146,925 |
| 3,180 | Sale of Infrastructure, Property, Plant & Equipment | 1,045 | 1,575 |
| - | Sale of Non-current assets classified as "held for resale" | - | - |
| Payments: | | | |
| - | Purchase of Investment Securities | (68,000) | (143,369) |
| (30,321) | Purchase of Infrastructure, Property, Plant & Equipment | (13,896) | (29,487) |
| - | Purchase of Intangibles | (2) | (570) |
| (27,141) | Net Cash provided (or used in) Investing Activities | (18,853) | (24,926) |
| Cash Flows from Financing Activities | | | |
| Receipts: | | | |
| - | Proceeds from Borrowings & Advances | - | 330 |
| Payments: | | | |
| (575) | Repayment of Borrowings & Advances | (274) | (647) |
| (372) | Dividends Paid to Minority Interests | - | (430) |
| (947) | Net Cash Flow provided (used in) Financing Activities | (274) | (747) |
| (530) | Net Increase/(Decrease) in Cash & Cash Equivalents | 14 | (4,638) |
| - | Net Increase/(Decrease) in Investments | 6,795 | (3,806) |
| 77,085 | plus: Cash & Cash Investments at beginning of the year | 79,399 | 87,843 |
| 76,555 | Cash & Investments - end of the year | 86,208 | 79,399 |

December 2012 Quarterly Report - General Manager's Message

Capital Budget Statement

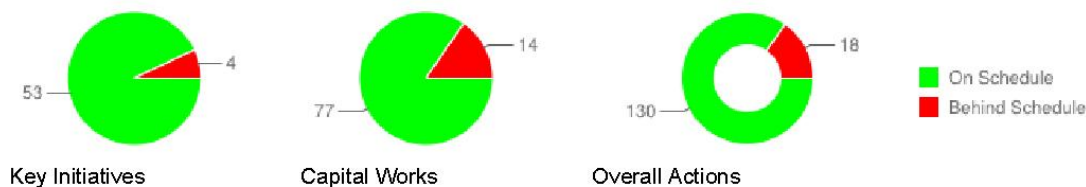
| Budget 30 June 2013 \$'000 | | Actual 31 Dec 2012 \$'000 |
|---|----------------------------------|--|
| Capital Funding | | |
| 7,738 | Rates & Other Untied Funding | 4,699 |
| 3,201 | Working Capital | 1,603 |
| 7,131 | Depreciation | 3,409 |
| 2,314 | Capital Grants & Contributions | 1,233 |
| External Restrictions | | |
| 2,236 | - S94 | 273 |
| 4,851 | - S94A | 1,633 |
| Internal Restrictions | | |
| - | - Other | - |
| Income from Sale of Assets | | |
| 3,180 | - plant and equipment | 1,045 |
| - | - land and buildings | - |
| - | - Other | - |
| 30,651 | Total Capital Funding | 13,896 |
| Capital Expenditure | | |
| 2,705 | Plant & Equipment | 2,214 |
| 1,541 | Office Equipment | 588 |
| - | - Furniture & fittings | - |
| - | - Operational Land | - |
| - | - Community Land | - |
| 646 | Land improvements | 474 |
| 10,245 | Buildings | 3,413 |
| 9,177 | Other Structures | 4,426 |
| 4,789 | Roads, Bridges & Footpaths | 1,840 |
| 1,022 | Stormwater Drainage | 686 |
| 524 | Library Books | 255 |
| - | - Other Assets | - |
| 30,651 | Total Capital Expenditure | 13,896 |

December 2012 Quarterly Report - General Manager's Message

Cash & Investments Statement

| Budget 30 June 2013 \$'000 | | Actual 31 Dec 2012 \$'000 | Actual 30 June 2012 \$'000 |
|-------------------------------------|---|------------------------------------|-------------------------------------|
| 76,554 | Total Cash and Investments | 86,208 | 79,399 |
| Represented by: | | | |
| Externally restricted | | | |
| 27,567 | Developer Contributions | 31,954 | 31,593 |
| 19 | Specific Purpose Unexpended Grants | 428 | 700 |
| 2,708 | Domestic Waste Management | 671 | 739 |
| 30,294 | Total Externally Restricted | 33,054 | 33,032 |
| Internally Restricted | | | |
| 3,000 | Deposits, Retentions & Bonds | 4,242 | 4,239 |
| 2,355 | Employee Leave Entitlement | 2,363 | 2,363 |
| 1,419 | Insurance Reserve | 1,141 | 1,187 |
| 625 | Compulsory Open Space Acquisition Reserve | 156 | 156 |
| 2,900 | Other | 6,526 | 2,133 |
| 10,299 | Total Internally Restricted | 14,427 | 10,078 |
| 40,593 | Total Restricted Cash | 47,481 | 43,110 |
| 35,961 | Total Unrestricted/ Available Cash | 38,728 | 36,289 |

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

Review the domestic waste and recycling service in preparation for the implementation of waste processing facilities at Kimbriki in July 2014 -

On hold pending decision with Kimbriki Environmental Enterprises on the detailed development of the Alternate Waste Technology facility to process putrescible waste at Kimbriki. Estimated implementation now is July 2015.

Review the Coastal Lands Plan of Management -

Changes in Plan of Management priorities have arisen during the year. The District Park and the Warringah Aquatic Centre precinct need priority. The Coastal Lands Plan of Management has been deferred until completion of these plans. The District Park Plan of Management has been moved forward to begin in third quarter of 2012-2013. This work will continue into the 2013-2014 financial year. A landscape masterplan is to be undertaken for Aquatic Reserve in 2012-2013. The work on a Plan of Management for the WAC precinct is to be undertaken after this masterplan, the timeline for the Plan of Management project is yet to be determined.

Document Council's core business processes, in line with the principles of Business Excellence -

Work is underway on documenting the core organisational business processes however due to other priorities we are behind the agreed program of work. There is a strong commitment to fully resource the program to ensure all agreed core processes are documented by the 30 June 2013.

Establish a Warringah Pittwater business portal -

Project to be recommenced when Council website upgrade is complete

Capital Works Program

Civic Centre - Upgrade Air Conditioning Plant -

Further analysis of the planned works determined that the internal payback and benefit did not justify the spend on this upgrade. This work has been cancelled.

Fisherman's Beach - Surf Radio Rescue Building Renewal and Upgrade -

The Council resolved to recommend to Crown Lands that Surf Life Savings Northern Beaches obtain a lease directly with the Crown. This project has been reduced to the urgent items only until the Crown's position has been finalised, as this impacts on asset renewal responsibilities for the building and the plans of other parties to renew the space.

WAC Conceptual Designs & DA -

A comprehensive community engagement process was implemented between April and September 2012 and the results and draft proposals are currently being prepared for presentation in February.

Kimbriki plant, site works, equipment, and road renewals -

Expenditure forecast down due to change of priorities from Kimbriki.

North Narrabeen Masterplan - Renewal Works -

The Masterplan was adopted by Council in December 2012. Further works to be defined and costed. \$50,000 has been re-phased into next year with approximately \$70,000 remaining to complete priority works this year.

Collaroy Accessibility Precinct – playground and reserve improvements -

Tender for the first stage of construction was advertised in December 2012 with a closing date of 14 Feb 2013. Project costs will be reassessed after the tenders are received.

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Civic Centre - BCA and Fire Safety -

This project has been pushed into 2013-2014 Council is awaiting advice from the NSW Fire Brigade Commissioner on its Fire Engineering Report which has prevented Council proceeding on this project.

WAC Disability Access & Renewal Project -

WAC Disability and Access Project has been combined with Conceptual Designs to create an overall WAC Masterplan. A comprehensive community engagement process was implemented between April and September 2012 and the results and draft proposals are currently being prepared for presentation to the Stakeholder Advisory Group and Councillors in February.

IT Software - New Works -

The project is currently on hold due to the Project Manager being assigned to the Web Redevelopment project. The project will recommence in May when the Project Manager is available. This is likely to result in the project carrying over into FY13/14.

WAC Trigeneration System -

A feasibility study indicates that a Cogeneration plant would make significant energy savings at the WAC. The cost of the proposed system is however greater than the budgeted amount. As a result a Grant Application is being made to the Department of Climate Change and Energy Efficiency to supplement the current budget. It is anticipated that a decision on this will be made by February of 2013. In the meantime a design of the Cogeneration Plant will be prepared to minimise further delays.

Installation of radio frequency identification in library items-

Project funding has been diverted to other priorities.

Wheeler Park - New Public Amenity -

The location and demand for these amenities is being re-investigated and will be nominated for a future year's capital programme when the need is determined. This project has been cancelled for the 2012-2013 year.

Dee Why Beach Viewing Tower -

Two concept options for a final acceptable design have been completed by the architect and Council will be briefed in February 2013. The works will then be tendered for detailed design and construction which has now been reforecast by quarter 2 of 2013-2014.

Sports Clubs Capital Assistance Program -

These grants will continue to be monitored. Clubs are encouraged to complete the works. Most projects are on schedule and not at risk. The lighting at Beverly Job Park Narrabeena has not commenced. Narrabeena Rugby League Club has been notified that they need to commence the project immediately or lose the Grant funding.

CERTIFICATION SERVICES

Financials

December 2012 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 | 270,425 | 270,425 | - | 478,941 | 478,941 | 478,941 |
| User Charges & Fees | 103,906 | 132,093 | (28,186) | 326,099 | 326,099 | 276,099 |
| 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 | 374,332 | 402,518 | (28,186) | 805,040 | 805,040 | 755,040 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (204,015) | (230,459) | 26,444 | (460,917) | (460,917) | (440,917) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (2,305) | (3,414) | 1,109 | (6,827) | (6,827) | (6,827) |
| Depreciation and Amortisation | - | - | - | - | - | - |
| Other Expenses | (1,604) | (4,582) | 2,979 | (9,165) | (9,165) | (9,165) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (23,969) | (24,611) | 643 | (49,223) | (49,223) | (49,223) |
| Overhead Allocation | (139,452) | (139,452) | - | (278,908) | (278,908) | (278,908) |
| Total Expenses From Continuing Operations | (371,344) | (402,518) | 31,174 | (805,040) | (805,040) | (785,040) |
| Surplus / (Deficit) from Continuing Operations | 2,988 | - | 2,988 | - | - | (30,000) |

Year to Date Actuals and Annual Forecast

The surplus/deficit from continuing operations at the end of the second quarter is tracking in line with the approved forecast. A decline in Certification Fees has been offset by savings in employee costs relating to vacancies.

A deficit from continuing operations of \$30,000 is anticipated for the full financial year. The decline in Certification Fees is anticipated to continue for the full financial year resulting in a decrease of \$50,000. The savings from employee costs have been forecast at \$20,000 as it is not anticipated that vacancies can be held for the full financial year as a result of new legislative requirements relating to swimming pool inspections.

CERTIFICATION SERVICES**Key Highlights**

The Certification Services team has continued to provide impartial certification services by assessing and determining construction certificates, along with associated "critical stage" inspection of buildings during construction. However due to the current economy applications have reduced.

The Certification Services team provides swimming pool safety services by assessing applications for swimming pool safety and undertaking inspections to ensure that swimming pool fencing complies with the relevant legislation. The aim is to raise swimming pool safety awareness and to encourage all pool owners to take appropriate precautions. The team is currently reviewing processes in relation to this area as a result of recent legislative changes.

CHILDREN'S SERVICE

Financials

December 2012 Quarterly Report by Service

Child Care

| | YTD Actual \$ | YTD Forecast \$ | YTD Variance \$ | Annual Budget \$ | Approved Forecast \$ | Current Forecast \$ |
|---|---------------------|-----------------------|-----------------------|------------------------|----------------------------|---------------------------|
| Income From Continuing Operations | | | | | | |
| Rates and Annual Charges | 858,925 | 858,925 | - | 1,643,262 | 1,643,262 | 1,643,262 |
| User Charges & Fees | 2,475,108 | 2,397,015 | 78,093 | 4,898,027 | 4,898,027 | 4,909,397 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 6,745 | 5,000 | 1,745 | 10,000 | 10,000 | 10,000 |
| Grants and Contributions - Operating Purposes | 341,716 | 337,322 | 4,394 | 547,215 | 547,215 | 547,215 |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 3,682,495 | 3,598,263 | 84,232 | 7,098,504 | 7,098,504 | 7,109,874 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (2,415,418) | (2,434,972) | 19,554 | (4,787,071) | (4,777,365) | (4,856,436) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (244,062) | (324,992) | 80,930 | (639,672) | (639,672) | (639,672) |
| Depreciation and Amortisation | - | - | - | - | - | - |
| Other Expenses | (155,103) | (94,346) | (60,757) | (183,852) | (193,557) | (199,857) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (52,238) | (41,964) | (10,273) | (83,928) | (83,928) | (83,928) |
| Overhead Allocation | (701,988) | (701,988) | - | (1,403,982) | (1,403,982) | (1,403,982) |
| Total Expenses From Continuing Operations | (3,568,809) | (3,598,263) | 29,454 | (7,098,505) | (7,098,504) | (7,183,874) |
| Surplus / (Deficit) from Continuing Operations | 113,686 | - | 113,686 | - | - | (74,000) |

Year to Date Actuals and Annual Forecast

The surplus from continuing operations of \$113,686 at the end of the second quarter relates to higher than anticipated income and lower than anticipated expenses principally relating to timing differences.

A deficit from continuing operations is anticipated for the full year of \$74,000. This relates mainly to additional employee and agency costs to maintain required ratios to meet regulatory requirements offset by additional fee income.

CHILDREN'S SERVICES

Key Highlights

National Quality Framework

Warringah Children's Services have had a busy period leading to the end of the year. Warringah Family Day Care had their Assessment and Rating visit at the end of November and eagerly awaits the results.

Training for staff has continued to be well attended in preparation for more assessment visits. Training has included: Munch and Move (promoting physical activity, healthy eating and reduced small screen time), Hygiene practices, Documenting with Purpose Training, Asthma and Anaphylaxis and Hubworks Educator Training.

Upgrades to Children's Services

Narrabeen Children's Centre is progressing with the playground plans and is seeking tenders to commence work in 2013. Belrose Children's Centre has harvested vegetables from their new garden bed and the children are enjoying the tastes of their hard work.

Inclusion Support and Community

A range of initiatives have been delivered this quarter to assist children successfully integrate into programs including

- Consultation and a group meeting to assist a child with additional needs to attend Dee Why Public School.
- Securing funding for four new children with additional needs to attend Vacation Care, bringing the total number of children with additional needs utilising Vacation Care to 14. An additional seven children with inclusion needs were enrolled at Occasional Care.
- Building links with the community:
- Visits to the local library and library staff visited the children on site
- Liaison with local schools to foster positive partnerships focussing on transitions to school.
- Dee Why Children's Centre assisted Narrabeen Public School in developing a "Transitional Social Story" which is being implemented and shared with local early childhood centres and preschool families.
- Grandparents and Friends week was held in October.

Service Achievements

The achievements this quarter include:

- Work commenced on building the new Brookvale Occasional Care Centre. This exciting new project will offer 500 families using Occasional Care a purpose built facility.
- The transition to school program in each service has been a big focus this quarter. This program supports the children as they make the big step to their next phase of learning.
- Children's Services administration team supported the services with a range of forms and documents to streamline the enrolment and exit processes. These processes have enhanced the consistency across services.
- 32 Home and Safety audits were carried out on Family Day Care educator premises.
- Government STEPS program conducted vision screening on 4 year old children who will be attending school in 2013.
- Purchased printers, laptops and email addresses for each Vacation Care centre enabling them to better document children's experiences for the National Quality Framework.
- Brookvale Show - worked with events to put together a very popular children's area

COMMUNITY AND SAFETY SERVICE

Financials

December 2012 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 | 2,147,606 | 2,147,606 | - | 4,461,482 | 4,461,482 | 4,461,482 |
| User Charges & Fees | 748,848 | 687,315 | 61,333 | 1,441,293 | 1,441,292 | 1,492,932 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 21,263 | 23,866 | (2,603) | 36,874 | 36,874 | 13,235 |
| Grants and Contributions - Operating Purposes | 206,277 | 206,218 | 59 | 209,336 | 209,336 | 209,336 |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | (1,231) | - | (1,231) | - | - | - |
| Total Income From Continuing Operations | 3,122,563 | 3,065,006 | 57,558 | 6,148,985 | 6,148,984 | 6,176,984 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (1,667,977) | (1,568,621) | (99,356) | (3,211,626) | (3,304,506) | (3,337,506) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (397,778) | (433,587) | 35,809 | (890,922) | (890,922) | (890,922) |
| Depreciation and Amortisation | (171,891) | (171,891) | 0 | (343,783) | (343,783) | (343,783) |
| Other Expenses | (243,022) | (258,269) | 15,247 | (345,162) | (345,162) | (345,162) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (47,043) | (61,053) | 14,010 | (121,451) | (121,451) | (121,451) |
| Overhead Allocation | (618,024) | (618,024) | - | (1,236,041) | (1,236,041) | (1,236,041) |
| Total Expenses From Continuing Operations | (3,145,736) | (3,111,446) | (34,290) | (6,148,985) | (6,241,065) | (6,274,065) |
| Surplus / (Deficit) from Continuing Operations | (23,173) | (46,440) | 23,267 | - | (92,880) | (97,880) |

Year to Date Actuals and Annual Forecast

The surplus/deficit from continuing operations at the end of the second quarter is generally tracking in line with the approved forecast.

Total expenses from continuing operations were forecast to increase by \$92,880 in first quarter due to Beach Services staff being paid entitlements at the end of the season. This will be funded from savings to be identified within Corporate Support. During the second quarter employee costs have been re-forecast to increase by a further \$33,000 due to backfilling required for Community Centres. This has been partially offset by an increase of \$28,000 relating to additional community hirer fees which result from more permanent utilisation of available space.

The net annual forecast is an increase in the deficit from continuing operations of \$5,000 to \$97,880.

COMMUNITY AND SAFETY SERVICES



Key Highlights

Community Centre Management

The annual Community Centre Hire application/approval process was conducted during this quarter for over 300 regular hirers. The Community Centre Terms and Conditions of Hire were reviewed and updated and the Annual Community Centre Customer Survey was once again circulated to hirers.

The upgrade of the Cromer Community Centre continued, and community engagement commenced with the hirers of The Tramshed in relation to the future refurbishment.

Youth Services

A range of programs were delivered including:

- Community Engagement including an online survey specifically for young people, a parent's survey, and internal staff consultation were carried out as part of the Youth Strategy research.
- The 24/7 Youth Film Festival was once again a highly successful event. This included a series of workshops, followed by competition weekend where teams made a 7 minute film in 24 hours. Screening of all films at local cinemas was then followed by the Final and Awards night. The event was sponsored by local businesses.
- Council partnered with Manly Council, Pacific Islander and Maori elders, and Northern Beaches Police with the 'Pacific Beats' night which provided great entertainment and a cultural event for the Pacific Islander/Maori community.
- Council once again successfully partnered with the Northern Beaches Police, Manly Drug Education and Counselling Centre with the delivery of the 'Your Choice' under age drinking program.
- Youth Services staff continues their support for the Cromer High School Homework Support Group.

Aged Services

Aged Services continues to work with key organisations in the area. Consultations was also held with 'senior' community members, internal staff and local organisations as part of the research in the compilation of the Healthy Ageing Strategy.

Disability Services

A very successful event was held at the Cromer All-abilities Precinct in celebration of the International Day of People with a Disability.

Arts and Cultural Services

Four 'pop up' cafes were held in Dee Why during December. Expressions of Interest were advertised for a 6 month 'Artist in Residence' at the Cromer Community Centre.

Beach Services

The full compliment of Beach Services staff commenced the 2013 season by undertaking a reviewed induction program. The Beach Services staff will continue to work closely with the Surf Life Saving NSW, the local Branch and local surf clubs in providing best practice beach management operations.

| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|---|-------------|-----------------|------------|-------------------|
| Replacement of Beach Services Equipment - | ■ On Target | \$55,000 | \$11,087 | \$55,000 |

COMPLIANCE SERVICES

Financials

December 2012 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 | 715,709 | 715,709 | - | 1,422,622 | 1,422,622 | 1,422,622 |
| User Charges & Fees | 778,608 | 779,826 | (1,219) | 1,588,743 | 1,588,743 | 1,588,743 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 1,101,606 | 1,375,185 | (273,579) | 2,745,245 | 2,745,245 | 2,745,245 |
| Grants and Contributions - Operating Purposes | - | - | - | - | - | - |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 2,595,923 | 2,870,720 | (274,797) | 5,756,610 | 5,756,610 | 5,756,610 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (1,620,940) | (1,592,726) | (28,213) | (3,185,452) | (3,185,452) | (3,185,452) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (212,496) | (282,837) | 70,341 | (588,615) | (588,615) | (588,615) |
| Depreciation and Amortisation | - | - | - | - | - | - |
| Other Expenses | (24,117) | (37,335) | 13,217 | (66,919) | (66,919) | (66,919) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (204,098) | (206,863) | 2,765 | (413,726) | (413,726) | (413,726) |
| Overhead Allocation | (750,960) | (750,960) | - | (1,501,898) | (1,501,898) | (1,501,898) |
| Total Expenses From Continuing Operations | (2,812,611) | (2,870,720) | 58,109 | (5,756,610) | (5,756,610) | (5,756,610) |
| Surplus / (Deficit) from Continuing Operations | (216,688) | - | (216,688) | - | - | - |

Year to Date Actuals and Annual Forecast

The deficit from continuing operations at the end of the second quarter relates to lower than anticipated income which has only been partially offset by lower than anticipated expenses.

The lower than anticipated income principally relates to the timing of commercial parking fees and lower parking fines income in the first half. The lower than anticipated expenses principally relate to timing differences.

There is no anticipated change in the annual surplus/deficit from continuing operations at this point in time as the level of parking fine income is anticipated to increase in the second half.

COMPLIANCE SERVICES**Key Highlights****Regulatory Compliance**

Regulatory functions continued in relation to parking enforcement, dumped rubbish, companion animals, unauthorised tree removal and pollution incidents. Enforcement of the Companion Animal Act and proactive Ranger patrols of reserves and in public places has been strong.

The Rangers section has been undertaking a number of system and process reviews and training to improve service delivery. An internal panel, Compliance Unit (CU), meet weekly to promote consistency throughout the compliance and regulatory process, providing feedback to officers on investigations and assessments of applications. This has improved quality and turnaround times for customers. The CU has also increased the transparency and consistency of outcomes on development matters, and assisted in reducing appeals to the Land and Environment Court.

A review of car parks has also been undertaken and resulted in improved signage, markings and installation of additional parking meters. Finally, the Rangers team have continued with Dogs Big Day Out and have been involved in a number of successful court prosecution matters.

Environmental Health and Protection

The Environmental Health and Protection Team have had a busy period, conducting proactive audits as follows:

- 633 Food Premises Inspections
- 17 Public Pool Water Quality Inspections
- 95 Waste Water (Septic) Inspections
- 27 Skin Penetration Premises (ear piercing / tattoo etc); and
- 28 Cooling Tower Inspections

Whilst maintaining Council proactive public health audits the team has responded to 716 Customer Requests in relation to:

- 25 Asbestos matters
- 45 Food Premises matters
- 87 Drainage matters
- 124 unhealthy condition premises
- 155 pollution matters
- 225 noise matters
- 7 swimming pool complaints

In addition, to the above, the Health and Protection team have continued with running the food handlers courses, and have been involved in a number of successful court prosecution matters.

