



# *Delivery Program*

2013-2017

# *Operational Plan*

2013-2014

**Attachment 2 – Delivery Program 2013-2017 and  
Operational Plan 2013-2014**

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## Delivery Program and Operational Plan

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# Delivery Program

## Our Corporate Vision

To lead our community, protect our environment and create our future

## Our Corporate Mission

A better and exciting Warringah through innovative leadership, partnerships and outstanding service

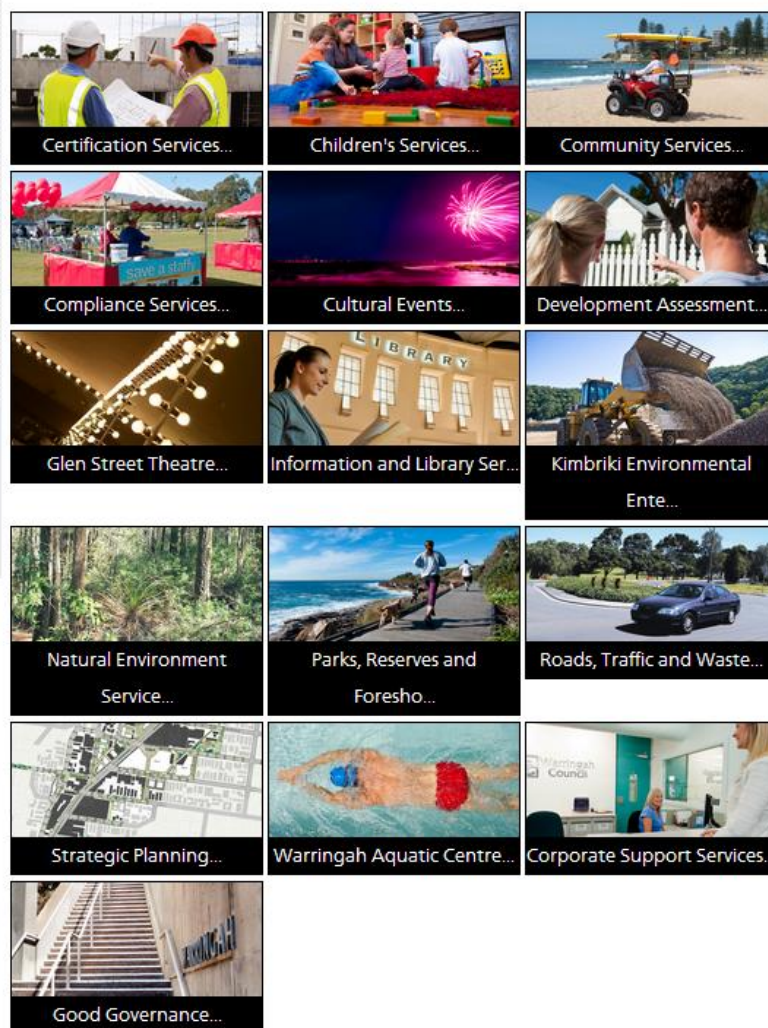
## Our Corporate Values

- Respect
- Integrity
- Teamwork
- Excellence
- Responsibility

## The Delivery Program and Operational Plan

The Delivery Program is where Council takes ownership of the Objectives in the Community Strategic Plan that are within our area of responsibility. Our Delivery Program is structured around Council's 16 Key Services; for each Key Service we provide financial information and programs over four years. The annual Operational Plan is integrated into the Delivery Program and details the continuing activities and actions (operational and capital) which we will deliver during 2013-2014. It also forecasts actions for a further three years.

A range of major projects will be delivered over the next four years in response to community priorities. They are featured separately.



Community Strategic Plan

Community Outcomes >

Budget 2013-2014 >

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## Delivery Program and Operational Plan

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## Certification Services

### Contents

CSP Drivers

Continuing Activities

Income and  
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Operational Budget

Programs, Operational  
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Key Service Indicators

Supporting Strategies



### CSP Drivers

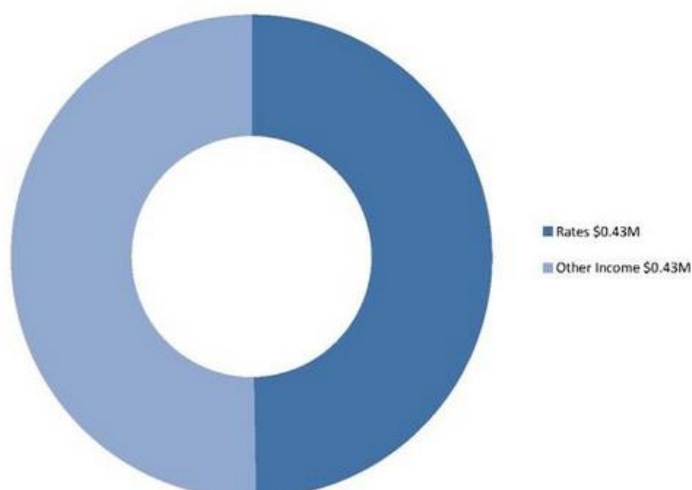
Outcome	Objective
Vibrant Community	1.2 We are safe and protected at home and in public, and