CULTURAL SERVICES

Financials

December 2012 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 | 374,972 | 374,972 | - | 926,878 | 926,878 | 926,878 |
| User Charges & Fees | 2,358 | 2,610 | (252) | 8,220 | 8,220 | 8,220 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 68,497 | 55,000 | 13,497 | 55,000 | 55,000 | 55,000 |
| Grants and Contributions - Operating Purposes | - | - | - | - | - | - |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 445,827 | 432,582 | 13,245 | 990,098 | 990,098 | 990,098 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (214,108) | (154,232) | (59,876) | (312,466) | (312,466) | (312,466) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (119,930) | (131,863) | 11,933 | (392,284) | (392,284) | (392,284) |
| Depreciation and Amortisation | - | - | - | - | - | - |
| Other Expenses | (74,887) | (45,683) | (29,203) | (83,633) | (83,633) | (83,633) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (7,871) | (7,353) | (519) | (14,802) | (14,802) | (14,802) |
| Overhead Allocation | (93,450) | (93,450) | - | (186,913) | (186,913) | (186,913) |
| Total Expenses From Continuing Operations | (510,247) | (432,582) | (77,665) | (990,098) | (990,098) | (990,098) |
| Surplus / (Deficit) from Continuing Operations | (64,420) | - | (64,420) | - | - | - |

Year to Date Actuals and Annual Forecast

The deficit from continuing operations at the end of the second quarter relates to higher than anticipated expenses that principally relates to timing differences only being partially offset by slightly higher than anticipated income.

There is no anticipated change in the annual surplus/deficit from continuing operations at this point in time.

CULTURAL SERVICES



Key Highlights

Brookvale Show

Over 15,000 people attended the Brookvale held on 7 October 2012. The event included a historical display, eco living display, rides and games, along with activities like wood chopping and dog agility demonstrations. We also saw the return of equestrian events to Brookvale Oval with horse jumping displays by the Forest Hills Pony Club and Northside Riding Club. Horses haven't been ridden at Brookvale Oval for more than three decades.

| Key Initiatives | Status |
|-----------------------------|-------------|
| Deliver a program of events | ■ On target |

DEVELOPMENT ASSESSMENT

Financials

December 2012 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 | 1,780,045 | 1,780,045 | - | 3,427,742 | 3,427,742 | 3,427,742 |
| User Charges & Fees | 890,456 | 915,284 | (24,828) | 1,831,254 | 1,831,254 | 1,771,255 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | - | - | - | 125,000 | 125,000 | 125,000 |
| Grants and Contributions - Operating Purposes | - | - | - | - | - | - |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 2,670,501 | 2,695,329 | (24,828) | 5,383,996 | 5,383,996 | 5,323,996 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (1,711,673) | (1,663,747) | (47,926) | (3,321,083) | (3,320,733) | (3,320,733) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (55,576) | (61,600) | 6,024 | (123,200) | (123,200) | (123,200) |
| Depreciation and Amortisation | - | - | - | - | - | - |
| Other Expenses | (40,603) | (54,416) | 13,813 | (108,599) | (108,950) | (108,949) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (146,556) | (147,452) | 896 | (294,904) | (294,904) | (294,904) |
| Overhead Allocation | (768,114) | (768,114) | - | (1,536,210) | (1,536,210) | (1,536,210) |
| Total Expenses From Continuing Operations | (2,722,522) | (2,695,329) | (27,193) | (5,383,996) | (5,383,997) | (5,383,996) |
| Surplus / (Deficit) from Continuing Operations | (52,021) | - | (52,021) | - | - | (60,000) |

Year to Date Actuals and Annual Forecast

The deficit from continuing operations at the end of the second quarter largely relates to lower than anticipated income principally due to a lower average value of Development Application Fees and vacancy savings not being achieved.

A deficit from continuing operations is anticipated for the full financial year of \$60,000. This relates to the lower average value of Development Application Fees which are anticipated to continue at the current levels.

DEVELOPMENT ASSESSMENT**Key Highlights**

The last quarter of the year has seen 491 applications received (includes DA, Modifications, Reviews and Comply Development Certificates). The number of applications received has not significantly varied to that of previous years; however the total proposed value of works development across applications submitted has significantly reduced which has resulted in a reduction in anticipated application fees. Following legislative changes the number of complying development certificates issued by Private Certifiers is increasing.

The reduction in the proposed value of works applications being lodged has resulted in less applications being referred to the Warringah Development Assessment Panel and a substantial reduction in Joint Regional Planning Panel applications for determination.

We have also continued to defend a number of cases in the Land and Environment Court whilst acting as expert witnesses. These cases have been important for our community in preserving either bushland or the character of the urban areas.

GLEN STREET THEATRE

Financials

December 2012 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 | 513,304 | 513,304 | - | 1,102,844 | 1,102,844 | 1,102,844 |
| User Charges & Fees | 600,866 | 742,267 | (141,401) | 1,444,232 | 1,444,232 | 1,444,232 |
| Investment Fees and Revenues | - | 9,600 | (9,600) | 19,200 | 19,200 | 19,200 |
| Other Revenues | 251,225 | 181,324 | 69,901 | 324,913 | 324,913 | 324,913 |
| Grants and Contributions - Operating Purposes | - | - | - | - | - | - |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 1,365,395 | 1,446,495 | (81,100) | 2,891,189 | 2,891,189 | 2,891,189 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (508,350) | (493,608) | (14,742) | (969,412) | (969,412) | (969,412) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (374,458) | (413,979) | 39,521 | (902,443) | (902,443) | (902,443) |
| Depreciation and Amortisation | (50,206) | (50,206) | - | (99,853) | (99,853) | (99,853) |
| Other Expenses | (117,940) | (185,408) | 67,469 | (312,893) | (312,893) | (312,893) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (12,839) | (12,953) | 114 | (25,905) | (25,905) | (25,905) |
| Overhead Allocation | (290,340) | (290,340) | - | (580,683) | (580,683) | (580,683) |
| Total Expenses From Continuing Operations | (1,354,133) | (1,446,495) | 92,362 | (2,891,189) | (2,891,189) | (2,891,189) |
| Surplus / (Deficit) from Continuing Operations | 11,262 | - | 11,262 | - | - | - |

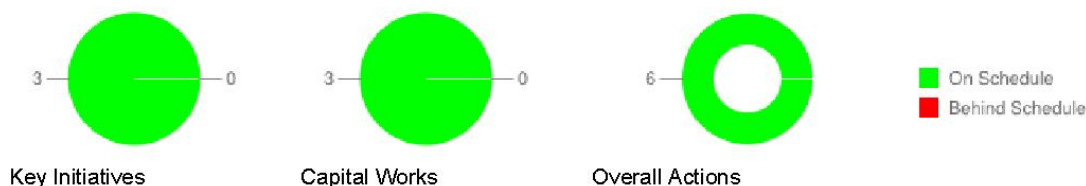
Year to Date Actuals and Annual Forecast

The surplus from continuing operations at the end of the second quarter principally relates to lower than anticipated income which has been fully offset by lower than anticipated expenses.

The lower than anticipated income is principally due to lower attendances at Stop, Rewind, The Flood and Ibunyip during the first quarter which were partially offset by higher than anticipated attendances at Peter Rabbit which was a sell out. The lower overall attendances also impacted on both Sorlies and the kiosk income. This has been offset by associated savings in expenditure.

There is no anticipated change in the annual surplus/deficit) from continuing operations at this point in time.

GLEN STREET THEATRE



Key Highlights

Main Stage Season

The Main Stage season has seen the presentation of THE WHARF REVUE from Sydney Theatre Company. As usual the REVUE was a great success with our audiences and we achieved our projected budget levels of 95%.

Music at the Glen

The Music at the Glen program presented THE MUSIC OF THE NIGHT with Dale Burridge. This concert achieved 100% audience attendance although a few patrons left the auditorium as they found the sound levels too high. The Christmas concert with HILLS HARMONY CHORUS was another successful presentation reaching a 75% attendance.

Ballet Season

The annual Ballet Season occupied most of the last quarter with twenty two (22) ballet schools presenting their end of year showcases to family and friends. This is a huge endeavour logistically and as a result of a Business Excellence review a couple of years ago Glen Street has tightened up the presentation of this event and 2012 was probably the smoothest Ballet Season to date with only a couple of unpleasant incidents with parents being rude to Glen Street staff.

Literary Lunch

A literary lunch was held with William McInnes who drew a full house. William was extremely amusing. We were unable to stream a "foyer feed" for this occasion as a performance of the Ballet Season was underway simultaneously in the theatre.

Design and Concept Plans for Foyer Upgrade and Landscaping

These plans have been completed and we are currently awaiting the outcome of the Development Application.

Minor Asset Renewal

The upgrades to the Crown Room are completed and we have received many very favourable comments from the Ballet Schools about the improved conditions. We have now purchased new chairs for the Crown Room (used by community hirers) and have colour coordinated all the soft furnishings which has made a remarkable difference to the presentation and ambience of the space. Maintenance work has been carried out on the air conditioning system as well as a fridge needing replacement in Sorlies Bistro.

| Key Initiatives | Status |
|--|---------------------------|
| Deliver a writers festival | ■ On target |
| Deliver a program of 'Sundays in Glen' | ■ On target |
| Deliver a jazz festival | ■ Completed on 01/09/2012 |

| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|---------------------------------------|-------------|-----------------|------------|-------------------|
| Minor Asset renewal | ■ On Target | \$70,000 | \$27,564 | \$30,000 |
| Design Concept Plans Theatre Director | ■ On Target | \$150,000 | \$111,408 | \$190,000 |
| Network Wiring | ■ On Target | \$79,000 | \$61,767 | \$79,000 |

INFORMATION & LIBRARY

Financials

**December 2012 Quarterly Report by Service
Information & Library**

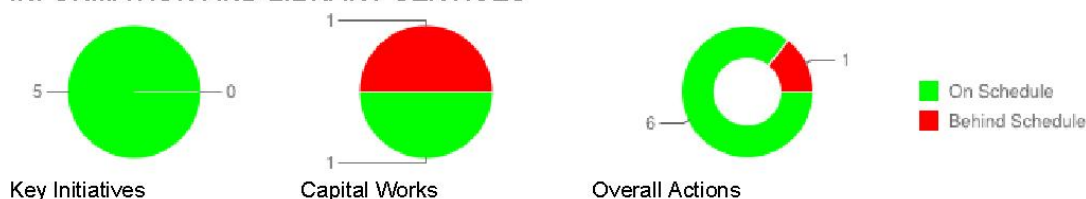
| | YTD Actual \$ | YTD Forecast \$ | YTD Variance \$ | Annual Budget \$ | Approved Forecast \$ | Current Forecast \$ |
|---|---------------------|-----------------------|-----------------------|------------------------|----------------------------|---------------------------|
| Income From Continuing Operations | | | | | | |
| Rates and Annual Charges | 2,672,052 | 2,672,052 | - | 5,543,461 | 5,543,461 | 5,543,461 |
| User Charges & Fees | 82,801 | 88,035 | (5,235) | 240,272 | 240,272 | 240,272 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 34,114 | 39,893 | (5,779) | 79,400 | 79,400 | 79,400 |
| Grants and Contributions - Operating Purposes | 58,779 | 44,462 | 14,318 | 88,923 | 88,923 | 88,923 |
| Grants and Contributions - Capital Purposes | 311,681 | 266,400 | 45,281 | 266,400 | 266,400 | 311,681 |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 3,158,427 | 3,110,642 | 48,786 | 6,218,456 | 6,218,456 | 6,263,737 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (1,854,953) | (1,800,793) | (54,160) | (3,601,919) | (3,601,919) | (3,535,719) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (250,031) | (308,827) | 58,795 | (614,507) | (614,507) | (532,988) |
| Depreciation and Amortisation | (295,686) | (295,686) | 0 | (591,373) | (591,373) | (591,373) |
| Other Expenses | (43,181) | (57,802) | 14,611 | (115,604) | (115,604) | (113,604) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (35,031) | (36,392) | 1,361 | (72,793) | (72,793) | (72,793) |
| Overhead Allocation | (611,142) | (611,142) | - | (1,222,260) | (1,222,260) | (1,222,260) |
| Total Expenses From Continuing Operations | (3,090,034) | (3,110,642) | 20,608 | (6,218,456) | (6,218,456) | (6,068,737) |
| Surplus / (Deficit) from Continuing Operations | 69,393 | - | 69,393 | - | - | 195,000 |

Year to Date Actuals and Annual Forecast

The surplus from continuing operations at the end of the second quarter is principally due to higher than anticipated income relating to the State Government Library Grant and lower expenses principally due to timing issues within materials and contracts offset by vacancy savings within employee benefits & oncosts not being achieved in the first half.

A surplus from continuing operations is anticipated for the full financial year of \$195,000. This relates to the additional State Government Library Grant noted above, an anticipated reduction in employee costs during the second half of \$66,200 resulting from productivity gains particularly related to casual engagement and reductions in materials and contracts and other expenses of \$83,519 resulting from cost savings.

INFORMATION AND LIBRARY SERVICES



Key Highlights

National Year of Reading

The National Year of Reading concluded on 31st December 2012. A series of Adult Author talks and programs included such featured authors as Liz Byrski; L.A. Larkin; Robyn De Crespigny and Tom Keneally. The Children's program for the National Year of Reading centred on the three month Festival of Children's Literature. Featured author Emily Rodda provided the theme for the Festival and a range of associated activities that culminated in the Festival at Belrose Library for approximately 800 children.

Use of the Library Service

For the December quarter, Library Services loaned 271,412 items. This is consistent with the same period last year. Physical visits to the library was 195,310, up 13.6% increase on last year and visitors on website also rose to 79,917 visits

Staff also prepared for the introduction of eBooks and eMagazines which are being launched through the new Council website.

Customer Satisfaction Surveys

Pilot surveys were conducted with active library users to establish a baseline for Key Performance Indicator targets to be used in ongoing customer satisfaction surveys.

| Key Initiatives | Status |
|---|---------------------------|
| Introduction of e-books to the collection | ■ On target |
| National Year of Reading program of author talks and literary events | ■ Completed on 31/12/2012 |
| Festival of Children's Literature | ■ Completed on 15/09/2012 |
| Introduction online booking to library programs | ■ On target |
| Introduction mobile phone access to the Council website/Library catalogue | ■ On target |

| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|---|-------------------|-----------------|------------|-------------------|
| Installation of radio frequency identification in library items | ■ Behind Schedule | \$350,000 | \$ 0 | \$0 |
| Project funding has been diverted to other priorities. | | | | |
| Library Bookvote - renew book stock | ■ On Target | \$524,400 | \$320,645 | \$569,681 |

KIMBRIKI ENVIRONMENTAL SOLUTIONS

Financials

December 2012 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 | 10,373,810 | 10,318,429 | 55,381 | 19,834,880 | 19,834,880 | 21,238,708 |
| Investment Fees and Revenues | 299,747 | 270,000 | 29,747 | 510,000 | 510,000 | 510,000 |
| Other Revenues | 1,173,559 | 1,081,281 | 92,278 | 1,956,642 | 1,956,642 | 2,348,184 |
| Grants and Contributions - Operating Purposes | - | - | - | - | - | - |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 11,847,116 | 11,669,710 | 177,406 | 22,301,522 | 22,301,522 | 24,096,892 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (1,469,496) | (1,462,740) | (6,756) | (2,904,509) | (2,904,509) | (3,068,870) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (5,467,885) | (5,073,195) | (394,690) | (9,674,877) | (9,674,877) | (11,395,538) |
| Depreciation and Amortisation | (158,516) | (135,000) | (23,516) | (270,000) | (270,000) | (270,000) |
| Other Expenses | (3,434,473) | (3,608,483) | 174,010 | (7,195,084) | (7,195,084) | (7,285,423) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | - | - | - | - | - | - |
| Overhead Allocation | - | - | - | - | - | - |
| Total Expenses From Continuing Operations | (10,530,370) | (10,279,418) | (250,952) | (20,044,470) | (20,044,470) | (22,019,831) |
| Surplus / (Deficit) from Continuing Operations | 1,316,745 | 1,390,292 | (73,547) | 2,257,052 | 2,257,052 | 2,077,061 |

Year to Date Actuals and Annual Forecast

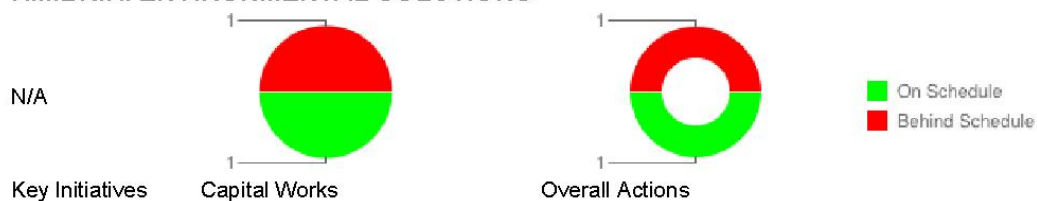
The surplus from continuing operations at the end of the second quarter is tracking lower than budget principally due to higher than anticipated expenses related to repairs and maintenance to access roads and environmental compliance costs which have only been partially offset by higher than anticipated revenue relating to fees and interest.

Income from continuing operations is forecast to increase by \$1,795,370. User charges and fees are forecast to increase by \$1,403,826 as a result of increased gate fees related to changes to the Vegetation Contract and the introduction of the Carbon Tax which have had a corresponding increase in materials and contracts. Other revenues have been forecast to increase by \$391,542 of which \$45,275 relates to recycling revenue, \$136,855 for EPA Fees, \$10,000 for sales other and \$200,000 for residential properties rental which was netted against related expenses in the original budget offset by a decrease of \$588 in site fees.

Expenses from continuing operations are forecast to increase by \$1,975,361. Employee costs are forecast to increase by \$164,361 related to the progression of the AWT, materials and contracts by \$1,720,661 related to the increases in user charges & fees and other revenue noted above as well as contact expenses for repairs and maintenance to access roads and environmental compliance costs and other expenses by \$90,939 related to an increase in rental paid to Council as a result of the increased Gate Fees noted above.

The anticipated annual surplus from continuing operations has been forecast to decrease by \$179,991 to \$2,077,061. Although various line items within the forecast have been revised to reflect the position for the full financial year the reduction principally relates to materials and contract expenses for repairs and maintenance to access roads and environmental compliance costs noted above.

KIMBRIKI ENVIRONMENTAL SOLUTIONS



| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|--|-----------------|-----------------|------------|-------------------|
| Kimbriki plant, site works, equipment, and road renewals | Behind Schedule | \$1,025,000 | \$0 | \$349,269 |
| Expenditure forecast down due to change of priorities from Kimbriki. | | | | |
| Kimbriki land improvements | On Target | \$400,000 | \$0 | \$494,169 |

NATURAL ENVIRONMENT

Financials

December 2012 Quarterly Report by Service Natural Environment

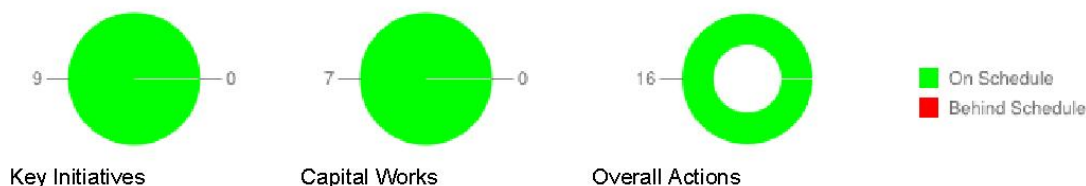
| | YTD Actual \$ | YTD Forecast \$ | YTD Variance \$ | Annual Budget \$ | Approved Forecast \$ | Current Forecast \$ |
|---|---------------------|-----------------------|-----------------------|------------------------|----------------------------|---------------------------|
| Income From Continuing Operations | | | | | | |
| Rates and Annual Charges | 4,907,212 | 4,907,212 | - | 10,115,688 | 10,115,688 | 10,115,688 |
| User Charges & Fees | 19,217 | 28,056 | (8,839) | 52,376 | 52,376 | 48,461 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | - | - | - | - | - | - |
| Grants and Contributions - Operating Purposes | 110,846 | 884 | 109,962 | 489,800 | 489,800 | 473,412 |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 5,037,275 | 4,936,152 | 101,123 | 10,657,864 | 10,657,864 | 10,637,561 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (1,255,689) | (1,149,585) | (106,104) | (2,339,830) | (2,339,830) | (2,339,472) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (739,196) | (658,269) | (80,927) | (2,161,428) | (2,161,428) | (2,235,193) |
| Depreciation and Amortisation | (1,736,217) | (1,736,217) | - | (3,472,434) | (3,472,434) | (3,472,434) |
| Other Expenses | (57,110) | (151,252) | 94,142 | (202,529) | (202,529) | (119,079) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (615,751) | (616,037) | 286 | (1,232,074) | (1,232,074) | (1,221,814) |
| Overhead Allocation | (624,792) | (624,792) | - | (1,249,568) | (1,249,568) | (1,249,568) |
| Total Expenses From Continuing Operations | (5,028,755) | (4,936,152) | (92,603) | (10,657,863) | (10,657,863) | (10,637,560) |
| Surplus / (Deficit) from Continuing Operations | 8,519 | - | 8,519 | - | - | - |

Year to Date Actuals and Annual Forecast

The surplus/deficit) from continuing operations at the end of the second quarter is tracking in line with budget. Employee costs are tracking over budget as anticipated staff vacancies did not eventuate during the first half however this has been largely offset by a reduction in other expenses relating to agency personnel which consequentially were not required.

There is no anticipated change in the annual surplus/deficit from continuing operations at this point in time.

NATURAL ENVIRONMENT



Key Highlights

Delivery of Total Water Cycle Management

Council is involved with the SHOROC Regional Groundwater Investigation. This is being undertaken by the University of NSW. During this quarter Council received working papers on Groundwater Use and Extraction limits and Groundwater contamination.

The Request for Quote for the Stormwater Feasibility Study throughout Warringah closed in December 2012. This study will investigate the feasibility of stormwater harvesting and reuse at eight selected sites across Warringah. This project is due to be completed in May 2013.

Ecological Assessment of Warringah Estuaries

The second year of the lagoon monitoring program began in this quarter. Council officers are collecting data fortnightly which is used to formulate ecological condition rankings. Condition rankings for each lagoon for 2011-2012 monitoring year will soon be available on Council's website. This program is undertaken in accordance with NSW State Government protocols.

Education for Sustainability

The Youth Leading the World Congress, supported by both Warringah and Pittwater Councils, was held at the Coastal Environment Centre in late November. This forum allowed high school students from the Northern Beaches to discuss and workshop local environment issues. Other Education for Sustainability initiatives delivered during this period included participation in Ocean Care Day and Christmas by the Beach.

Pest control

During this quarter a grant of \$30,000 was received from the Sydney Weed Committee's Weed Action Program to map and manage noxious weeds in Warringah. Rabbit control was undertaken across 15 Council managed reserves with 72 rabbits being removed. The Fox Threat Abatement Program was undertaken across 5 bushland reserves, two foxes were controlled at Manly Dam with two other reserves reporting fox activity.

Fire Management

New Fire Management Access Zone (FMAZ) maps were created. Council manages 27.2 linear km and 28.8 ha of FMAZ. This assists fire fighters in protecting 954 assets and properties directly adjoining bushland and 3158 assets and properties within the bush fire prone land buffer.

Friends of the Bush Volunteer Program

The Friends of the Bush Volunteer Christmas Party was held on 9 December 2012 with more than 80 volunteers present. This is a great opportunity for staff and Councillors to thank our volunteers for their ongoing commitment and hard work in preserving our bushland reserves.

| Key Initiatives | | Status | | |
|--|-------------|-----------------|------------|-------------------|
| Narrabeen Lagoon Flood Study | | ■ On target | | |
| Manly Lagoon Flood Study | | ■ On target | | |
| Ecological Assessment of Warringah Estuaries | | ■ On target | | |
| Dee Why South Catchment Flood Study | | ■ On target | | |
| Stormwater Asset Management Plan | | ■ On target | | |
| Delivery of Total Water Cycle Management | | ■ On target | | |
| Oxford Falls Constraints Study | | ■ On target | | |
| Coastal Zone Management Plan | | ■ On target | | |
| Natural Areas Asset Management Plan | | ■ On target | | |
| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
| Dee Why CBD - Stage 2A Construction | ■ On Target | \$269,472 | \$182,822 | \$206,537 |
| Emergency Stormwater Works | ■ On Target | \$586,924 | \$487,231 | \$786,924 |
| Collaroy Stormwater Outlet | ■ On Target | \$77,000 | \$119,896 | \$225,800 |
| Rhoker Reserve Trail Upgrade | ■ On Target | \$110,000 | \$17,928 | \$110,000 |
| Allenby Park track upgrades | ■ On Target | \$30,000 | \$ 0 | \$30,000 |
| Narrabeen Lagoon Recreational Dredging | ■ On Target | \$145,000 | \$17,734 | \$91,000 |
| Narrabeen Lagoon Trail | ■ On Target | \$1,971,775 | \$759,862 | \$1,188,879 |

PARKS, RESERVES AND FORESHORES

Financials

December 2012 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 | 4,914,134 | 4,914,134 | - | 9,730,021 | 9,730,021 | 9,730,021 |
| User Charges & Fees | 314,682 | 353,277 | (38,595) | 610,562 | 610,562 | 586,241 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 14,055 | 5,600 | 8,455 | - | 5,600 | 25,373 |
| Grants and Contributions - Operating Purposes | - | - | - | - | - | - |
| Grants and Contributions - Capital Purposes | 4,617 | - | 4,617 | - | 70,000 | 70,000 |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 5,247,488 | 5,273,011 | (25,523) | 10,340,583 | 10,416,183 | 10,411,635 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (1,741,391) | (1,843,439) | 102,048 | (3,810,953) | (3,715,953) | (3,586,417) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (2,143,782) | (2,306,699) | 162,918 | (4,290,757) | (4,354,357) | (4,464,344) |
| Depreciation and Amortisation | - | - | - | - | - | - |
| Other Expenses | (56,968) | (65,574) | 8,606 | (124,287) | (124,287) | (139,287) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (201,985) | (204,309) | 2,324 | (408,618) | (408,618) | (408,618) |
| Overhead Allocation | (852,990) | (852,990) | - | (1,705,968) | (1,705,968) | (1,705,968) |
| Total Expenses From Continuing Operations | (4,997,116) | (5,273,011) | 275,896 | (10,340,584) | (10,309,183) | (10,304,635) |
| Surplus / (Deficit) from Continuing Operations | 250,373 | - | 250,373 | - | 107,000 | 107,000 |

Year to Date Actuals and Annual Forecast

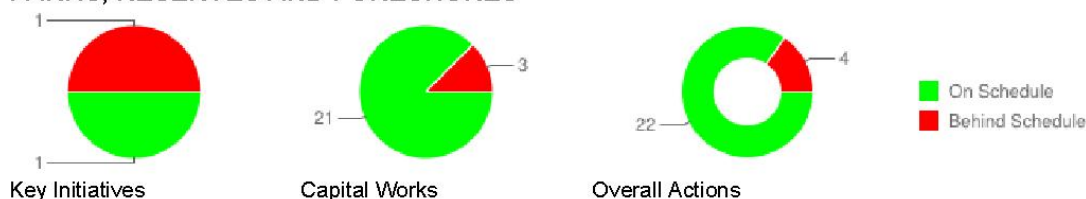
The surplus from continuing operations at the end of the second quarter is tracking ahead of budget principally due to timing issues relating to lower than anticipated expenses in vegetation and grass maintenance.

Total Income from continuing operations has been forecast to decrease by \$4,548. User fees and charges are forecast to decrease by \$24,321 - this principally relates to the increase in other revenues of \$19,373 and represents a correction to the allocation of income such as from memorial plaques on seats.

Total expenses from continuing operations have been forecast to decrease by \$4,548. The following changes have been made between line items. Employee costs have decreased by \$129,536 due to vacancies, and these funds have principally been reallocated to tree maintenance as a result of increasing issues in this area. Material and contracts are forecast to increase by \$109,988 due to the reallocation for tree maintenance noted above. Other expenses are forecast to increase by \$15,000 as a result of unbudgeted damage claims.

There is no anticipated change in the surplus from continuing operations previous reported to Council. As noted in the first quarter the surplus of \$107,000 is the result of a \$70,000 Capital Grant and a decrease of \$37,000 in materials and contracts for a special purpose vehicle both of which are restricted in their use and were set aside for these purposes.

PARKS, RESERVES AND FORESHORES



Key Highlights

Narrabeen Lagoon Multi-use Trail

Completed work upgrading the track surface on the sections of track between James Wheeler Place and Jamieson Park. Council upgraded the decking of bridge south of Clay Point.

Freshwater Rockpool

Restoration works to the Freshwater Rockpool included increasing the depth of the pool, improvements to water quality and the structural integrity of existing concrete pool surrounds and addressing other maintenance issues. Refurbishment of the pool was completed in the second quarter. The pool opened to public on 15 December 2012. There are still a small number of defects to be completed in the New Year however there have been many positive comments about the pool improvements.

Cromer Park

Construction of a new field at Cromer Park includes car parking, lighting, water management and associated infrastructure. Weather conditions continue to be favourable with the construction works currently on schedule. Turf has been laid on field 4. The Bioswale has been constructed in car park area. Drainage works are continuing. The irrigation system is temporarily connected to potable supply for watering fields. Sportsfield lighting towers have been installed and a new power supply connected. Work is progressing well on the first new playing field in Warringah for over 20 years.

The Playground Improvement Program

This program includes upgrades at several sites and minor soft fall installations to existing playgrounds to minimise risk and improve condition rating. Works completed include Wentworth Reserve, Belrose - new swing and mulch pit; Woodbine Reserve, North Balgowlah - new playground and park furniture; Stoddart Reserve, Dee Why - a new playground; Michele Reserve, Cromer - relocated upgraded swing in a new mulch pit and playground and infrastructure at Holborn Reserve Dee Why.

The Sportsfield Water Management Program

The 2012-2013 sportsfield water management program is focussed on improving sportsfield playability by addressing inherent drainage issues at several sportsgrounds, exacerbated by prevailing wet weather events. Sand grooving works at Aquatic Reserve and Willandra Reserve Beacon Hill have been completed. Works at Beverley Job and Millers Reserve have been deferred to early January 2013 to fit in with user groups. Playstate Irrigation controllers have been installed and commissioned at Millers Reserve and Frank Gray/Mike Pawley.

Forestville Skate Park

This skate park upgrade works is complete. The skate park reopened 19 December 2012. The upgrade has been very popular with the local youth who actively campaigned for the works.

| Key Initiatives | Status |
|--|-----------------|
| Maintenance of new Narrabeen Lagoon Trail | On target |
| Review the Coastal Lands Plan of Management | Behind Schedule |
| Changes in Plan of Management priorities have arisen during the year. The District Park and the Warringah Aquatic Centre precinct need priority. The Coastal Lands Plan of Management has been deferred until completion of these plans. The District Park Plan of Management has been moved forward to begin in third quarter of 2012-2013. This work will continue into the 2013-2014 financial year. A landscape masterplan is to be undertaken for Aquatic Reserve in 2012-2013. The work on a Plan of Management for the WAC precinct is to be undertaken after this masterplan, the timeline for the Plan of Management project is yet to be determined. | |

| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|--|------------------------|-----------------|-------------|-------------------|
| Narrabeen Childcare Centre Playground Renewal | ■ On Target | \$200,000 | \$10,231 | \$350,000 |
| Queenscliff rockpool upgrade | ■ On Target | \$154,000 | \$1,393 | \$154,000 |
| Dee Why Beach Foreshore Renewal | ■ On Target | \$47,000 | \$13,470 | \$47,000 |
| Stony Range Renewal | ■ On Target | \$102,000 | \$17,925 | \$102,000 |
| Manly Dam Trail Renewal | ■ On Target | \$145,000 | \$8,056 | \$145,000 |
| Freshwater rockpool | ■ Completed 14/12/2012 | \$797,000 | \$564,898 | \$797,000 |
| North Narrabeen Masterplan | ■ Behind Schedule | \$59,000 | \$4,314 | \$85,000 |
| The Masterplan was adopted by Council in December 2012. Further works to be defined and costed. \$50,000 has been re-phased into next year with approximately \$70,000 remaining to complete priority works this year. | | | | |
| Manly Dam Renewals | ■ On Target | \$74,000 | \$27,753 | \$74,000 |
| Collaroy Accessibility Precinct – playground and reserve improvements | ■ Behind Schedule | \$573,000 | \$150,101 | \$393,905 |
| Tender for the first stage of construction was advertised in December 2012 with a closing date of 14 February 2013. Project costs will be reassessed after the tenders are received | | | | |
| Rectification - Forestville Playing Fields | ■ Completed 24/07/2012 | \$193,000 | \$0 | \$0 |
| Rectification - Cromer Park | ■ On Target | \$1,504,000 | \$1,866,233 | \$3,050,072 |
| Parks - Minor Renewals | ■ Completed 14/12/2012 | \$63,000 | \$63,070 | \$63,000 |
| Rectification - Minor Renewal | ■ On Target | \$293,000 | \$170,260 | \$293,000 |
| South Curl Curl Rock Pool - Stage 1 | ■ Completed 31/12/2012 | \$45,356 | \$40,946 | \$45,356 |
| New skate facility St Matthews Farm | ■ Completed 31/12/2012 | \$26,226 | \$0 | \$0 |
| Manly Dam Car park & turning area | ■ On Target | \$52,453 | \$613 | \$52,453 |
| Sportsfield Water Management Program | ■ On Target | \$125,886 | \$108,822 | \$125,886 |
| Undula Reserve - Playground Equipment | ■ On Target | \$6,360 | \$25,783 | \$115,960 |
| Forestville Skate Facility | ■ Completed 14/12/2012 | \$91,501 | \$87,435 | \$91,501 |
| Cromer No 1 - Synthetic Surface - New | ■ Completed 10/08/2012 | \$132,364 | \$58,568 | \$58,568 |
| Ping Pong Tables - Outdoor | ■ Completed 28/09/2012 | \$15,000 | \$13,458 | \$13,458 |
| Millers Reserves Flood Lighting | ■ On Target | \$470,697 | \$88,921 | \$470,697 |
| Sports Clubs Capital Assistance Program | ■ Behind Schedule | \$429,843 | \$120,735 | \$367,763 |
| These grants will continue to be monitored. Clubs are encouraged to complete the works. Most projects are on schedule and not at risk. The lighting at Beverly Job Park Narrabeena has not commenced. Narrabeena Rugby League Club has been notified that it needs to commence the project immediately or loose the Grant funding. | | | | |
| Playground Improvement Program | ■ On Target | \$390,367 | \$126,572 | \$259,462 |

ROADS, TRAFFIC AND WASTE

Financials

December 2012 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 | 13,672,999 | 13,663,414 | 9,585 | 26,021,161 | 26,021,161 | 26,918,797 |
| User Charges & Fees | 848,507 | 900,697 | (52,191) | 1,826,220 | 1,826,220 | 1,826,220 |
| Investment Fees and Revenues | 21,204 | - | 21,204 | - | - | - |
| Other Revenues | 364,977 | 1,036,519 | (671,542) | 1,220,000 | 1,220,000 | 1,220,000 |
| Grants and Contributions - Operating Purposes | 702,803 | 793,426 | (90,624) | 1,999,622 | 1,999,622 | 1,999,622 |
| Grants and Contributions - Capital Purposes | 747,427 | 988,617 | (241,190) | 1,944,049 | 1,944,049 | 985,413 |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 16,357,917 | 17,382,674 | (1,024,757) | 35,013,052 | 35,013,052 | 34,952,052 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (2,298,641) | (2,257,985) | (40,656) | (4,543,677) | (4,543,678) | (4,543,677) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (9,902,839) | (10,399,620) | 496,781 | (20,888,250) | (20,888,250) | (20,888,250) |
| Depreciation and Amortisation | (1,819,257) | (1,819,257) | (0) | (3,638,513) | (3,638,513) | (3,638,513) |
| Other Expenses | (1,254,321) | (1,302,411) | 48,090 | (2,735,823) | (2,735,823) | (2,735,823) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (467,717) | (500,967) | 33,250 | (1,001,934) | (1,001,934) | (1,001,934) |
| Overhead Allocation | (1,102,434) | (1,102,434) | - | (2,204,855) | (2,204,855) | (2,204,855) |
| Total Expenses From Continuing Operations | (16,845,209) | (17,382,674) | 537,465 | (35,013,052) | (35,013,053) | (35,013,052) |
| Surplus / (Deficit) from Continuing Operations | (487,292) | - | (487,292) | - | - | (61,000) |

Year to Date Actuals and Annual Forecast

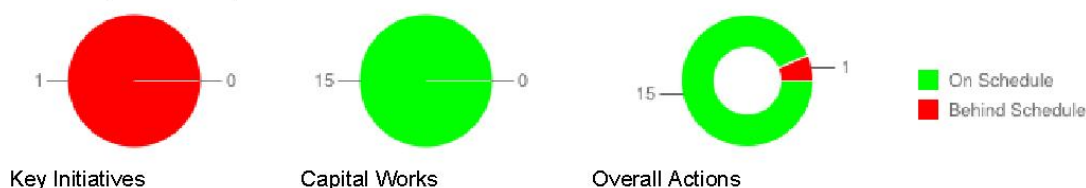
The Service has incurred a deficit at the end of the second quarter of \$487,292.

Income from continuing operations is tracking below budget by \$1,024,757 principally due to the Waste and Sustainability Improvement Program (WaSIP) Grant of \$700,000 not having been received in the first half due to delays in the review by the State Government of the Waste Levy which is tied to this funding. The other principal component is the Local Road Component of the Financial Assistance Grant.

Expenses from continuing operations are tracking favourably to budget by \$537,465 at the end of the second quarter principally due to expenditure relating to the WaSIP Grant being partially delayed pending receipt of the funding.

For the full financial year a deficit from continuing operations of \$61,000 is anticipated. This relates to a decrease in budgeted grant funding from the Roads & Maritime Services (RMS) for bike infrastructure partially offset by an increase of \$11,000 in the RMS Block Grant.

ROADS, TRAFFIC, AND WASTE



Key Highlights

Waste Education

The Waste education section was successful in the recent NSW Local Government Excellence in the Environment Awards. Warringah Council won an award for the Waste Free Lunch Challenge campaign for Schools and was highly commended for the Love Food Hate Waste Project.

This quarter over 601 people participated in waste education activities. There were two events, five workshops and 43 Second Hand Saturdays which residents were able to sell used items. Two brochures were delivered to all residents: Keep a Lid on your Waste this Christmas and the Waste Services Calendar for 2013. Over 400 children participated in the library Summer Reading Program for which we gave 800 leaflets on recycling and composting. New workshops were delivered as part of National Recycling Week: Modern Cloth Nappies; Making bowls out of plastic bags and Patch Gift Wrapping with leftover papers.

Warringah Traffic Committee

Warringah Traffic Committee meetings were held in October, November and December and dealt with 40 traffic reports/matters.

Works Program

The works program completed this quarter includes:

- Traffic facility including the partial closure of Cavill/Dalley Street, Queenscliff and the construction of a pedestrian refuge on Blackbutts Road, Belrose.
- Resurfacing and line marking of Brookvale Shops Car Park in Winbourne Road in November and included upgrading of disabled parking facilities.
- Remarking the line marking of angle parking in the Oaks Ave, Dee Why
- Road resurfacing works in Allambie Road, Allambie Heights; Oliver Street, Freshwater.
- Road resurfacing of sections of the following local streets:
 - Howard Avenue, Dee Why - From The Strand to Clyde Road
 - Grace Avenue, French's Forest – from Sorlie Place to Prince Charles Road.
 - Alexander Street, Collaroy - from Pittwater Road to Edgcliff Boulevard.
 - Campbell Parade, Manly Vale -from Condamine Street to Quirk Road.
 - Lagoon Street Narrabeen - from Wellington Street to Waterloo Street.
 - Waterloo Street, Narrabeen -from Pittwater Road to Lagoon Street
- Footpath replacement along Warringah Road, Forestville and Pittwater Road, North Manly.
- Streetscape works at Collaroy Beach including new kerbing, footpath paving and street furniture and is part of the Collaroy Accessibility Precinct Project.
- Accessibility improvements at a number of bus stops in Dee Why, Collaroy, Brookvale, Narrabeen, Narrabeena, and Manly Vale.

Road Safety Education

The Road Safety Education Program held a campaign on "R U Over it?" which was a local campaign aimed at preventing drink driving the morning after. With support from the Northern Beaches Liquor Accord, TAFE and Manly Drug Education & Counselling Centre (MDECC) the campaign rolled out across venues and bottle shops. MDECC also worked with Warringah Council with a drink check program where surveys were undertaken in popular venues to better educate young people. The Plan B campaign, which is a state government campaign about having an alternative plan for driving home, was supported by Warringah Council with promotional material including bottles, bags, posters and press releases.

Bike Plan

The Warringah Bike Plan implementation program had the design plans and community consultation completed together with 25% of construction works.

| Key Initiatives | Status |
|---|-------------------|
| Review the domestic waste and recycling service in preparation for the implementation of waste processing facilities at Kimbriki in July 2014 | ■ Behind schedule |
| On hold pending decision with Kimbriki Environmental Enterprises on the detailed development of the Alternate Waste Technology facility to process putrescible waste at Kimbriki. Estimated implementation now July 2015. | |

| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|---|------------------------|-----------------|------------|-------------------|
| Freshwater Village Town Centre Upgrade | ■ Completed 10/10/2012 | \$ 0 | \$23,871 | \$23,573 |
| Retaining Wall Renewal | ■ On Target | \$103,000 | \$21,880 | \$103,000 |
| Bus Stop Renewal | ■ On Target | \$49,000 | \$64,210 | \$74,540 |
| Footpath Renewal | ■ On Target | \$342,000 | \$220,204 | \$342,000 |
| Kerb & Gutter Renewal | ■ On Target | \$107,000 | \$74,688 | \$107,000 |
| Car Park Renewal Program | ■ On Target | \$132,000 | \$43,044 | \$132,000 |
| Shade Structure Freshwater Village Plaza | ■ On Target | \$119,000 | \$48,784 | \$115,741 |
| Tramore Road Kerb Blisters at Children Crossing | ■ On Target | \$34,000 | \$24,210 | \$34,000 |
| Dalley Street, Queenscliff - partial closure | ■ Completed 15/10/2012 | \$29,000 | \$28,913 | \$29,000 |
| Crown Rd, Queenscliff- Traffic Calming Scheme | ■ On Target | \$59,000 | \$5,400 | \$59,000 |
| Blackbutts Rd, Belrose | ■ Completed 14/12/2012 | \$39,000 | \$20,575 | \$39,000 |
| Bike Plan Implementation | ■ On Target | \$330,000 | \$123,397 | \$258,000 |
| Footpath New | ■ On Target | \$227,974 | \$189,964 | \$227,974 |
| Pittwater Rd Dee Why Cnr Oaks Ave | ■ On Target | \$16,000 | \$4,191 | \$16,000 |
| Collaroy Accessibility Precinct | ■ On Target | \$1,159,000 | \$874,808 | \$1,184,000 |

STRATEGIC PLANNING

Financials

December 2012 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 | 1,206,120 | 1,206,120 | - | 2,341,220 | 2,341,220 | 2,341,220 |
| User Charges & Fees | 250,519 | 177,583 | 72,937 | 434,068 | 434,068 | 434,068 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 35,000 | 36,500 | (1,500) | 73,000 | 73,000 | 73,000 |
| Grants and Contributions - Operating Purposes | - | - | - | 20,000 | 20,000 | 20,000 |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 1,491,639 | 1,420,203 | 71,437 | 2,868,288 | 2,868,288 | 2,868,288 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (786,357) | (785,452) | (905) | (1,571,104) | (1,571,104) | (1,571,104) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (73,244) | (179,181) | 105,937 | (386,062) | (386,062) | (386,062) |
| Depreciation and Amortisation | - | - | - | - | - | - |
| Other Expenses | (12,191) | (34,525) | 22,334 | (69,050) | (69,050) | (69,050) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (69,979) | (70,530) | 551 | (141,061) | (141,061) | (141,061) |
| Overhead Allocation | (350,514) | (350,514) | - | (701,012) | (701,012) | (701,012) |
| Total Expenses From Continuing Operations | (1,292,285) | (1,420,203) | 127,917 | (2,868,288) | (2,868,288) | (2,868,288) |
| Surplus / (Deficit) from Continuing Operations | 199,354 | - | 199,354 | - | - | - |

Year to Date Actuals and Annual Forecast

The surplus from continuing operations at the end of the second quarter relates to both higher than anticipated income and lower than anticipated expenses.

The higher than anticipated income relates to additional income from external planning proposal fees. Although this is trending higher there is insufficient information at this time to make a forecast change for the full financial year.

The lower than anticipated expenses are principally due to timing differences relating to the delivery of the Dee Why Masterplan.

There is no anticipated change in the annual surplus/deficit from continuing operations at this point in time.

STRATEGIC PLANNING



Key Highlights

2012 Local Business Awards

Warringah and Pittwater Councils were the proud major supporters of the 2012 Local Business Awards to honour excellence and acknowledge the significant contribution of our local businesses to the community. The 2012 Awards included Warringah's inaugural 'Sustainability Awards' category which was won by a local Brookvale business. The Awards continue to demonstrate our high level of skills, competitiveness and contribution.

Warringah Council encourages and fosters business excellence through its business support services, business programs and initiatives, tender processes, development and regulatory activities. We have dedicated officers working with sectors and industries across Sydney to build relationships and opportunities for small to medium business and enterprise to prosper. Currently we are focussing on the retail, creative industries, tourism and education sectors.

2012 Business Expo

The 2012 Business Expo held at Harbord Diggers provided the opportunity for local companies to grow their business, market products and services as well as grow networks and facilitate partnerships between small, medium and larger enterprises. Attended by over 100 business exhibitors and 350 visitors, the Expo was especially successful for Warringah Council who jointly attended with Pittwater Council. The event gave Council staff the opportunity to speak to local businesses as part of the Community Strategic Plan community consultation process. The event was opened by Mayor Regan.

| Key Initiatives | Status |
|--|---------------------------|
| Initiation of a street life improvement program for Dee Why Town Centre | ■ On target |
| Develop an Employment Lands Strategy to meet the future employment targets | ■ On target |
| Amend the Warringah Development Control Plan | ■ On target |
| Evaluate Planning Proposals lodged by external parties | ■ On target |
| Review zoning classifications of Council car parks and land | ■ On target |
| Complete the Urban Form Study and further master planning for Dee Why Town Centre | ■ On target |
| Develop a policy on voluntary planning agreements | ■ On target |
| Frenchs Forest Planning - amendment to the Development Control Plan | ■ On target |
| Contribute to the review of the Environmental Planning and Assessment Act | ■ On target |
| Review planning controls for Oxford Falls and Belrose North area (deferred lands) | ■ On target |
| Review the Local Environmental Plan to reflect the findings of the Brookvale traffic study | ■ On target |
| Amend the Local Environmental Plan to reflect the Heritage review findings | ■ On target |
| Contribute to the finalisation of the Northern Beaches Regional Plan | ■ Completed on 31/12/2012 |
| Develop a Section 94A Development Contribution works program | ■ On target |

WARRINGAH AQUATIC CENTRE

Financials

December 2012 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 | 940,260 | 940,260 | - | 1,681,341 | 1,681,341 | 1,681,341 |
| User Charges & Fees | 1,026,443 | 1,029,461 | (3,018) | 2,202,139 | 2,202,140 | 2,202,139 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 108,946 | 98,574 | 10,372 | 187,165 | 187,165 | 187,165 |
| Grants and Contributions - Operating Purposes | - | - | - | - | - | - |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 2,075,649 | 2,068,296 | 7,354 | 4,070,645 | 4,070,645 | 4,070,645 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (1,081,435) | (1,057,539) | (23,897) | (2,117,612) | (2,117,612) | (2,117,612) |
| Borrowing Costs | (1,198) | - | (1,198) | - | - | - |
| Materials and Contracts | (302,699) | (270,075) | (32,624) | (534,906) | (534,906) | (569,906) |
| Depreciation and Amortisation | (127,221) | (127,002) | (219) | (254,003) | (254,003) | (254,003) |
| Other Expenses | (295,129) | (210,025) | (85,104) | (356,717) | (356,717) | (401,717) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (19,387) | (17,093) | (2,294) | (34,186) | (34,186) | (34,186) |
| Overhead Allocation | (386,562) | (386,562) | - | (773,221) | (773,221) | (773,221) |
| Total Expenses From Continuing Operations | (2,213,631) | (2,068,296) | (145,336) | (4,070,645) | (4,070,645) | (4,150,645) |
| Surplus / (Deficit) from Continuing Operations | (137,982) | - | (137,982) | - | - | (80,000) |

Year to Date Actuals and Annual Forecast

A deficit from continuing operations of \$137,982 has been incurred to the end of the second quarter. This is principally due to higher than anticipated expenses only partially offset by higher child and adult swim revenue. The higher expenses principally relate to higher employee costs from a lower than anticipated vacancy adjustment, higher material and contracts due to emergency repairs required to the sewerage system and higher other expenses associated with higher electricity costs.

For the full financial year a deficit from continuing operations of \$80,000 is now anticipated. This relates to \$35,000 for the emergency repairs noted above and \$45,000 for the higher electricity costs.

WARRINGAH AQUATIC CENTRE



| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|--|-------------------|-----------------|------------|-------------------|
| WAC Conceptual Designs & DA | ■ Behind Schedule | \$300,000 | \$91,797 | \$180,000 |
| A comprehensive community engagement process was implemented between April and September 2012 and the results and draft proposals are currently being prepared for presentation in late November. | | | | |
| WAC Disability Access & Renewal Project | ■ Behind Schedule | \$46,000 | \$46,000 | \$46,000 |
| WAC Disability and Access Project has been combined with Conceptual Designs to create an overall WAC Masterplan. A comprehensive community engagement process was implemented between April and September 2012 and the results and draft proposals are being presented to the Stakeholder Advisory Group and Councillors in February. | | | | |
| WAC Tri-generation System | ■ Behind Schedule | \$300,000 | \$ 0 | \$0 |
| A feasibility study indicates that a Cogeneration plant would make significant energy savings at the WAC. The cost of the proposed system is however greater than the budgeted amount. As a result a Grant Application is being made to the Department of Climate Change and Energy Efficiency to supplement the current budget. It is anticipated that a decision on this will be made by February of 2013. In the meantime a design of the Cogeneration Plant will be prepared to minimise further delays. | | | | |

CORPORATE SUPPORT SERVICES

Financials

December 2012 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 | 50,472,215 | 50,616,563 | (144,348) | 13,343,405 | 13,343,405 | 12,445,769 |
| User Charges & Fees | 1,480,398 | 1,594,372 | (113,974) | 2,594,858 | 2,594,857 | 2,594,858 |
| Investment Fees and Revenues | 1,998,536 | 1,970,398 | 28,138 | 3,402,668 | 3,402,668 | 3,402,668 |
| Other Revenues | 1,373,920 | 1,285,379 | 88,541 | 2,302,346 | 2,302,345 | 2,155,444 |
| Grants and Contributions - Operating Purposes | 801,102 | 803,000 | (1,898) | 803,000 | 803,000 | 803,000 |
| Grants and Contributions - Capital Purposes | 1,053,687 | 1,586,985 | (533,298) | 2,575,000 | 2,875,000 | 2,875,000 |
| Gains on disposal of Assets | 212,209 | 92,400 | 119,809 | 4,354,703 | 4,354,703 | 4,354,703 |
| Total Income From Continuing Operations | 57,392,067 | 57,949,097 | (557,030) | 29,375,980 | 29,675,979 | 28,631,441 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (8,672,018) | (8,951,884) | 279,866 | (17,693,329) | (17,578,450) | (17,465,325) |
| Borrowing Costs | (45,083) | (32,358) | (12,726) | (308,611) | (308,611) | (308,611) |
| Materials and Contracts | (4,205,408) | (4,389,550) | 184,142 | (10,505,194) | (10,477,194) | (10,321,678) |
| Depreciation and Amortisation | (2,684,226) | (2,707,832) | 23,606 | (5,615,665) | (5,615,665) | (5,615,665) |
| Other Expenses | (2,300,515) | (2,116,100) | (184,415) | (3,941,902) | (3,991,902) | (3,826,700) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | (356,028) | (346,287) | (9,741) | (692,574) | (692,574) | (692,574) |
| Internal Charges | 1,923,060 | 1,973,036 | (49,976) | 3,945,523 | 3,945,523 | 3,935,263 |
| Overhead Allocation | 8,012,568 | 8,012,568 | - | 16,025,127 | 16,025,127 | 16,025,127 |
| Total Expenses From Continuing Operations | (8,327,651) | (8,558,407) | 230,756 | (18,786,625) | (18,693,746) | (18,270,163) |
| Surplus / (Deficit) from Continuing Operations | 49,064,416 | 49,390,690 | (326,274) | 10,589,355 | 10,982,233 | 10,361,279 |

Year to Date Actuals and Annual Forecast

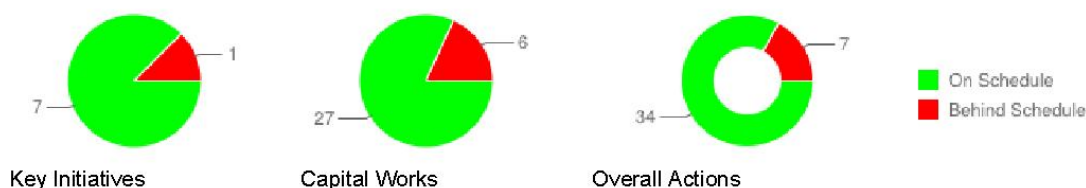
The surplus from continuing operations at the end of the second quarter is tracking lower than forecast principally due to lower than anticipated income which has been partially offset by timing differences in expenses.

Income from continuing operations is tracking lower than anticipated in a number of areas. Rates and charges are tracking lower than forecast due to phasing in the allocation of rates to individual service areas as a result of changes in the approved forecast. Fees and charges are lower than forecast principally due to timing differences related to income which is yet to be received for telecommunications towers on Crown Land. Grants and Contributions – Capital Purposes are tracking lower by \$233,298 due to less than anticipated s94A contributions being received in the first half and a \$300,000 contribution which has yet to be received from the Netball Association towards works being undertaken on Curl Curl Sports Centre.

Expenses from continuing operations are tracking lower than forecast overall. Employee costs are lower than anticipated due to a higher than anticipated level of vacancies however, this has been offset by a higher level of other expenses due to the utilisation of agency personnel in the majority of cases required to cover these vacancies. Depreciation is tracking lower than forecast due to the timing of the capitalisation of some capital works projects. Materials and contracts are tracking lower than anticipated principally due to timing differences.

The surplus from continuing operations for the full financial year has been reforecast to decrease by \$620,954 to \$10,361,279. The rates allocation to Roads, Traffic & Waste has been increased by \$897,636 reflecting the corresponding decrease in Corporate Support for budgeted Capital Grants which will not be received and rental Income is anticipated to be \$146,901 lower for the full financial year. This has been partially offset by further savings of \$113,125 identified in this quarter in employee costs, savings of \$155,516 in materials and contracts, \$165,202 in other expenses and \$10,260 in internal charges.

CORPORATE SUPPORT SERVICES



Key Highlights

Customer service performance

The Customer Service Centre continues to deliver a high quality service to the community and our internal customers. For the October - December quarter, the centre achieved;

1. First contact resolution rate of 97%, exceeding our target of 90%
2. An error rate below 1.5%, exceeding our target of <3%.

Community Database

The Community Database Improvement Program continues to be a priority and to date over 108,000 records have been updated. As a speedier and more convenient option for the community, the online Request a Service facility has been expanded to offer more service request options. Customer Requests online continues to increase and action by staff remains within 1 working day turnaround.

Customer Satisfaction and Improvement

The online Customer Satisfaction Survey has been operating since December 2011 and that time, over 2,000 customers have responded with an overall approval rating of 79%. Customers cite; ease of contact; staff knowledge and timely service as key positive indicators.

New 'One Stop Shop' Service Centre

Office refit for single 'one stop shop' service counter completed in mid-November. Positive feedback from customers indicating a more welcoming environment. Old customer meeting room transformed into a 5th workstation for rates and JP overflows. A new, more spacious customer meeting room is being completed,

Work Health and Safety Audit

A pre-audit review of our Work Health and Safety management systems and application in the field was conducted over December in preparation for the Work Cover audit due towards the end of the fiscal year. The review was performed by an external provider over three days and involved several business units covering employees at all levels. Areas visited included Children's Services, Roads, Traffic & Waste, Parks Reserves & Foreshores, Natural Environment, Procurement, Human Resources, Buildings Property & Spatial Information, Warringah Aquatic Centre and Customer Support – Library.

Employee Survey

An external employee opinion survey was conducted in early November, with all staff invited to provide feedback. The survey methodology is based on business excellence principles, providing direct feedback linkages with our continuous improvement and values based leadership philosophy. The survey allows staff the opportunity to give feedback on what is working well and areas for improvement, within a confidential forum.

Sale of Cottage Point

Council successfully sold the vacant plot of land comprising Lot 3 Notting Lane, Cottage Point at public auction for \$362,000 (G.S.T. inclusive).

| Key Initiatives | Status |
|---|---------------------------|
| Implement an external customer satisfaction survey | ■ On target |
| Increase the range of self-help services available on-line | ■ On target |
| Support a 'Triple O' policy on workplace accidents/incidents/injuries | ■ On target |
| Implement and manage the Business Continuity Program | ■ On target |
| Document Council's core business processes, in line with the principles of Business Excellence | ■ Behind schedule |
| Work is underway on documenting the core organisational business processes however due to other priorities we are behind the agreed program of work. There is a strong commitment to fully resource the program to ensure all agreed core processes are documented by the 30 June 2013. | |
| Implement the Enterprise Risk Management Program | ■ On target |
| Undertake an employee opinion survey of Council staff | ■ Completed on 13/12/2012 |
| Review ratings structure based on new land valuations | ■ On target |

| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|---|------------------------|-----------------|-------------|-------------------|
| Civic Centre - Upgrade Air Conditioning Plant | ■ Behind Schedule | \$400,000 | \$ 0 | \$29,000 |
| Further analysis of the planned works determined that the internal payback and benefit did not justify the spend on this upgrade. This work has been cancelled. | | | | |
| Renewal works-Sporting Club Buildings | ■ On Target | \$247,477 | \$20,425 | \$139,129 |
| Renewal works-Community Buildings | ■ On Target | \$226,606 | \$78,894 | \$126,606 |
| Renewal works-Beach & Surf Club Buildings | ■ On Target | \$11,652 | \$10,296 | \$50,000 |
| Renewal Works-Amenities Buildings | ■ On Target | \$77,477 | \$8,290 | \$143,485 |
| Community Buildings - DDA works program | ■ On Target | \$159,011 | \$ 0 | \$56,552 |
| Fisherman's Beach - Surf Radio Rescue Building Renewal and Upgrade | ■ Behind Schedule | \$106,008 | \$3,270 | \$10,000 |
| The Council resolved to recommend to Crown Lands that SLSNB obtain a lease directly with the Crown. This project has been reduced to the urgent items only until the Crown's position has been finalised, as this impacts on asset renewal responsibilities for the building and the plans of other parties to renew the space. | | | | |
| Civic Centre - Upgrade Customer Service Centre | ■ On Target | \$318,023 | \$139,682 | \$194,379 |
| IT Software - Renewals | ■ On Target | \$715,000 | \$335,944 | \$470,000 |
| IT Infrastructure - Renewals | ■ On Target | \$518,702 | \$190,338 | \$398,656 |
| Civic Centre - Roof Membrane Renewal | ■ On Target | \$53,004 | \$3,004 | \$53,004 |
| Light Plant Replacement Program | ■ On Target | \$1,600,000 | \$1,403,758 | \$1,600,000 |
| Heavy Plant Replacement Program | ■ On Target | \$400,000 | \$243,141 | \$400,000 |
| Tramshed - Toilet, Kitchen, renewals | ■ On Target | \$265,988 | \$ 0 | \$65,988 |
| Minor Renewal works - Community Buildings | ■ On Target | \$65,725 | \$18,633 | \$65,725 |
| Collaroy SLSC / Swim Club Building - Amenities | ■ Completed 30/11/2012 | \$1,665,152 | \$1,705,124 | \$1,909,150 |
| Minor Renewal works | ■ On Target | \$65,725 | \$9,695 | \$65,725 |
| Demolition of 17B Crown Rd | ■ On Target | \$223,998 | \$6,500 | \$50,000 |
| Renewal Works-Admin Buildings | ■ On Target | \$263,303 | \$90,078 | \$193,303 |
| PAIP - Curl Curl Sports Centre | ■ On Target | \$472,000 | \$849,754 | \$972,000 |

| Capital Works Program | Status | Original Budget | YTD Actual | Forecast End Year |
|---|-------------------|-----------------|------------|-------------------|
| Civic Centre - BCA and Fire Safety | ■ Behind Schedule | \$789,183 | \$ 0 | \$28,800 |
| This project has been pushed into 2013/14. Council is awaiting advice from the NSWFB Commissioner on its Fire Engineering Report which has prevented Council proceeding on this project. | | | | |
| IT Software - New Works | ■ Behind Schedule | \$20,000 | \$ 0 | \$20,000 |
| The project is currently on hold due to the Project Manager being assigned to the Web Redevelopment project. The project will recommence in May when the Project Manager is available. This is likely to result in the project carrying over into FY13/14. | | | | |
| IT Infrastructure - New Works | ■ On Target | \$352,500 | \$154,269 | \$310,500 |
| Brookvale Children's Centre (LDC) Renewal | ■ On Target | \$106,008 | \$3,600 | \$76,008 |
| Dee Why Town Centre - Kingsway parking /PCYC | ■ On Target | \$530,038 | \$22,995 | \$530,038 |
| Upgrade Warringah Council Website | ■ On Target | \$150,000 | \$79,690 | \$87,000 |
| Stony Range Pavilion Upgrade | ■ On Target | \$109,085 | \$ 0 | \$134,400 |
| Solar Panel System - Cromer Park | ■ On Target | \$40,000 | \$ 0 | \$40,000 |
| Solar Panels - SLSC | ■ On Target | \$40,000 | \$10,000 | \$40,000 |
| Wheeler Park - New Public Amenity | ■ Behind Schedule | \$163,116 | \$ 0 | \$0 |
| The location and demand for these amenities is being re-investigated and will be nominated for a future year's capital programme when the need is determined. This project has been cancelled for the 2012-2013 year. | | | | |
| Brookvale Oval - Upgrade Works Stage 3A | ■ On Target | \$900,000 | \$757,778 | \$900,000 |
| Dee Why Beach Viewing Tower | ■ Behind Schedule | \$98,305 | \$ 0 | \$0 |
| Two concept options for a final acceptable design have been completed by the architect. These are to be presented to Council at the briefing of 19th February 2013, after which the works will be tendered for detailed design and construction. The construction of this project has now been reforecast by Q2 of 2013/14. | | | | |
| Brookvale Occasional Care Centre | ■ On Target | \$1,568,899 | \$154,887 | \$1,579,813 |

GOOD GOVERNANCE

Financials

December 2012 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 | 2,941,228 | 2,941,228 | - | 4,281,903 | 4,281,903 | 4,281,903 |
| User Charges & Fees | 6,075 | 5,220 | 855 | 10,440 | 10,440 | 10,440 |
| Investment Fees and Revenues | - | - | - | - | - | - |
| Other Revenues | 500 | - | 500 | - | - | - |
| Grants and Contributions - Operating Purposes | 690,238 | 890,238 | (200,000) | 3,084,809 | 3,084,809 | 3,084,809 |
| Grants and Contributions - Capital Purposes | - | - | - | - | - | - |
| Gains on disposal of Assets | - | - | - | - | - | - |
| Total Income From Continuing Operations | 3,638,041 | 3,836,686 | (198,645) | 7,377,151 | 7,377,151 | 7,377,151 |
| Expenses From Continuing Operations | | | | | | |
| Employee Benefits & Oncosts | (923,851) | (817,698) | (106,153) | (1,635,395) | (1,635,395) | (1,725,395) |
| Borrowing Costs | - | - | - | - | - | - |
| Materials and Contracts | (280,632) | (450,965) | 170,333 | (808,330) | (808,330) | (838,330) |
| Depreciation and Amortisation | - | - | - | - | - | - |
| Other Expenses | (1,822,463) | (1,820,758) | (1,705) | (3,438,900) | (3,438,900) | (3,489,900) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest In Joint Venture | - | - | - | - | - | - |
| Internal Charges | (18,596) | (25,459) | 6,863 | (50,919) | (50,919) | (50,919) |
| Overhead Allocation | (721,806) | (721,806) | - | (1,443,608) | (1,443,608) | (1,443,608) |
| Total Expenses From Continuing Operations | (3,767,348) | (3,836,686) | 69,338 | (7,377,151) | (7,377,151) | (7,548,151) |
| Surplus / (Deficit) from Continuing Operations | (129,306) | - | (129,306) | - | - | (171,000) |

Year to Date Actuals and Annual Forecast

The Service has incurred a deficit at the end of the second quarter of \$129,306.

Income from continuing operations is tracking below budget by \$198,645 principally due to the Waste and Sustainability Improvement Program (WaSAP) Grant of \$200,000 not having been received in the first half due to delays in the review by the State Government of the Waste Levy which is tied to this funding.

Expenses from continuing operations are tracking below budget by \$69,338 principally due to expenditure relating to the WaSIP Grant being partially delayed pending receipt of the funding offset by higher costs associated with temporary resourcing within the Office of Internal Ombudsman to deal with a higher than anticipated workload.

For the full financial year a deficit from continuing operations of \$171,000 is anticipated. This relates to the additional resourcing within the Office of Internal Ombudsman noted above offset by a reduction in the Department of Environment and Planning Levy.

GOOD GOVERNANCE



Key Highlights

Community Strategic Plan – Development

Between October and December we continued with community consultation to assist the development of the new Community Strategic Plan, with the focus being on gaining general agreement about key objectives that everyone in Warringah should be working towards. This second stage of the engagement process included consultation with residents at the Brookvale Show in October, three community workshops involving 230 stakeholders in November, and an online survey completed by 114 respondents.

Local Government Reform

In December the Council made a submission on the review of the Local Government Act, to the Local Government Acts Taskforce. The submission highlighted the areas of the Act that we believe are working well, and those that need to change in order to ensure the long term sustainability of local government in NSW. The areas we highlighted for reform included :

- Establishing LGA boundaries
- How Councils operate
- Financial matters
- Land and property matters
- Governance
- Human Resources

Following submissions from councils around the state, the Taskforce will release its next discussion paper in March 2013.

| Key Initiatives | Status |
|--|---------------------------|
| Council elections and induction of new Council | ■ On target |
| Develop a Healthy Ageing Strategy | ■ On target |
| Publish the Annual Report | ■ On target |
| Prepare the Internal Ombudsman's Annual Report | ■ Completed on 31/08/2012 |
| Respond to the Local Government Reform Agenda | ■ On target |
| Review the long term Community Strategic Plan | ■ On target |
| Develop a Youth Strategy | ■ On target |
| Host the Northern Beaches Business Awards | ■ On target |
| Establish a Warringah Pittwater business portal | ■ On hold |
| Project to be recommenced when Council website upgrade is complete | |
| Host the Warringah Business Expo | ■ Completed on 08/10/2012 |
| Establish the delivery program for the 2013-2017 | ■ On target |
| Develop the Annual Operational Plan and budget | ■ On target |
| Conduct the Annual Community Survey | ■ On target |

December 2012 Quarterly Report - Additional Financial disclosures

Quarter ending 31 December 2012

Following statements are 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 contract
- ☐ Consultancy and Legal expenses

| Warringah Council | | | | | | |
|--|----------------------------|---|------------------------------|---|-----------------------------|-----------------------|
| Budget review for the quarter ended -31 December 2012 | | | | | | |
| 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 | 88,522 | - | 88,522 | - | 88,522 | 88,387 |
| User Charges & Fees | 39,346 | - | 39,346 | 1,328 | 40,674 | 19,766 |
| Interest & Investment Revenues | 3,932 | - | 3,932 | - | 3,932 | 2,319 |
| Other Revenues | 7,358 | 6 | 7,364 | 241 | 7,605 | 4,091 |
| Grants & Contributions - Operating Purposes | 7,243 | - | 7,243 | (17) | 7,226 | 2,912 |
| Grants & Contributions - Capital Purposes | 4,785 | 370 | 5,155 | (913) | 4,242 | 2,117 |
| Gains on Disposal of Assets | 4,355 | - | 4,355 | - | 4,355 | 211 |
| Total Income from Continuing Operations | 155,541 | 376 | 155,917 | 639 | 156,556 | 119,803 |
| Expenses from Continuing Operations | | | | | | |
| Employee Benefits & On-Costs | (56,466) | 127 | (56,339) | (38) | (56,377) | (28,426) |
| Borrowing Costs | (309) | - | (309) | - | (309) | (46) |
| Materials & Contracts | (54,191) | 747 | (53,444) | (1,732) | (55,176) | (24,759) |
| Depreciation & Amortisation | (14,286) | - | (14,286) | - | (14,286) | (7,043) |
| Other Expenses | (16,750) | (843) | (17,593) | 43 | (17,550) | (9,233) |
| Loss on Disposal of Assets | - | - | - | - | - | - |
| Share of Interest in Joint Ventures | (693) | - | (693) | - | (693) | (356) |
| Internal Charges | - | - | - | - | - | - |
| Overhead Allocation | - | - | - | - | - | - |
| Total Expenses from Continuing Operations | (142,695) | 31 | (142,664) | (1,727) | (144,391) | (69,864) |
| Surplus / (Deficit) from Continuing Operations | 12,846 | 407 | 13,253 | (1,088) | 12,165 | 49,939 |

| Warringah Council | | | | | | |
|--|----------------------------|---|------------------------------|---|-----------------------------|-----------------------|
| Budget review for the quarter ended -31 December 2012 | | | | | | |
| 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 | 805 | - | 805 | (50) | 755 | 374 |
| Children's Services | 7,099 | - | 7,099 | 11 | 7,110 | 3,682 |
| Community & Safety | 6,149 | - | 6,149 | 29 | 6,178 | 3,123 |
| Compliance | 5,757 | - | 5,757 | - | 5,757 | 2,596 |
| Corporate Support | 29,374 | 301 | 29,675 | (1,047) | 28,628 | 57,392 |
| Cultural Services | 991 | - | 991 | - | 991 | 446 |
| Development Assessment | 5,394 | - | 5,394 | (80) | 5,324 | 2,671 |
| Glen Street Theatre | 2,891 | - | 2,891 | - | 2,891 | 1,365 |
| Good Governance | 7,377 | - | 7,377 | - | 7,377 | 3,638 |
| Information & Library | 6,218 | - | 6,218 | 46 | 6,264 | 3,159 |
| Kimbriki | 22,302 | - | 22,302 | 1,795 | 24,097 | 11,847 |
| Natural Environment | 10,658 | - | 10,658 | (20) | 10,638 | 5,037 |
| Parks, Reserves & Foreshores | 10,341 | 75 | 10,416 | (4) | 10,412 | 5,247 |
| Roads, Traffic & Waste | 35,013 | - | 35,013 | (61) | 34,952 | 16,358 |
| Strategic Planning | 2,868 | - | 2,868 | - | 2,868 | 1,492 |
| Warringah Aquatic Centre | 4,071 | - | 4,071 | - | 4,071 | 2,076 |
| Inter Service Eliminations | (1,757) | - (1, | 757) | - | (1,757) | (700) |
| Total Income | 155,541 | 376 | 155,917 | 639 | 155,556 | 119,803 |
| Expenses | | | | | | |
| Certification | (805) | - | (805) | 20 | (785) | (371) |
| Children's Services | (7,099) | - | (7,099) | (95) | (7,194) | (3,599) |
| Community & Safety | (6,149) | (92) | (6,241) | (34) | (6,275) | (3,146) |
| Compliance | (5,757) | - | (5,757) | - | (5,757) | (2,813) |
| Corporate Support | (18,787) | 91 | (18,696) | 424 | (18,272) | (8,328) |
| Cultural Services | (991) | - | (991) | - | (991) | (510) |
| Development Assessment | (5,394) | - | (5,394) | - | (5,394) | (2,723) |
| Glen Street Theatre | (2,891) | - | (2,891) | - | (2,891) | (1,354) |
| Good Governance | (7,377) | - | (7,377) | (169) | (7,546) | (3,767) |
| Information & Library | (6,218) | - | (6,218) | 140 | (6,069) | (3,090) |
| Kimbriki | (20,044) | - | (20,044) | (1,976) | (22,020) | (10,530) |
| Natural Environment | (10,658) | - | (10,658) | 20 | (10,638) | (5,029) |
| Parks, Reserves & Foreshores | (10,341) | 32 | (10,309) | 4 | (10,305) | (4,997) |
| Roads, Traffic & Waste | (35,013) | - | (35,013) | - | (35,013) | (16,846) |
| Strategic Planning | (2,868) | - | (2,868) | - | (2,868) | (1,292) |
| Warringah Aquatic Centre | (4,071) | - | (4,071) | (80) | (4,151) | (2,214) |
| Inter Service Eliminations | 1,757 | - -1, | 757 | - | 757 | 714 |
| Total Expenses | (142,695) | 31 (142, | 665) | (1,727) | (144,392) | (69,894) |
| Surplus / (Deficit) from Continuing Operations | 12,846 | 407 | 13,252 | (1,088) | 12,164 | 49,939 |

| Warringah Council | | | | | | |
|---|-------------------------------|--|---------------------------------|--|--------------------------------|-----------------------|
| Budget review for the quarter ended - 31 Dec 2012 | | | | | | |
| 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 United Funding | | | | | | |
| Rates & Other United Funding | 7,738 | 1,395 | 9,133 | (2,006) | 7,127 | 4,699 |
| Working Capital | 3,201 | (145) | 3,056 | (911) | 2,146 | 1,603 |
| Depreciation | 7,131 | (37) | 7,094 | 667 | 7,762 | 3,409 |
| Capital Grants & Contributions | 2,314 | 288 | 2,602 | (913) | 1,688 | 1,233 |
| External Restrictions | | | | | | |
| - S94 | 2,236 | 5 | 2,241 | (55) | 2,186 | 273 |
| - S94A | 4,851 | (537) | 4,314 | (103) | 4,212 | 1,633 |
| Internal Restrictions | | | | | | |
| - Other | - | - | - | - | - | - |
| Income from Sale of Assets | | | | | | |
| - plant and equipment | 3,180 | - | 3,180 | - | 3,180 | 1,045 |
| - land and buildings | - | - | - | - | - | - |
| Other | - | - | - | - | - | - |
| Total Capital Funding | 30,651 | 970 | 31,620 | (3,320) | 28,300 | 13,896 |
| Capital Expenditure | | | | | | |
| Plant & Equipment | 2,705 | - | 2,705 | (932) | 1,773 | 2,214 |
| Office Equipment | 1,541 | 215 | 1,756 | (407) | 1,349 | 588 |
| Furniture & fittings | - | - | - | - | - | - |
| Operational Land | - | - | - | - | - | - |
| Community Land | - | - | - | - | - | - |
| Land improvements | 646 | 6 | 652 | - | 652 | 474 |
| Buildings | 10,245 | 238 | 10,483 | (2,139) | 8,344 | 3,413 |
| Other Structures | 9,177 | 337 | 9,514 | (17) | 9,497 | 4,426 |
| Roads, Bridges & Footpaths | 4,789 | 49 | 4,838 | (58) | 4,780 | 1,840 |
| Stormwater Drainage | 1,022 | 125 | 1,147 | 187 | 1,334 | 686 |
| Library Books | 524 | - | 524 | 45 | 570 | 255 |
| Other Assets | - | - | - | - | - | - |
| Total Capital Expenditure | 30,651 | 970 | 31,620 | (3,320) | 28,300 | 13,896 |

| Warringah Council | | | | | | |
|---|------------------------------------|--|--|---|---|-----------------------------------|
| Budget review for the quarter ended - 31 December 2012 | | | | | | |
| Cash & Investments | | | | | | |
| | 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) |
| Total Cash and Investments | 76,554 | 11 | 69,664 | 158 | 69,822 | 86,208 |
| represented by: | | | | | | |
| Externally restricted | | | | | | |
| Developer Contributions | 27,567 | (542) | 27,025 | 158 | 27,183 | 31,954 |
| Specific Purpose Unexpended Grants | 19 | - | 19 | - | 19 | 428 |
| Domestic Waste Management | 2,708 | - | 2,708 | - | 2,708 | 671 |
| Total Externally Restricted | 30,294 | (542) | 29,752 | 158 | 29,910 | 33,054 |
| Internally Restricted | | | | | | |
| Deposits, Retentions & Bonds | 3,000 | - | 3,000 | - | 3,000 | 4,242 |
| Employee Leave Entitlement | 2,355 | - | 2,355 | - | 2,355 | 2,363 |
| Insurance Reserve | 1,419 | - | 1,419 | - | 1,419 | 1,141 |
| Compulsory Open Space Acquisition Reserve | 625 | - | 625 | - | 625 | 156 |
| Other | 2,900 | - | 2,900 | - | 2,900 | 6,526 |
| Total Internally Restricted | 10,299 | - | 10,299 | - | 10,299 | 14,427 |
| Total Restricted Cash | 40,593 | (542) | 40,051 | 158 | 40,209 | 47,481 |
| Total Unrestricted/ Available Cash | 35,961 | 553 | 29,613 | - | 29,613 | 38,728 |

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 2012 | Actual 31 Dec 2012 | Budget 30 June 2013 |
|------------------------|-----------------------|------------------------|
| 3.35 | 7.36 | 3.36 |

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 second 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 2012 \$'000 | Actual 31 Dec 2012 \$'000 | Budget 30 June 2013 \$'000 |
|----------------------------------|---------------------------------|----------------------------------|
| 4,578 | 3,561 | 8,061 |

Commentary:

Council is continuing to forecast a surplus from Continuing Operations before Capital Grants & Contributions for the year ending 30 June 2013 in line with its original budget.

ASSET RENEWAL EXPENDITURE

Indicator # 3 - Asset Renewal Expenditure

Indicator Title: Asset Renewal Ratio

Indicator Definition:
$$\frac{\text{Capital Renewal Capacity - amount of funds spent on renewing assets (as opposed to maintaining them)}}{\text{Capital Expenditure on Existing Assets/Annual Depreciation}}$$

Indicator / Local Government Benchmark: 1 to 1
Less than 1:1



| Actual 30 June 2012 \$'000 | Actual 31 Dec 2012 \$'000 | Budget 30 June 2013 |
|----------------------------------|---------------------------------|------------------------|
| 1.54 | 1.47 | 1.38 |

Commentary:

Council is on track to will achieve a positive Asset Renewal Ratio for the full financial year.

| Warringah Council Budget review for the quarter ended - 31 December 2012 Budget Review Contracts | | | | | | |
|---|---|-----------------------|--------------------------|-----------------------------|-----------------------|--|
| Contractor | Contract detail & purpose | Contract value | Commencement date | Duration of contract | Budgeted (Y/N) | |
| Performance Concrete Services Pty Ltd | Jamieson Park Bush Regeneration and Bush Fire Management Contract | \$123,108 | 2/10/2012 | 22/10/2012 | Y | |
| Green Options | Coastal Zone Management Plan for Collaroy-Narrabeen Beach and Fisherman | \$83,940 | 23/10/2012 | 22/10/2015 | Y | |
| My Gateway | Services for Turf Cricket Wicket and Outfield Maintenance | \$82,611 | 1/11/2012 | 14/02/2014 | Y | |
| Alfiche Australia P/L | Services for Air Quality, Air Conditioning Services and Maintenance | \$56,225 | 23/11/2012 | 17/05/2013 | Y | |
| PM Partners Group | Cromer Park Upgrade | \$363,300 | 2/12/2012 | 30/11/2015 | Y | |

| Warringah Council | | |
|--|---------------------------|-------------------|
| Budget review for the quarter ended - 31 December 2012 | | |
| Consultancy and Legal Expenses | | |
| Expense | Expenditure Quarter \$ | Budgeted (Y/N) |
| Consultancies | <u>78,586</u> | <u>Y</u> |
| Legal Fees | <u>284,495</u> | <u>Y</u> |





MASTERPLAN 2012

UPDATED FEBRUARY 2013

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APPENDIX

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A DESTINATION FOR DRAMA

GLEN STREET THEATRE - MASTERPLAN 2012
MARK HURCUM DESIGN PRACTICE ARCHITECTS
UPDATED ISSUE B – FEBRUARY 2013



1.0 INTRODUCTION

1.1 THE SITE

The Glen Street Theatre is located on a peninsula site on the junction of Glen Street and Blackbills Road, Belrose. Adjacent to playing fields and directly opposite the Glenrose Shopping Centre, the site is at the geographic centre of Belrose.

The current facilities include a 400 seat theatre with function rooms, a restaurant and administrative offices with the balance of the building currently tenanted by a gymnasium. The Theatre is owned and operated by Warringah Council, as is the Belrose Library which sits on its own site opposite the Theatre.

1.2 THE GLEN STREET THEATRE

The building was officially opened as The Forest Community Centre on 6 July 1985 incorporating a theatre, a youth centre and a sports centre. The development of a Community centred theatre was championed by Councillor Julie Sutton. In 1994 the Glen Street Theatre launched their first professional theatre subscription season. In 2010, the theatre celebrated 25 years of operation.

Many of Australia's most celebrated actors have appeared on stage at Glen Street Theatre including Jonathan Biggins, Max Cullen, Drew Forsythe, John Gaden, Belinda Giblin, Max Gillies, Maggie Kirkpatrick, Genevieve Lemon, Robyn Nevin, John Bell, Jeremy Sims, Barry Otto and Jacki Weaver to name just a few.

1.3 THE MASTERPLAN PROCESS

This Masterplan has been undertaken in consultation with the current administrative staff of the theatre. The process has included detailed analysis of the existing facilities and preparation of a Brief addressing critical operational issues.

Previous Studies and Masterplans prepared for the site were reviewed in context with the current Brief. Some of these earlier studies attempted to determine if the Theatre was in the correct location to adequately service the community. This question has been reviewed in this Masterplan. An Urban Study of the Belrose locality and the immediate precinct of the theatre was also undertaken.

From these parameters, concept designs and future plans were developed and assessed against the criteria established.

1.4 EXECUTIVE SUMMARY

- Glen Street Theatre is the right venue in the right location, with an established following and unique setting that adds value to the experience. Glen Street Theatre is recognised as a cultural landmark for the Warringah Municipality. Relocation of the Theatre would be neither cost-effective nor appropriate to securing the future of the theatre. Progressive development of the site will create a cultural centre relevant to the Warringah district and assist in revitalising the Belrose locality.

- The existing facilities are in need of a targeted upgrade – initially targeted at improving Patron experience and securing the commercial viability of the theatre, over and above further improvements to the performance facilities.

An upgrade of the arrival and foyer amenity will improve the Patron experience as well as providing a more efficient operation.

Revitalising of the Restaurant amenity as a separate destination will enhance the theatre experience while providing a more suitable commercial asset.

- The Masterplan identifies staged works to suit progressive funding allocation, as well as looking forward to a time when Council may decide to consolidate their landholdings in the area and create a signature cultural centre.
- The Masterplan establishes a series of recommendations as described in Stage 4.0 below that are based on three identified generators for development, as follows:

Generator A
Recommendations generated by immediate needs and to increase the sustainability of the Theatre.

Generator B
Recommendations based on a possible consolidation of Council's assets, including the potential for relocation of Belrose library or adding other facilities to the Glen Street Theatre site.

Generator C
Recommendations generated by an increased patronage for the theatre, allowing for larger funding projects that could increase theatre capacity, improve a number of theatre production-based issues or radically improve the value-adding services.

- The Masterplan proposes a scope of work for Stage 1, being the Foyer refurbishment works. Details of this are covered in Section 5.0 below.

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2.0 FUTURE VISION

2.1 FUTURE VISION FOR GLEN STREET THEATRE

The future for Glen Street Theatre is about continuity. Continuing the vision of a community connected theatre that offers an intimate cultural experience that attracts significant productions and providing a facility for community based groups.

The theatre is unique in its bush setting and its ease of access, particularly for parking, which differentiates it from alternative Sydney venues which are in more urban settings.

Reinforcing the Patron experience by creating an improved sense of arrival and sense of theatre in the foyer will build on the positive attributes of the existing facility.

Relocation of the restaurant to be a stand alone entity, yet related to the arrival experience, will add significantly to the amenity and attraction.

Future upgrades to the theatre functions will maintain and improve the attraction for signature productions as well as providing more flexible applications for community theatre operations.

2.2 FUTURE VISION FOR BELROSE LOCALITY

The suburb of Belrose encompasses a classic study in the greying suburbs of Sydney. Its demographic and commercial drivers have altered significantly and will continue to change over the coming decades.

Warringah Council has significant landholding in the centre of the suburb which include the playing fields, the theatre precinct and the library. Future planning of these facilities can assist and direct the future development of the suburb.

The community issues and complexities surrounding the development of the local shopping centre have contributed to the landholder deciding not to proceed and divesting the property.

The opportunity exists to future plan the centre of the suburb to reinvigorate the community and embrace the social, cultural and lifestyle needs of the future population.

Warringah Council, as a major landholder, is ideally placed to direct the commercial and cultural direction of this bush suburb.

With the theatre, library, commercial offices, gymnasium, restaurant and a revitalised shopping precinct this area can continue to contribute locally and regionally. Rationalisation of Council's holding may include the selling of the library site as either commercial or residential development with the incorporation of the library into the theatre complex.

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3.0 MASTERPLAN ANALYSIS

3.1 REGIONAL ANALYSIS

A regional analysis of the Belrose locality and context shows the Glen Street Village as a central point within the Belrose and Davidson suburbs. These suburbs are surrounded on three sides by National park and connected to the rest of Warringah by the main arterial road, Forest Way.

The predominant feature of the suburb is its suburban structure set within a bushland setting, which makes this area distinctive from other areas in Warringah, especially the coastal areas. This bushland setting is a feature of not only Glen Street Theatre but also Davidson High School and the Bushland Cemetery.



GLEN STREET THEATRE IN DISTRICT CONTEXT



AERIAL PHOTOS SHOWING LOCAL CONTEXT

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3.0 MASTERPLAN ANALYSIS

3.2 LOCAL / SITE ANALYSIS

The Glen Street Theatre sits on a parcel of land that is a peninsula between the two main roads within Belrose: Glen Street and Blackbults Road. While this gives an indication that it is in a pivotal position within the Civic precinct of Belrose, in reality the building requires a stronger civic presence.

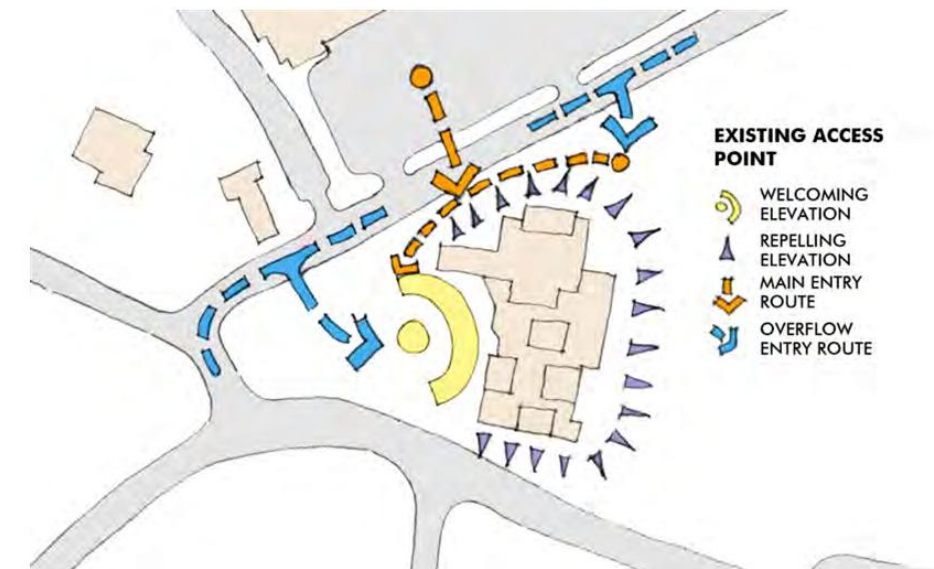
FRONTAGE AND APPROACH

One of the major issues is that the site position really requires a 'building in the round' that references the three key Civic elements of the locality; the Library, the Stocklands shopping centre "Glenrose" and the public sports grounds behind. Despite the fact that the site has four major frontages, the Theatre building addresses only one - the western frontage.

The remaining three frontages all have less-than attractive facades, other than the dramatic face-brick fly-tower facing the Shopping Centre, which is nevertheless not achieving its potential. They also represent substantial portions of the site which can be utilised to a greater potential.

The main approaches by car are from the east, along the north and south frontages. With the south and north elevations providing no active uses and very few identity clues, the site's use is difficult to recognise. There is a clear need to provide much stronger identity clues, much earlier along Glen Street and Blackbults Road.

The opportunity for the theatre to address the busy shopping centre has been totally missed. The overflow car parks (north frontage and shopping centre) have very weak connections to the theatre - providing a very poor entry experience. The office wing projects out to the NW, cutting the main north frontage (that faces the shopping centre) off from the main entry space to the west.



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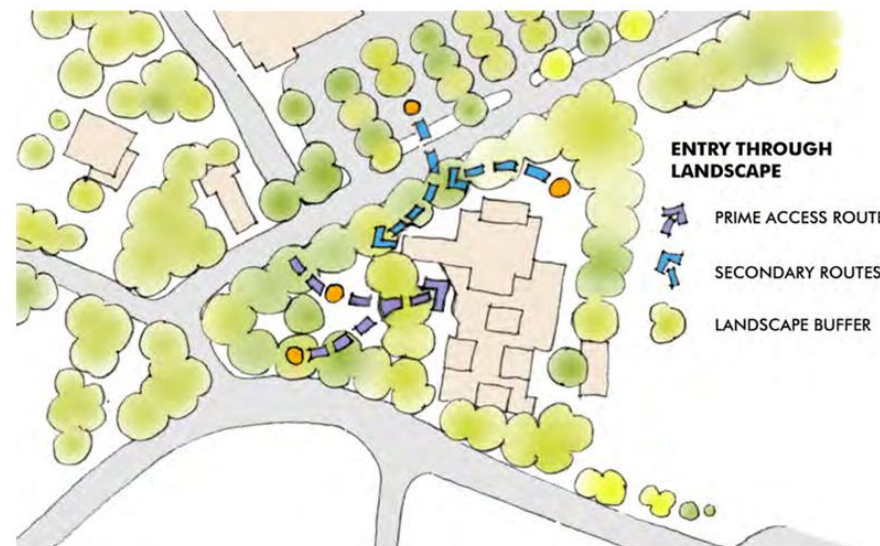
3.2 LOCAL / SITE ANALYSIS

Continued...

LANDSCAPE

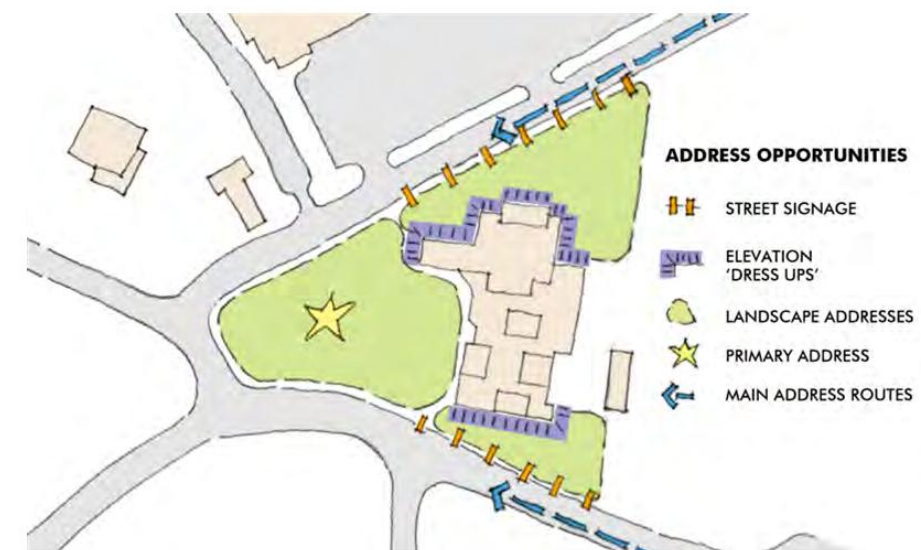
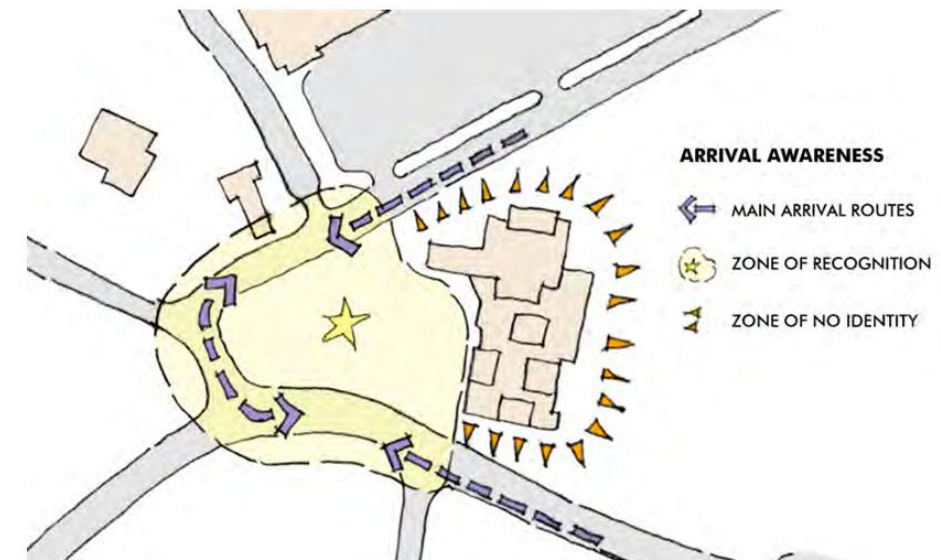
Landscape is the major identity asset for the theatre and the Civic precinct as a whole, - a factor that needs to be strengthened as much as possible, both on the theatre site, and throughout the civic precinct as a whole.

One of the key positive elements of the site is the amount of established tree cover, particularly in the car parking area at the front. It is the tree setting that gives the Theatre part of its unique character as well as being part of the overall theatre experience.



However, the established tree cover is also one of the major issues with achieving visibility and legibility for the building as an important Civic building.

The visitor's arrival through landscape, which already provides a major experiential drawcard for theatregoers, represents an enormous (and cost effective) opportunity where the theatrical experience of finding the 'theatre in the trees' could be much improved through careful landscaping and use of lighting, and extended to include overflow car park areas. Heightened identity for the theatre (glowing in the trees) could also be achieved in this way.



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3.0 MASTERPLAN ANALYSIS

3.3 THEATRE OPERATIONAL ANALYSIS

3.3.1 PATRONS

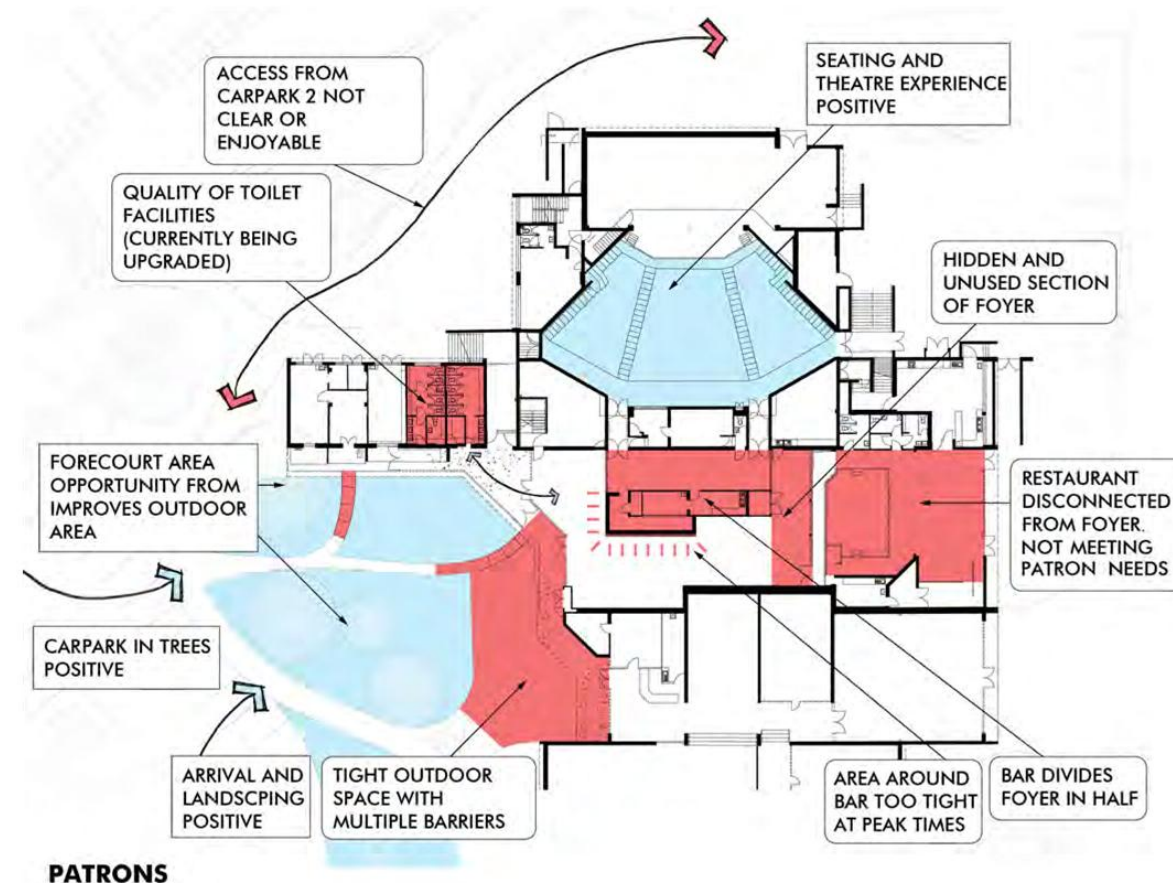
The Analysis of the issues and opportunities that affect the Patrons of the theatre are identified from both a review of previous Patron surveys and from an analysis of the site issues noted above. A detailed review of a Client Survey "Serious Fun at the Glen" from 2011 is included in Section 3.4.

The major issues raised by Patrons related to Front-of-House issues, such as toilet, bar and foyer issues. The Foyer was identified a number of times as out-dated, as compared to the theatre space itself, which gets good reviews.

The foyer has been identified by both MHDP and the theatre staff as being poorly laid-out, resulting in areas of the foyer that are not well utilised and others that become an area of stress on busy nights.

While not identified as any source of complaint, a review of the site indicates that the external spaces of the theatre are not utilised to their fullest potential and in particular there would be significant potential in development of the area directly in front of the entry. The following is a brief summary of the possible areas that could be improved for the Patron experience:

- Arrival and entry identity could be clearer for the first-time user of the Theatre.
- Pathways leading from main carparking to foyer could be clearer and wider.
- Pathway between secondary carpark would be improved by better way-finding, lighting and landscaping.
- "Vestibule" area is low, tight and has no sense of event or theatre.
- Area around the bar is too tight and easily becomes choked at Interval.
- Unused Foyer area at the back and outside the theatre doors is a waste of space.
- Division of Foyer results in lack of visibility for events in foyer.



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3.0 MASTERPLAN ANALYSIS

3.3 THEATRE OPERATIONAL ANALYSIS

3.3.2 VALUE-ADDING SERVICES

RESTAURANT / BISTRO

Identified as far back as the 2007 report, Sorlies Bistro has not performed well in providing a true Value-adding service for the theatre. The theatre has attempted to find an anchoring tenant to operate as a fully-functional restaurant but has not been successful. The Bistro currently operates as a function-based catering kitchen for the theatre.

The Bistro is not lacking in facilities and has a well set out and spacious kitchen, separate bar facilities, a DJ setup with good audio options and toilet facilities that are independent of the main theatre. The bar being on the other side of the room from the kitchen however reduces the efficiency of staffing the Bistro.

The Bistro is mainly used by the theatre for specific events, such as theatre lunches or launches.

Some minor amendments have improved the space generally but the Bistro suffers and will continue to suffer in the future if some fundamental issues are not dealt with:

a.) Lack of visibility

The Bistro is entirely hidden from both the foyer of the Theatre and from outside. Despite being located at the rear of the building opening into a courtyard space, the raised levels of the ground outside and the dense scrubby brush visually separates the courtyard from the playing field beyond. The outlook is not attractive and the courtyard feels sunken into the ground. Anti-graffiti mesh screens on the windows do not add to the appeal of the outlook.

In particular, lack of external visibility from the main roads or the front of the building would be a major stumbling block for securing an anchor tenant. Any external tenant would need to be confident of the financial viability of the operation separate from the Theatre.

b.) Access and location

As a follow-on from the above point, there is no independent access to the Bistro from the outside. This further reduces the financial viability of the Bistro to act independently from the Theatre.

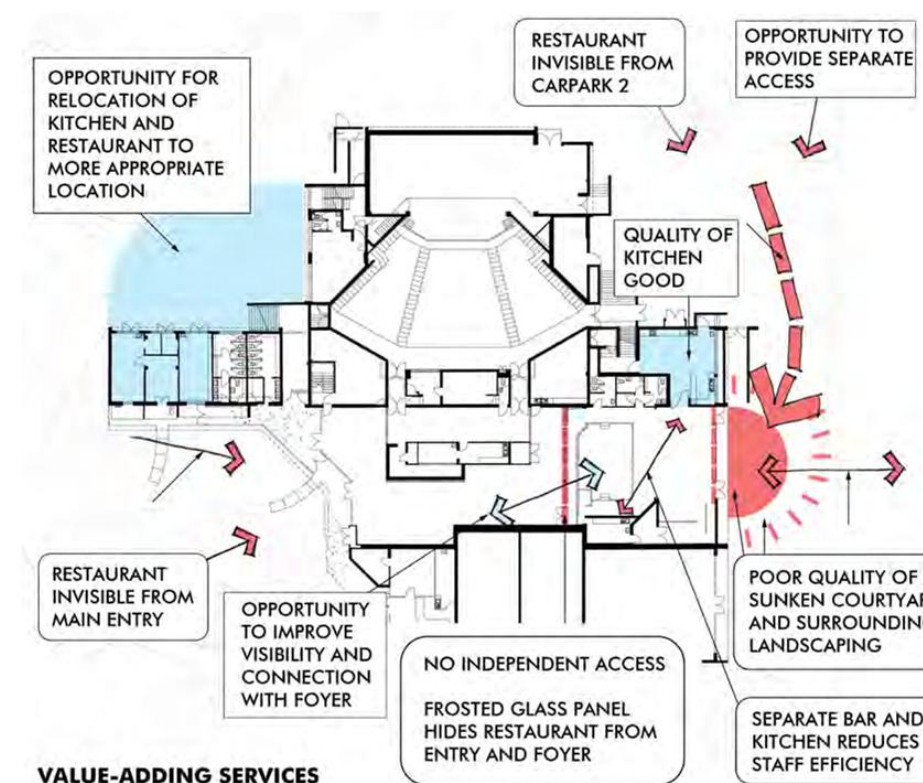
As part of the experience of theatre, the flow for Patrons is most obviously from the carpark to the foyer and into the theatre. This path does not pass the Bistro, which could become improved if it was part of this flow and became an integral part of the theatre experience.

c.) Signage and identification

There is little signage or identification, which may be more a result of the function of the current setup without an anchor tenant rather than a contributing factor.

Nevertheless, improved signage or at least creating an area for tenant signage would be a necessity for improving the viability.

Two separate options for improving the Bistro's value-adding function and sustainability have been identified in the recommendations (Section 4.0). The first option represents only a small-scale refurbishment with minor capital expenditure, leaving the bistro in the existing location. The second option provides the opportunity to radically improve the Restaurant facility by relocating it to a new facility on the other side of the building.



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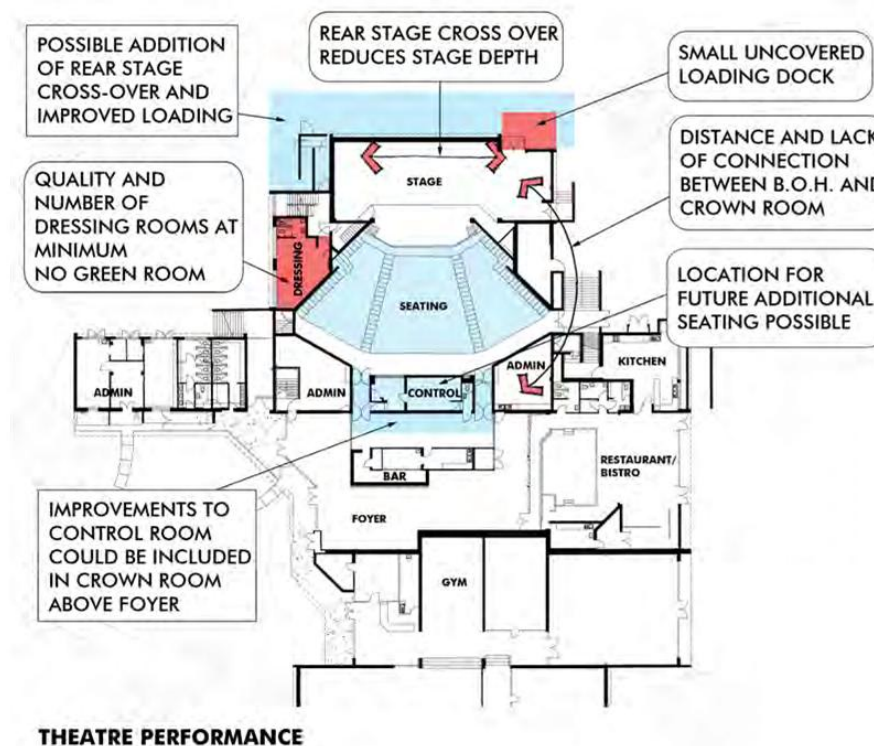


3.0 MASTERPLAN ANALYSIS

3.3 THEATRE OPERATIONAL ANALYSIS

3.3.3 ARTISTS / PERFORMERS

The Masterplan undertaken by PTW Architects reviewed and provided recommendations specific to the Theatre's performance issues. The PTW Masterplan and the suggested recommendations are reviewed in detail in Section 3.4.

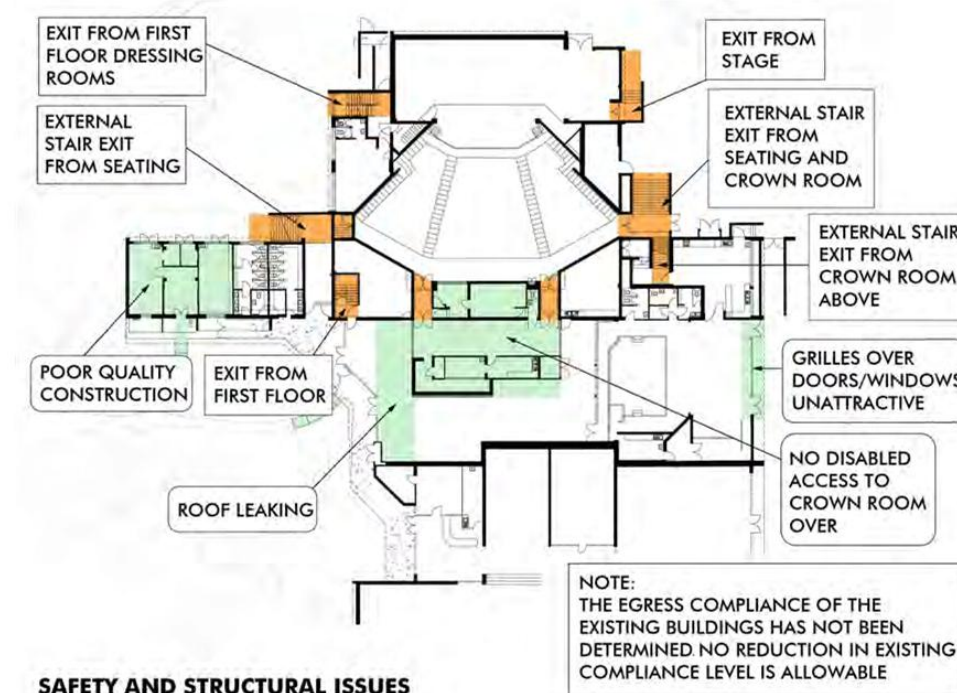


3.3.4 BUILDING FABRIC / REFURBISHMENT / COMPLIANCE ISSUES

The original building was constructed in the mid 1980's, which means most of the building fabric is now over 25 years old. The age of the building would also indicate that there may be a number of BCA requirements that would now not comply.

This Masterplan has not reviewed these in detail, however the diagram below identifies some potential issues.

One upgrade item already identified is a portion of the roof above the Foyer has developed a significant leak that may require substantial replacement.



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3.0 MASTERPLAN ANALYSIS

3.4 SUMMARY OF PREVIOUS MASTERPLANS AND REPORTS

3.4.1 REVIEW OF GLEN STREET THEATRE BY ROOT PROJECTS JANUARY 2007

Root Projects Australia was commissioned in 2006 to undertake a strategic review of the Theatre in its current structure and business operations and to assess its future viability in its current location, size and structure. In the introduction, the report states that "consideration will be given to the viability of revitalising and maintaining the existing facility or creating an entirely new venue." Nothing in the content of the report, however, confirmed the latter option as being the most appropriate option.

The Root Projects Australia report covered in detail the Products and Services provided by Glen Street Theatre, the Audience response to the theatre and the financial status of the organization. It did not, however, suggest any specific plan or agenda for moving forward or recommendations for items that require improvement.

The report is thorough and well considered and a number of the key findings are relevant to this Masterplan. Below is a summary of the Conclusion from the report:

" The findings from our research and consultation are mixed for Glen Street – on the one hand a positive future can be envisaged, on the other some difficulties lie ahead.

Glen Street Theatre has a large and loyal following. Subscribers choose the theatre over others because it is relatively easy to go there. The location suits them and the parking is adequate and free of charge....

The physical condition of the theatre and equipment is the subject of concern and it has potential to limit the range of productions that can be presented.

As with other industry participants, there are continuing pressures on Glen Street to increase profitability....The capacity of the theatre in terms of audience numbers and number of productions does not appear to have been reached. There has been no consistent growth trend in audience numbers suggesting that capacity will be reached in the near future.

...The population of neighbouring suburbs is expected to change – no significant trend has emerged however to suggest that based on this factor alone Glen Street Theatre would be best located somewhere other than in Belrose. "

At the time the report was produced, it appeared a large number of the external users of the theatre believed that the technical capacity of the theatre was lagging behind the production values of their shows. This then became the focus for the next Masterplan review, produced by PTW Architects and incorporating a Theatre Consulting Report produced by Richard Stuart. As demonstrated below, a number of these issues have been either addressed or discounted for various reasons. Some, however, remain as a priority for the next stages of development.

The adequacy of the facilities as perceived by the Audience was reviewed in depth in the report. This included many positive responses to the theatre experience but also highlighted some key deficiencies, being the toilets, the bar and seating in the foyer.

The report includes a specific section on the value-adding services and facilities. In this section, the authors note that value-adding services, such as restaurants, cafes and bars providing pre and post theatre food and beverages are a key factor for adding to the experience of attending the theatre. The report notes that neither the Glenrose shopping centre nor Sorlies Restaurant appeared to be satisfying this requirement.

The financial viability and sustainability of the theatre in respect to expenditure, revenue, productions and external hirers, subscriptions and marketing is detailed thoroughly in the report. The results of these findings have formed part of the future planning for the Theatre Administration and will not be covered further in this Masterplan.

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3.4 SUMMARY OF PREVIOUS MASTERPLANS AND REPORTS

Continued...

3.4.2 GLEN STREET THEATRE MASTERPLAN BY PTW ARCHITECTS AUGUST 2008

As noted above, the main focus of the Masterplan produced by PTW Architects was to improve the performance capabilities for the Glen Street Theatre. It was a focus on the performers requirements over and above the patron requirements and experience. While the deficiencies in the theatre performance capabilities are not in question, the commercial viability of the majority of the proposed recommendations did not match the earlier analysis that the theatre was not meeting its capacity and needed to maintain financial sustainability before substantial expenditure in theatre operation upgrades could be considered.

Structured incremental spending on operational upgrades has, however, been undertaken by the theatre management since the commissioning of the report and a number of the recommendations made in the Masterplan have been completed.

The theatre consultant recommendations from the PTW Masterplan have been included below. These recommendations have been broken into four actions or categories:

- Completed
- Discounted (not proceeding)
- High Priority
- Low priority

THEATRE CONSULTANT REPORT RECOMMENDATIONS:

AUDITORIUM

House lighting difficult to access.

RECOMMENDATION:

Provide a new House lighting system.

ACTION:

Completed to current satisfaction. Any further work to improve house lighting may include changing to LED lights, but this would be **Low Priority** and dependent on improved lighting technology.

LOADING DOCK

Loading dock access direct to stage

Congestion issue

No wet weather protection

RECOMMENDATION:

Dock leveler installed

Wet weather protection (eg Awning)

ACTION:

Improvements to the loading dock are a **High Priority**, especially enlargement of the area and wet weather covering. Dock leveller **Discounted**.

STAGE AND PROSCENIUM OPENING

Stage small by benchmark standards and considered small by touring companies, with little or no storage or rear stage cross-over.

Proscenium opening 10m wide x 5.5m high does not meet AA or A benchmark.

Narrow width restricts sightlines from side seats.

RECOMMENDATION (1):

Storage systems at stage level improved

ACTION:

Partially undertaken, but further improvements would be **High Priority**

RECOMMENDATION (2):

Enlargement of stage (width + depth)

Increase Proscenium opening

ACTION:

Discounted as too costly. The PTW analysis determined that this may be as expensive as demolishing the entire stage and proscenium and creation of an entirely new structure.

RECOMMENDATION (3):

Rear stage cross-over

ACTION:

High Priority. The lack of stage space could effectively be improved with a rear stage cross-over behind the Fly Tower wall allowing sets to utilize the full extent of the stage.

FLY-TOWER

Half of the full complement of counterweight lines

RECOMMENDATION:

a) Replacement with powered winch system (\$1.5-3M)

b) 20 additional counterweight line sets are installed

ACTION:

Completed. Additional counterweight lines added (Powered winch discounted as too costly)

LIGHTING BRIDGES

Lighting bridges difficult to access

Access conflicts with followspot operation

RECOMMENDATION:

Followspot relocated to new location (rear rehearsal room)

ACTION:

Lighting bridges not considered an issue by theatre operators.

Relocation of followspot to new control room considered **Low Priority**.

STAGE LIGHTING SYSTEM

Stage lighting dimmer racks and patch panels located where Stage Managers desk should be and conflicts with performer assembly

Unprotected power in busy location is potentially hazardous

RECOMMENDATION:

Relocate Stage Lighting dimmer racks and patch panels

ACTION:

Completed

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3.4 SUMMARY OF PREVIOUS MASTERPLANS AND REPORTS

Continued...

3.4.2 GLEN STREET THEATRE MASTERPLAN BY PTW ARCHITECTS AUGUST 2008 (Continued...)

DRESSING ROOMS AND BACKSTAGE FACILITIES

Two dressing rooms/ensuites only. General touring company requirement is 4 dressing rooms.
Dressing room amenity poor.
Lack of privacy for ensuites.
No Green Room facility.
No Company or production offices. Most companies require a dedicated space for set-up and production.

RECOMMENDATION (1):

Improve and increase dressing rooms and ensuite amenity.

ACTION:

Completed

RECOMMENDATION (2):

Provide Green Room, Touring company staff amenities and props room

ACTION:

High Priority for future works

PIT AND FORESTAGE

Current method for providing a forestage over orchestra pit is economical and generally safe, but has OH&S issues in installation due to weight of elements.
Most companies do not use orchestra pit but use forestage to make up for limited stage space.

RECOMMENDATIONS

Install adjustable floor lift to allow floor to be set at orchestra pit level, stall level or as a forestage

ACTION:

Discounted due to cost. Vast majority of the time the forestage remains in place and the Orchestra pit is not used. This is not a financially viable option at the present time.

SEATING AND SIGHTLINES

Current seating numbers 400 seats (392 with 4 wheelchair spaces)
B1 benchmark theatre seating numbers
Most professional companies desire larger seating capacity

RECOMMENDATION:

- Increase seating numbers to 459 (Rear amended area only)
- Increase seating numbers to 503 (Rear and side area) – achieve A benchmark

ACTION:

Increase in seating capacity is seen to be **Low Priority** as the theatre rarely meets capacity at the present time. The possibility for this to increase in priority at a later date needs to be considered in the Masterplan.

SUMMARY

The following items were identified as being **High Priority** and should be considered within the first stages of proposed upgrade works at Glen Street Theatre:

- Improved Storage at stage level
- Rear stage cross-over
- Improved loading dock
- Provision of a Green Room



GLEN STREET THEATRE AUDITORIUM

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3.4 SUMMARY OF PREVIOUS MASTERPLANS AND REPORTS

Continued...

3.4.3 SERIOUS FUN AT THE GLEN – AUDIENCE SURVEY FEBRUARY 2011

The Glen Street Theatre held an audience survey between December 2010 and February 2011. While a large section of the survey was devoted to performance or theatre operations, which are items being actioned by the theatre administration, there are a number of the key findings that have a relevance to this Masterplan, particularly in getting feedback on audience satisfaction for the Front-of-house facilities and the demographics of attendees.

ATTENDEE DEMOGRAPHICS

The vast majority of the respondents to the survey were women aged 45+, which matches the administrations' current understanding of the attendees to the theatre. It is the intention of the Theatre administration, however, to encourage in as many ways as possible reaching out to a younger demographic for the future. So the needs of the current attendees has to be balanced against encouraging newer audiences. It is entirely possible that these needs are mutually inclusive.

In terms of location, the top 5 post codes of respondents are in an 8km radius of the theatre, with the exception of the suburbs higher up the Northern Beaches peninsula. 9% of respondents lived in the immediate suburb of Belrose or neighbouring Davidson.

RESPONSE TO THEATRE FACILITIES

Respondents were asked to rate the theatre on a number of key issues. The Front-of-house facilities achieved the lowest rating with the most associated responses, highlighting the following deficiencies:

- . Lack of seating in the Foyer
- . Difficulty in getting to the bar or coffee facilities
- . Inadequate and run-down toilets facilities
- . Air-conditioning air quality

Items that were universally positive, other than the quality of the staff and performances, was that the parking was good and the location agreeable to most people, both items receiving the highest rating. The lack of public transport for the theatre was raised as a potential issue, however most respondents did not believe this was an issue at all.



INTERMISSION AT THE 2012 SEASON LAUNCH

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3.4 SUMMARY OF PREVIOUS MASTERPLANS AND REPORTS

Continued...

3.4.4 LAND VALUATION REPORT, PRODUCED BY EGAN NATIONAL VALUERS DECEMBER 2005

In 2005 a valuation of the Theatre site and the Belrose Library site was undertaken by Egan National Valuers at the request of Warringah Council. This was to determine a market value for the land-holdings without the existing buildings as to what a potential developer may pay for the sites.

The valuation did not include any indication of the value of the sites as perceived by the community, the value of the existing buildings themselves (other than identifying the lease returns), the value of the theatre as an arts venue or the value of the existing vegetation on the site.

The market value is based on a potential yield of 15 retail shops and 143 2-bedroom units for the theatre site and 7 retail shops and 73 2-bedroom units for the library site. As at the time of writing, this estimated yield resulted in a valuation as follows:

- Glen Street Theatre site [106 Blackbutts Road, Frenchs Forest] = \$15.4m
- Belrose Library site (Ashworth Avenue, Belrose) = \$8.75m

The valuation undertook a brief analysis of the allowable uses for the site but did not obviously design the buildings that would be required to generate this yield. It is likely that Councils policies and community response to such a dense development would result in a substantially reduced yield as a final outcome.

As a result, the final valuation arrived at has the potential to put unrealistic expectation in the eyes of Council in regard to the potential commercial outcome. It is submitted this yield has not adequately taken into account the need for landscaping, open space or in particular the preservation of the established tree cover that gives this pivotal site its unique character.

In regard to determining the most valuable site for development from a community perspective, the library site is better suited to being developed either as residential (as a continuation of the existing residential pattern) or as retail (as an extension of the Glenrose Shopping precinct). The Glen Street Theatre site is much more connected to the playing fields than either the existing residential pattern or the retail district.

As noted above, there is much more involved in determining the value of the site from a community, arts and environmental perspective. Further, unless Council made the unlikely decision that it would not replace the existing library and theatre with a new establishment somewhere else, the costs of building a new theatre and library would have to be weighed against the potential sale price of the land. The above valuations would be unlikely to cover the cost of a new establishment.



GLEN STREET THEATRE FORECOURT AND BELROSE BRANCH LIBRARY

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4.0 MASTERPLAN RECOMMENDATIONS

Following the analysis of the issues, constraints, opportunities and brief requirements of the Glen Street Theatre, the following recommendations have been developed. These recommendations can be divided into three groups, dependent on the generator for each recommendation. The three groups or generators are as follows:

Generator A

Recommendations generated by immediate needs or to increase the sustainability of the Theatre.

These recommendations are targeted upgrade works to be undertaken but based on projected levels of funding. The intention of these recommendations is to improve patron experience and reinforce the Glen Street Theatre brand to encourage new patrons and subscribers.

Generator B

Recommendations based on a possible consolidation of Council's assets, including the potential for relocation of Belrose library. There may also be the opportunity to add other facilities to the Glen Street Theatre site to increase its community focus and opportunities for becoming a Cultural centre.

Generator C

Recommendations generated by an increased patronage for the theatre, justifying an increase in theatre capacity, improvement with a number of theatre production-based issues or radical improvement of the value-adding services.

The Masterplan Recommendations are divided into Stages of work, however they do not necessarily need to be undertaken in this order. Stages could also be combined into larger projects should the funding be available.

Ultimately all the recommendations noted below are based on answering the first major question raised by Council: Should or could the Theatre be relocated to another location and the site be sold as a potential development site? It is submitted that for the following reasons this option should not proceed:

- The Glen Street Theatre has an existing patronage and "brand" that may not survive being relocated to another location.
- The existing patrons universally like the existing location and parking.
- Despite the need for further investment in improving the existing facility, there is a large amount of embodied value in the existing theatre building.
- Despite the potential development value of the Glen Street theatre site, the Belrose Library site is a more appropriate development site and the Library facilities could be relocated to the Glen Street theatre site.

Relocation of the theatre is therefore not considered a viable solution and is not explored any further within this report.

Refer to Masterplan drawings MP02 – MP03 in the Appendix.

STAGE 1 - Foyer Upgrade Works 1 and landscape improvements

- 1.1 Demolition of the front low veranda, front doors and the first portion of sloped roof up to the line of the Crown Room windows.
- 1.2 New double-height Foyer approximately 11m x 8m with raised roof and new glass walls facing into the forecourt and trees beyond. Tiled floor finish
- 1.3 New External walls surrounding end of Gym Store and creating a front parapet wall for signage.
- 1.4 Minor upgrade or supplementation of Airconditioning system to incorporate larger Foyer volume. Large commercial-grade ceiling fan to be installed in new foyer.
- 1.5 Demolition of the bar, box office and store room from within foyer space. Retain structural columns.
- 1.7 Relocate bar facilities to indent in Southern Foyer wall, utilising the new building extension for back of bar, store-room and box office
- 1.8 Replace carpet to remainder of the Foyer to match existing carpet
- 1.6 New forecourt extension in front of Foyer. New wide stairs leading to reconfigured footpath along edge of carpark. Poured concrete park walls as edge seating. All new landscaping to comply to disabled access requirements and BCA, including disabled access ramp, tactile ground surface indicators (TGSi) and selection of materials for slip-resistance compliance.
- 1.7 Trimming of boundary trees/landscaping, including removal of non-contributory shrubs and lower branches. "Sculpting" trees to achieve more permeable views through the site.
- 1.8 Lighting of buildings and onto trees highlight way-finding and place-marking. Allow for two modes of lighting: general lighting and event/theatre mode.

A DESTINATION FOR DRAMA

GLEN STREET THEATRE - MASTERPLAN 2012
MARK HURCUM DESIGN PRACTICE ARCHITECTS
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4.0 MASTERPLAN RECOMMENDATIONS Continued.....

STAGE 2 - New Restaurant facilities / Administration facilities

Note: Stage 2 represents an option whereby Council sells the existing Belrose Library site and relocates the Library into a new facility on the Glen Street Theatre Site

- 2.1 Demolish existing office wing (as far as toilets) and create a new restaurant within the front garden area, addressing the Theatre entry and Glen Street.
- 2.2 Relocate administration to existing Restaurant space. Following demolition of existing office wing, relocate administration to existing Restaurant space, without creation of additional building area.
- 2.3 Relocate Auditorium fire-escape stairs to current BCA compliance. General upgrade to current BCA compliance required for all new works.
- 2.4 New building of either two or three storeys with the restaurant on the same level as the Theatre Forecourt and overlooking Glen Street. The lower floor could allow for either retail/small office space facing out toward Glen Street, a relocation of the Belrose branch library or more community/theatre-based facilities.
- 2.5 New "VIP" lounge to replace existing admin facing into the Theatre and opening into new Foyer space, also allowing wheelchair viewing area into the theatre.
- 2.6 Fitout of new library built over one or two levels (with basement), depending on the ground conditions

4.0 MASTERPLAN RECOMMENDATIONS Continued.....

STAGE 3 - Back-of-house/Stage facilities Upgrade 1

- 3.1 New rear stage cross-over added as a lightweight addition to the rear of the existing Flytower.
- 3.2 New larger covered loading dock and props store as part of cross-over structure
- 3.3 Optional increase in size of addition to allow for a new Green Room

STAGE 4 - Back-of-house/Stage facilities Upgrade 2

- 4.1 Should the capacity of the existing theatre be met or exceeded, the options explored in the PTW Masterplan for removing the boardroom or control room and adding new seating can be undertaken.

STAGE 5 - New Future Space - Council Administration Wing

- 5.1 New commercial wing suspended over Carpark No.2. Two levels, with internal stair and disabled lift. Glazed East wall overlooking the playing fields.
- 5.2 Relocate Theatre administration into new administration wing, allowing for new entry to the East and/or extension of the Foyer. Connection from commercial offices to Theatre foyer.
- 5.3 Partial demolition of Gymnasium space (remove caretakers accommodation). Extent of demolition or use of Gymnasium to be determined with Gymnasium management.
- 5.4 New commercial wing south of new East entry as a "Future Space" – Community use, Art gallery etc.
- 5.5 New Public way linking Blackbuts Road and Glen Street, with a new entry foyer for the Administration or Library facing east to the playing fields. The new Public way could incorporate the community facility hall behind the theatre.

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5.0 STAGE 1 WORKS

5.1 COMMUNITY CONSULTATION

MASTERPLAN PRESENTATION 2012
FEBRUARY 2012:

Masterplan 2012 was presented to Council by the theatre management in February 2012. Prior to this, the masterplan was also presented in outline at the Presentation of the 2012 season to invited guests and subscribers.

STAGE 1 WORKS - COMMUNITY CONSULTATION DAY
SATURDAY 18 AUGUST 2012:

Masterplan 2012 and the concept for the proposed Stage 1 works were presented at a community meeting on Saturday 18 August 2012. Subscribers and local residents were widely canvassed by email and letter drop. The consultation day was attended by the Theatre Director, Margot Woodward, Council's Community Engagement Manager, Kate Lewis, and Architect, Mark Hurcum. While the day was not well attended the feedback was unanimous in supporting the proposal and was invaluable in establishing some of the historical background to the development of the Theatre. Council's Officer recorded feedback from participants.

STAGE 1 WORKS - GLEN STREET THEATRE OPEN DAY
SUNDAY 14 OCTOBER 2012:

An Open Day for the Glen Street Theatre was held on 14 October 2012. An information booth displaying the detail design as proposed for Development Application was set up and manned by Council's Community Engagement Manager, Kate Lewis and Architect, Mark Hurcum. The display showed detailed plans and 3D images of the proposed works as well as an animated movie of the new lobby concept.

The day was well attended and between 60 to 80 people viewed the display and discussed the project. Support for the proposal was unanimous with very positive feedback for the benefits, particularly access for the elderly, ease of movement and use of facilities and sense of theatre to the proposal.

Of particular interest was the very positive support for the relocation of Sorlies Restaurant to adjacent to the entry. Council's Officer recorded feedback from participants.

5.2 CONCEPT DESIGN DEVELOPMENT AND UPDATE FROM MASTERPLAN 2012

The original Masterplan 2012 (Issue A) recommended a series of options for development of the theatre site broken up into identifiable scopes in an appropriate order of priority. After the release of Masterplan 2012 a series of these scopes were combined to become Stage 1, as described above. Further scopes have also been mooted to become what will be Stage 2 (also as noted above).

The above Stage 1 works covered in the Masterplan recommendations would also all require further development to determine the detail and cost for each scope. A Preliminary Budget Estimate for each scope has been prepared by BDA Consultants as part of this Masterplan and included as an Appendix.

Stage 1 would encompass all the foyer upgrade works but leaving the current administration and bistro in place. Allowance would be made in Stage 1 however for the future services requirements for the Stage 2 works, including the new administration and new restaurant facilities.

The intention of Stage 1, as noted previously, will be to revolutionise the Patron experience and the face of the Theatre. Not only will this Stage fix on-going issues relating to use of the foyer but it will rejuvenate the feeling of drama for the foyer.

The Masterplan, having been well received by both the Community and Council, has been further reviewed and the stages amended such that the Stage 2 works are being considered. The current Stage 2 works is intended to include relocation of the Belrose branch library onto the Glen Street Theatre site.

5.2 ENVIRONMENTAL RESPONSE

One of the primary environmental responses that is generated from the proposed Masterplan is the retention and reuse of the Theatre in its current location, instead of relocation and rebuilding. The embodied energy of reusing the existing building is a significant factor in determining the environmental impact.

The Stage 1 works, however, should also incorporate ESD principles within the design, servicing and specification. These could include the following:

- Natural cross-ventilation of Foyer space, assisted by large fans to move air.
- Stormwater collection and reuse on site.
- Natural daylight for Foyer but with direct sun control to reduce heat gain.
- Specification of eco-friendly and recycled materials
- Part J BCA compliance for all new works, including low-energy lighting

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MARK HURCUM DESIGN PRACTICE ARCHITECTS
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6.0 CONCLUSION

The Glen Street Theatre Masterplan 2012 has investigated the existing condition and future vision for the Theatre, the site and the suburb. The Masterplan has determined that the theatre is of significant value to the suburb and municipality and that it should not be relocated from its current site.

The intention of the Masterplan is to provide a framework for determining the appropriate works to be undertaken. Critical areas that would improve the viability and functionality of the theatre have been determined and recommendations proposed in achievable scopes of work.

The Masterplan 2012 is designed for turning planning objectives into realistic outcomes, to make the Glen Street Theatre a true destination for performing and visual arts with the added opportunity of revitalizing the local community.

The Stage 1 and Stage 2 works will be the first step toward realising this vision and will be a true on-going benefit to the local and wider community.

A DESTINATION FOR DRAMA

GLEN STREET THEATRE - MASTERPLAN 2012
MARK HURCUM DESIGN PRACTICE ARCHITECTS
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**MASTERPLAN 2012**
UPDATED FEBRUARY 2013**APPENDIX**EXISTING DRAWINGS AND INFORMATION

- EX01 EXISTING SITE PLAN
1:1000 SCALE
- EX02 EXISTING SITE PLAN
1:500 SCALE
- EX03 EXISTING PHOTO STUDY – SITE SURROUNDINGS
- EX04 EXISTING PHOTO STUDY – SITE
- EX05 EXISTING PHOTO STUDY – INTERNAL
- EXISTING FLOOR PLANS – BASEMENT FLOOR
PRODUCED BY WHELANS INSITES
- EXISTING FLOOR PLANS – GROUND FLOOR
PRODUCED BY WHELANS INSITES
- EXISTING FLOOR PLANS – FIRST FLOOR
PRODUCED BY WHELANS INSITES
- PARTIAL SITE SURVEY
PRODUCED BY BURTON & FIELD SURVEYORS

MASTERPLAN DRAWINGS

- MP01 B NEW FOYER AND FORECOURT PERSPECTIVE
- MP02 D MASTERPLAN – STAGES 1 AND 2
1:200 SCALE
- MP03 D MASTERPLAN – STAGES 1 AND 2
1:600 SCALE
- MP04 C MASTERPLAN – STAGES 3 - 6
1:600 SCALE
- MP05 B MASTERPLAN – STAGE 1 FOYER CONCEPT
1:100 SCALE
- MP06 A MASTERPLAN – EXTERNAL WORKS AND LANDSCAPING
- SK07 C STAGE 1 WORKS – COMPUTER RENDERINGS
- SK08 C STAGE 1 WORKS – COMPUTER RENDERINGS
- SK09 C STAGE 1 WORKS – COMPUTER RENDERINGS
- SK10 C STAGE 1 WORKS – ELEVATION

COSTING INFORMATION

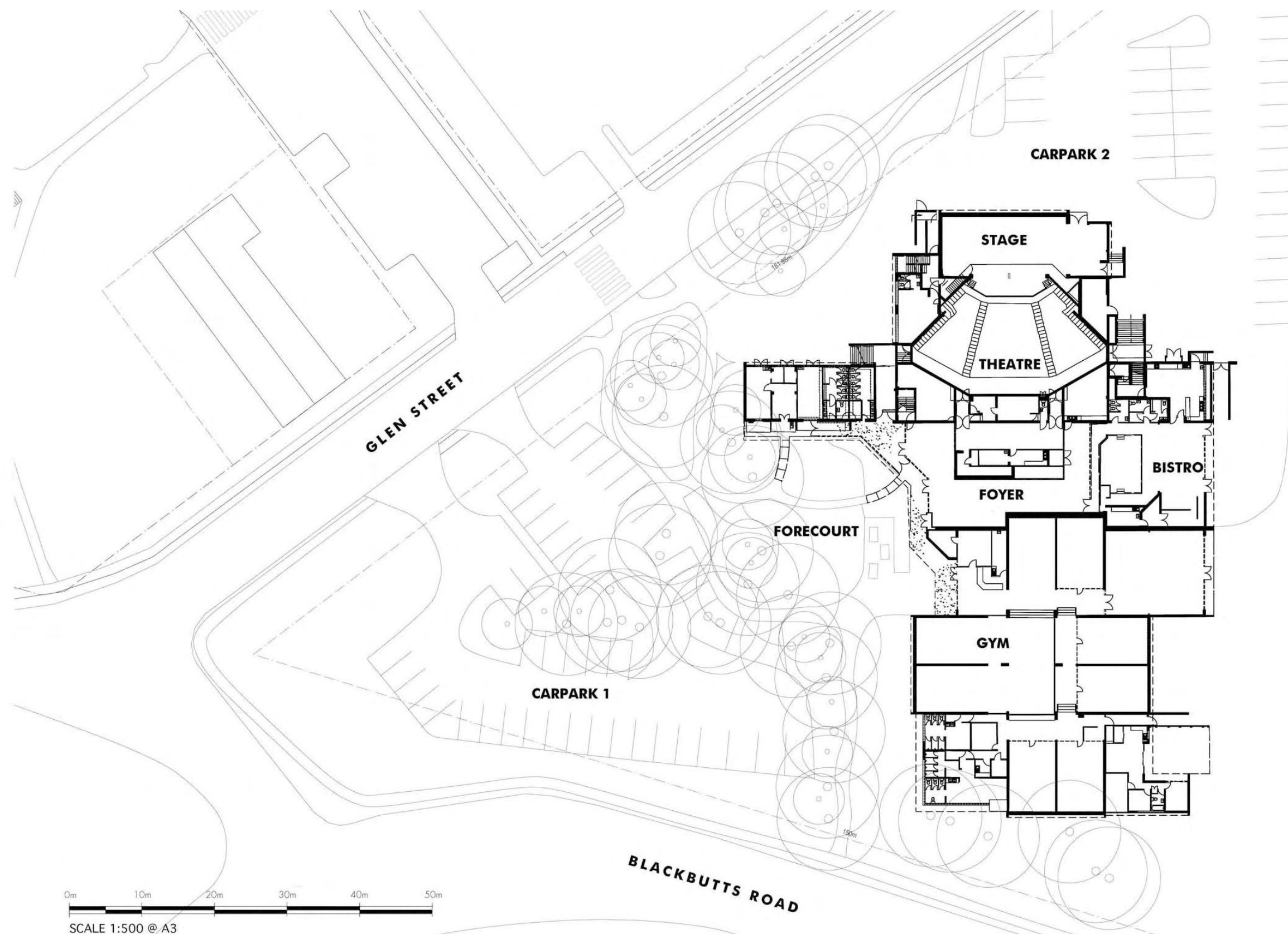
- PRELIMINARY BUDGET ESTIMATE – MASTERPLAN 2012
PRODUCED BY BDA CONSULTANTS QUANTITY SURVEYORS
- PREVIOUS MASTERPLAN 2012 DRAWINGS RELATING TO BDA COSTING

*A DESTINATION FOR DRAMA***GLEN STREET THEATRE - MASTERPLAN 2012**
MARK HURCUM DESIGN PRACTICE ARCHITECTS
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APPENDIX A

EXISTING DRAWINGS AND INFORMATION







GLEN STREET/LOCKWOOD AVENUE INTERSECTION



PLAYING FIELDS. LOOKING EAST



BELROSE BRANCH LIBRARY



COMMUNITY HALL OVERLOOKING PLAYING FIELDS



LOCKWOOD AVENUE/BLACKBUTTS ROAD INTERSECTION



THEATRE FORECOURT



THEATRE FLYTOWER



BACK OF THEATRE AND ADMIN SPACE



GLEN STREET VIEW



THEATRE AND GYM FORECOURT



PATH FROM BLACKBUTTS ROAD



PATH FROM CARPARK 1



CARPARK 1



GLEN STREET ELEVATION



BLACKBUTT ROAD ELEVATION



FOYER DURING INTERMISSION



AUDITORIUM AND SEATING



"CROWN ROOM"



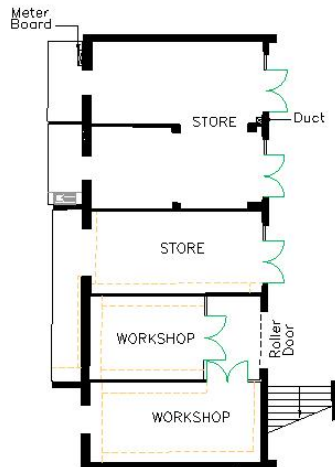
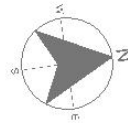
BAR AND FOYER. SCREEN WALL TO BISTRO BEYOND



"SORLIES" BISTRO



FOYER SPACE BETWEEN BAR AND AUDITORIUM



- NOTES:
- MGA coordinates have been determined from LPI SIX viewer and are approximate only ($\pm 2m$)
- LEGEND:
- Denotes electrical wall mounted meter box
 - Denotes door
 - Roller door
 - F/C Denotes floor to ceiling height
 - Cement rendered/brick wall
 - Denotes partition wall
 - Denotes frame wall
 - Denotes concrete plinth wall



| No. | DATE | REVISION DETAILS |
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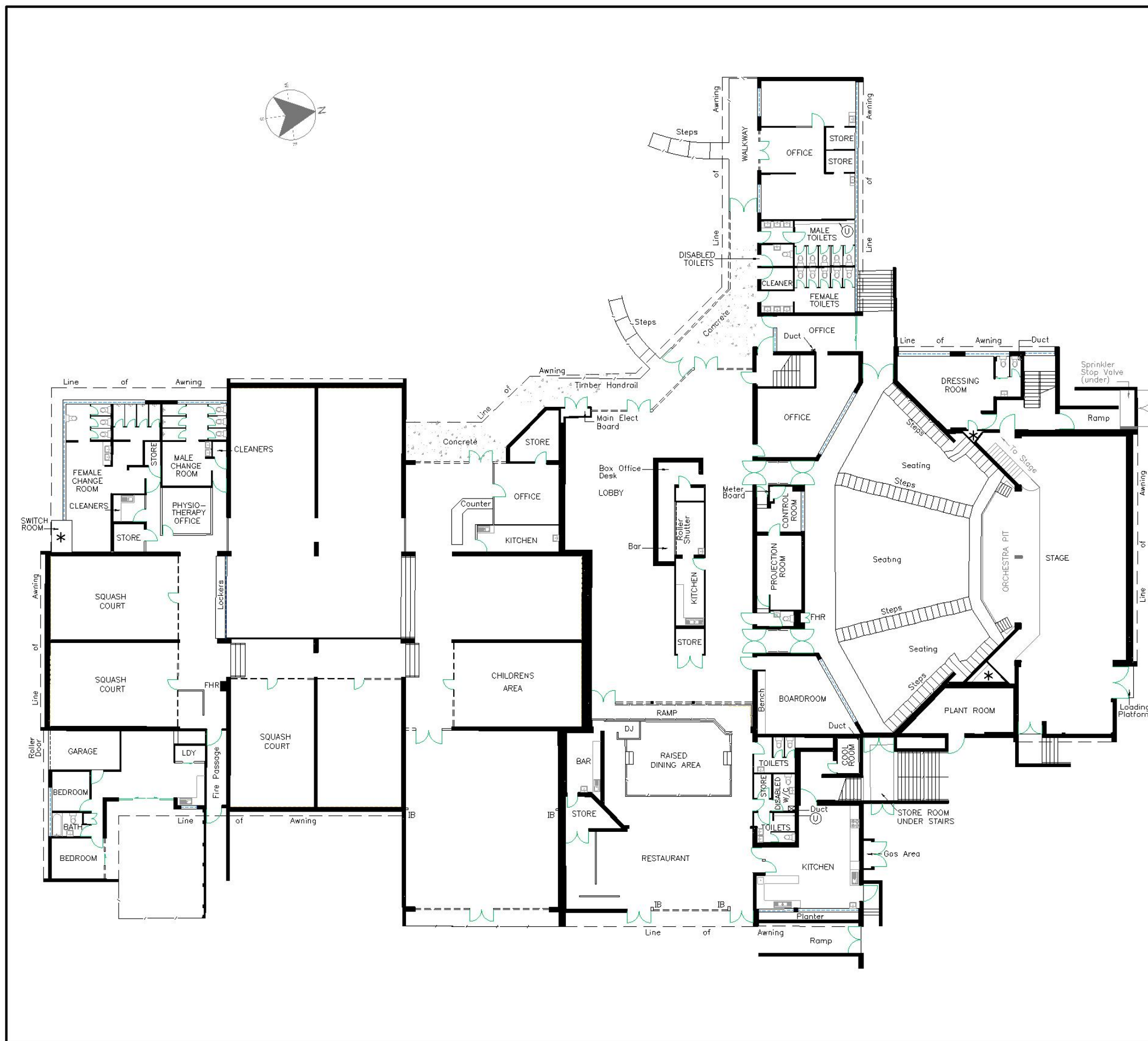
PREPARED FOR

Warringah Council

BASEMENT FLOOR PLAN
ASSET No. BUI00013
'GLEN STREET THEATRE'
Glen Street, Belrose

| | |
|------------------------------|------------------------|
| ORIGINAL SIZE: A2 | |
| SCALE: 1:200 | VERT: - |
| COORDS: MGA(approx) | DATUM: - |
| DATE OF SURVEY: 24.05.09 | DATE OF PLAN: 05.06.09 |
| SURVEY: HDT | DRAWN: JN |
| CHECKED: HDT | DATE: 06.07.09 |
| APPROVED: | DA: I |
| JOB REF: 7708TDBa | |
| CAD REF: BUI00013_survey.dwg | |
| SHEET 1 OF 3 SHEETS | |

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NOTES:
MGA coordinates have been determined from LPI SIX viewer and are approximate only ($\pm 2m$)

- LEGEND:
- Denotes shower rose
 - Denotes shower recess
 - Denotes electrical wall mounted meter box
 - Denotes window (indicative glassline)
 - Denotes door
 - Roller door
 - Denotes urinal
 - Cement rendered/brick wall
 - Denotes partition wall/partition wall with glass
 - Denotes metal frame
 - Denotes concrete plinth wall
 - IB Denotes I beam column
 - Denotes line of awning
 - Denotes handrail/fencing
 - Denotes inaccessible area
 - Denotes sliding door

0 1 5 10 metres

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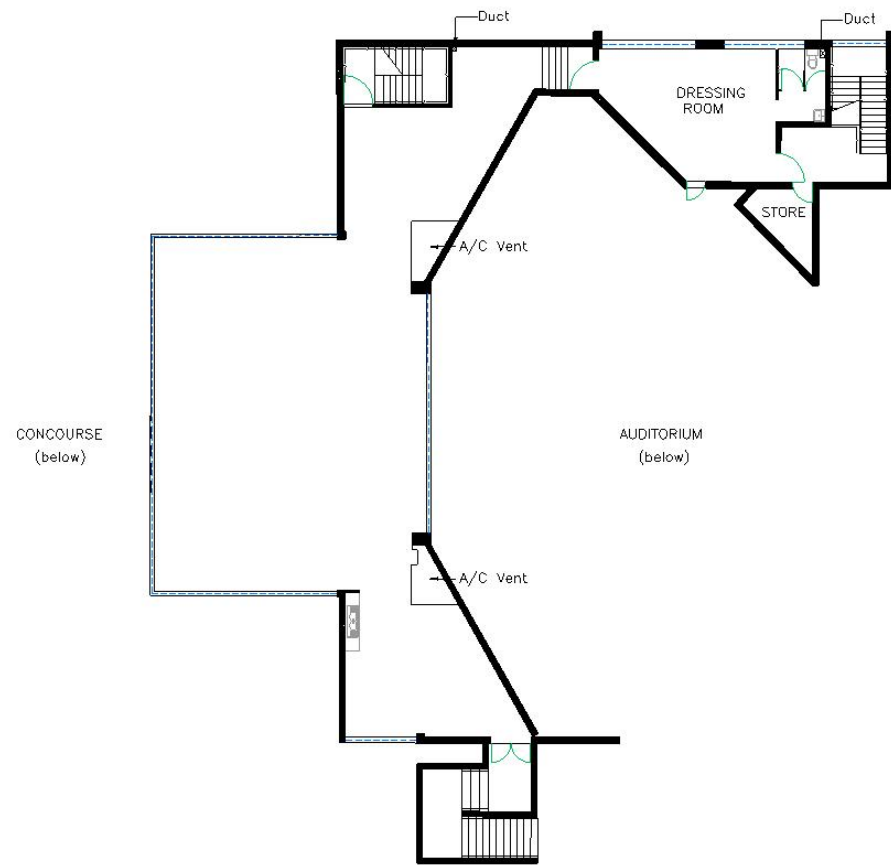
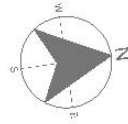
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GROUND FLOOR PLAN
ASSET No. BUI00013
'GLEN STREET THEATRE'
Glen Street, Belrose

| ORIGINAL SIZE: | | A2 | |
|-----------------|---------------------|---------------|---------------|
| SCALE: | 1:200 | VERT: | - |
| COORDINATES: | MGA(approx) | DATUM: | - |
| DATE OF SURVEY: | 24.05.09 | DATE OF PLAN: | 05.06.09 |
| SURVEY: | HDT | DRAWN: | JN |
| CHECKED: | HDT | DATE: | 06.07.09 |
| APPROVED: | | DATE: | |
| JOB REF: | F708TBa | | |
| CAD REF: | BUI00013_survey.dwg | SHEET | 2 OF 3 SHEETS |



NOTES:
MGA coordinates have been determined from LPI SIX viewer and are approximate only ($\pm 2m$)

LEGEND:
--- Denotes window (indicative glassline)
--- Denotes door
--- Cement rendered/brick wall
--- Denotes handrail



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Warringah Council

FIRST FLOOR PLAN
ASSET No. BUI00013
'GLEN STREET THEATRE'
Glen Street, Belrose

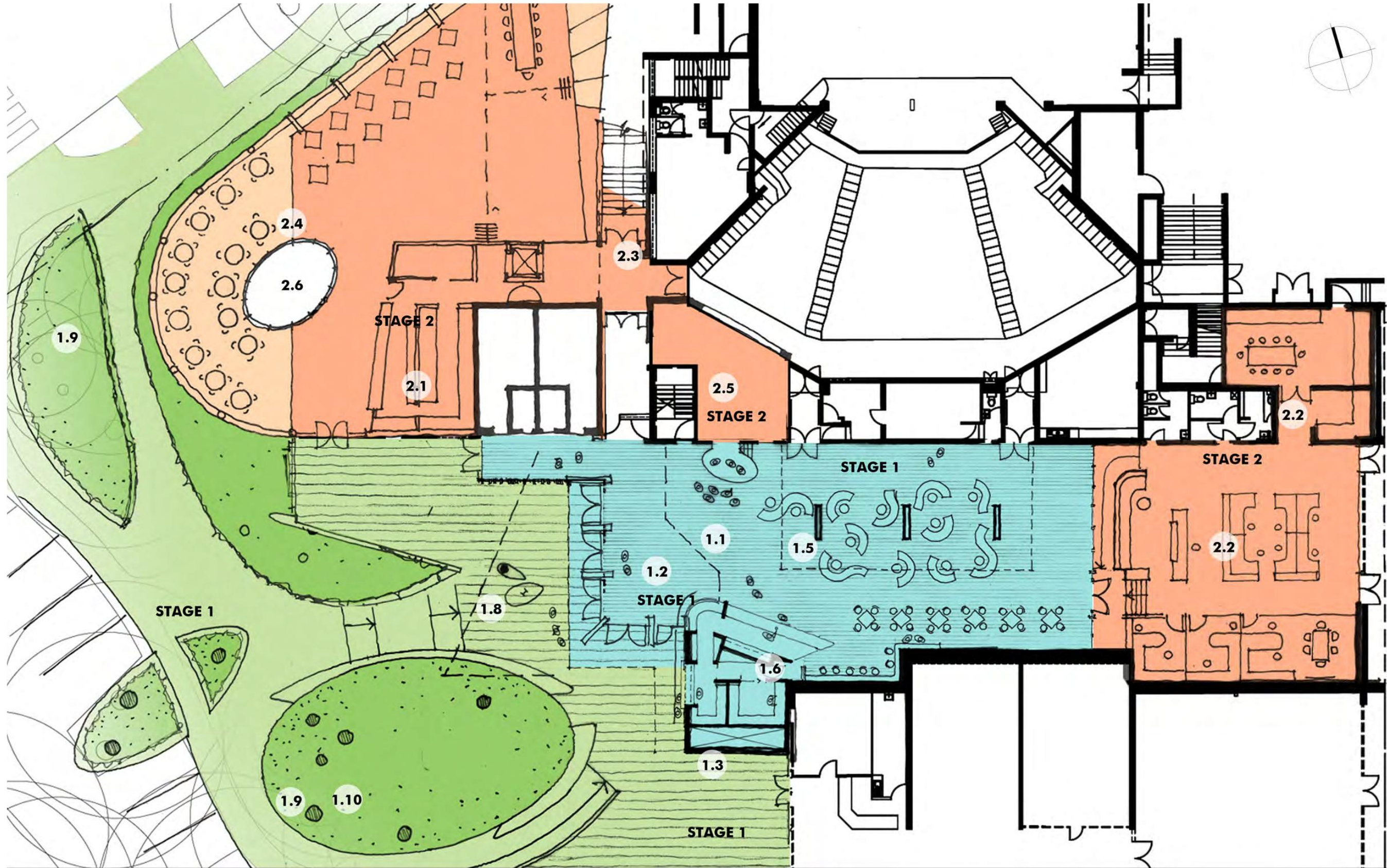
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| JOB REF: 7708Tba | |
| CAD REF: BUI00013_survey.dwg | SHEET 3 OF 3 SHEETS |



APPENDIX B

MASTERPLAN DRAWINGS





STAGE 1 LEGEND

Foyer Upgrade Works

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- 1.2 New double-height Foyer approximately 11m x 8m with raised roof and new glass walls facing into the forecourt and trees beyond. Tiled floor finish.
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- 1.7 Replace carpet to remainder of the Foyer to match existing carpet.

Forecourt and Landscaping

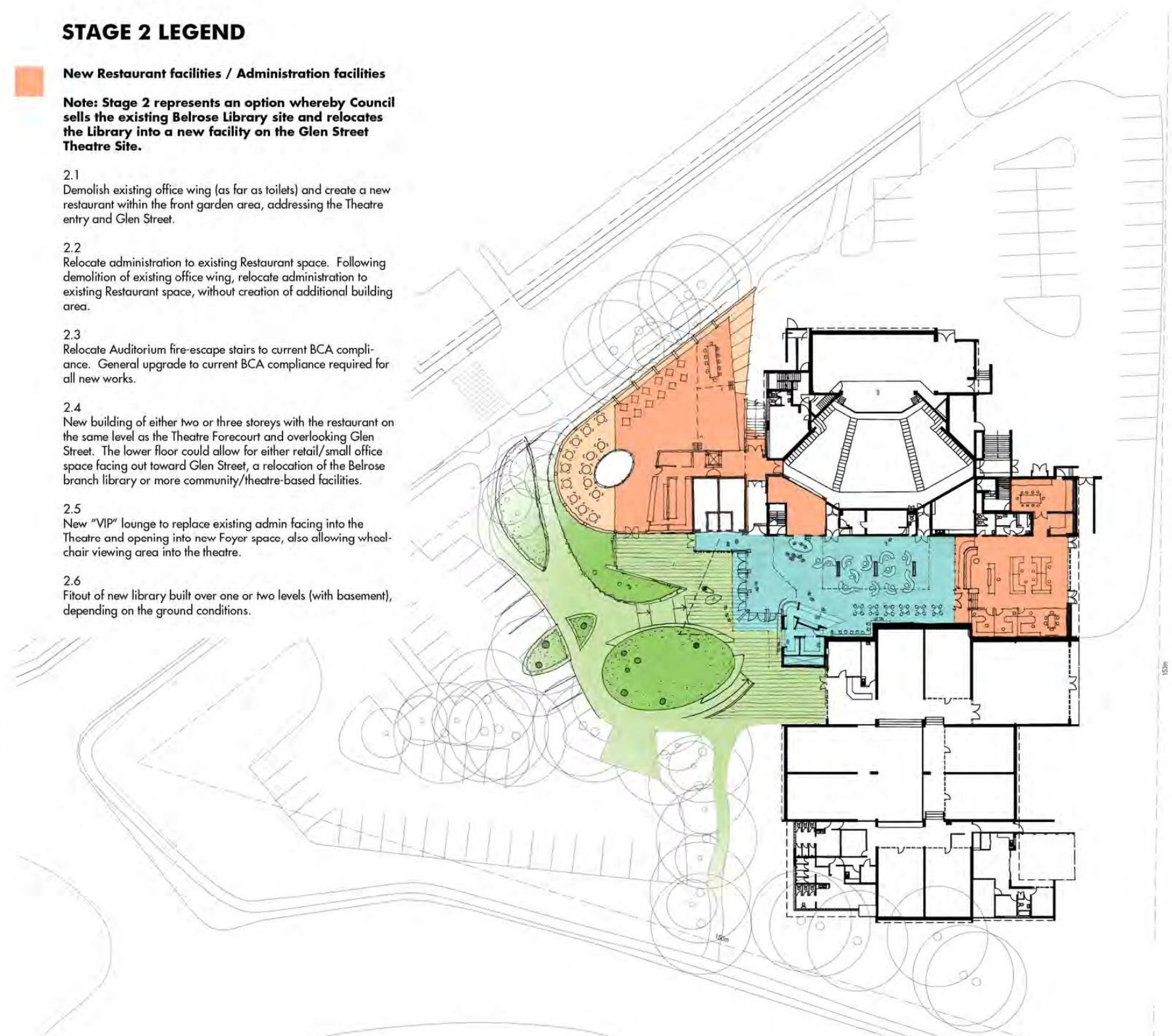
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STAGE 2 LEGEND

New Restaurant facilities / Administration facilities

Note: Stage 2 represents an option whereby Council sells the existing Belrose Library site and relocates the Library into a new facility on the Glen Street Theatre Site.

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STAGE 3-5 LEGEND



STAGE 3 - Back-of-house/Stage facilities Upgrade 1

- 3.1 New rear stage cross-over added as a lightweight addition to the rear of the existing Flytower.
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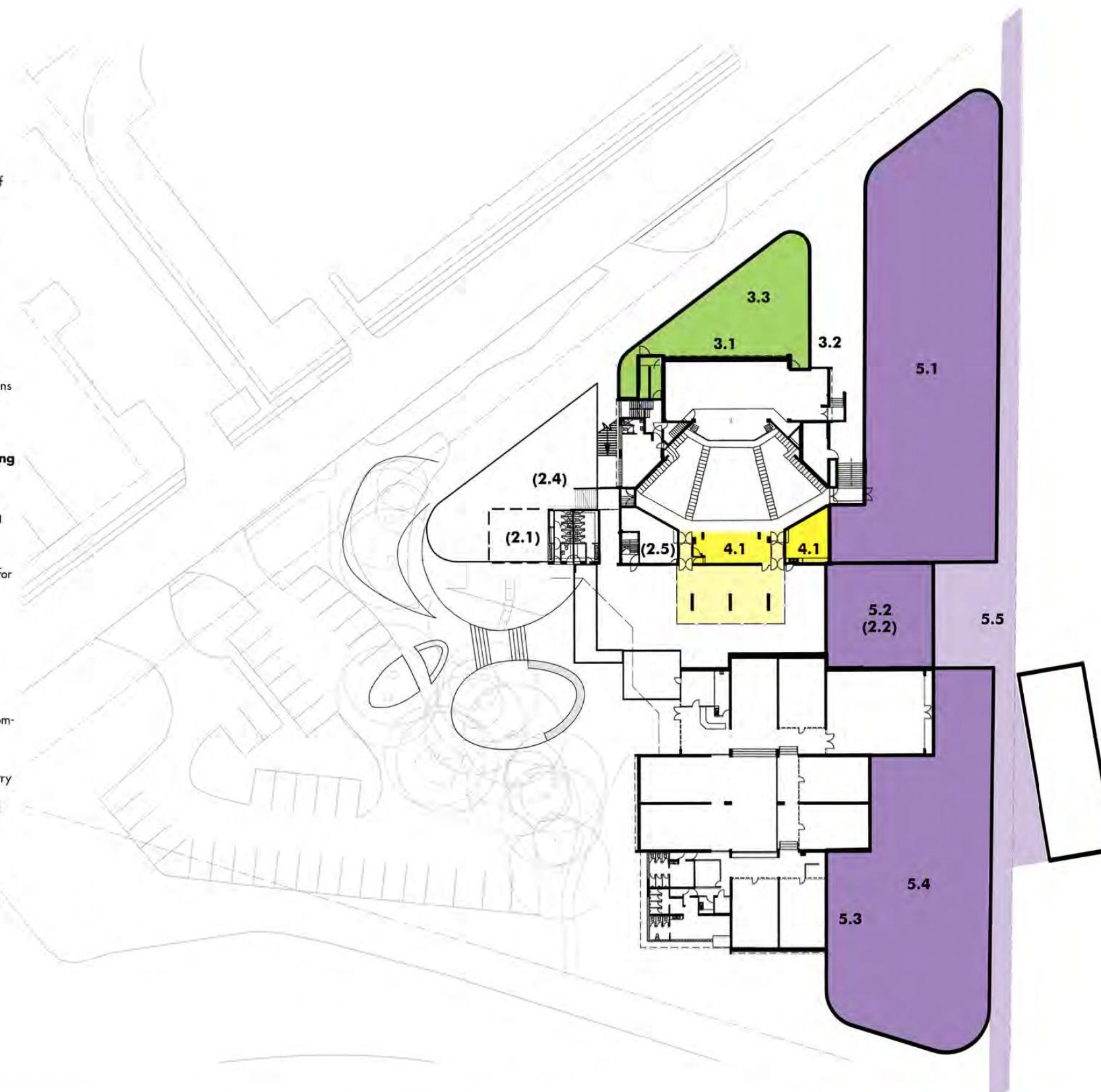
STAGE 4 - Back-of-house/Stage facilities Upgrade 2

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STAGE 5 - New Future Space - Council Administration Wing

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GLEN STREET THEATRE - MASTERPLAN 2012
 MARK HURCUM DESIGN PRACTICE ARCHITECTS
 UPDATED FEBRUARY 2013

FOYER REFURBISHMENT
STAGE 1-2
SCALE 1:100

MP05
ISSUE B
FEBRUARY 2013





PHOTO EXAMPLE



LEGEND

SIGNIFICANT TREES TO BE RETAINED

UNDERSTOREY TREES / SHRUBS TO BE SELECTIVELY CLEARED / THINNED

TREES / SHRUBS LIKELY TO BE REMOVED TO ACHIEVE MASTERPLAN SCOPE 1- 5 RECOMMENDATIONS

IMPROVED PATH LIGHTING TO SUIT MASTERPLAN LAYOUT

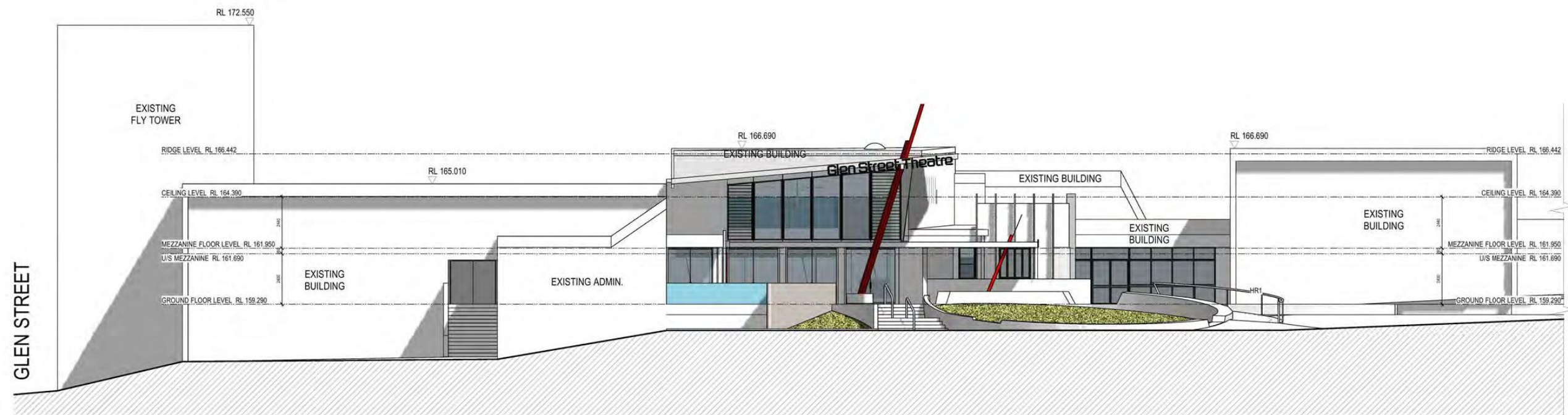
IDENTITY MARKERS

PUBLIC ARTWORK

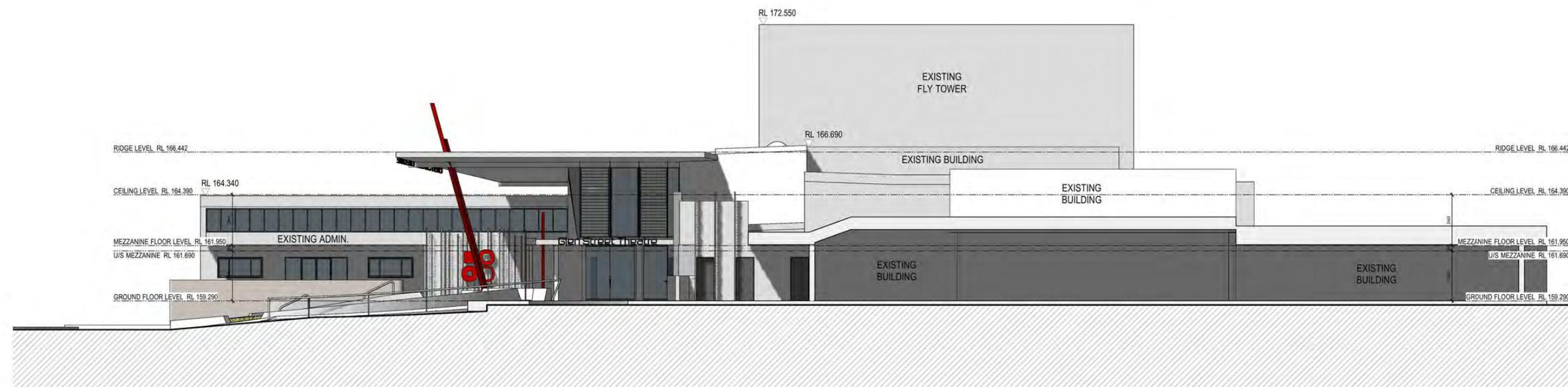








1 West Elevation



2 South Elevation

STAGE 1 WORKS



GLEN STREET THEATRE
MARK HURCUM DESIGN PRACTICE ARCHITECTS
FEBRUARY 2013

SK10C

FEB 2013

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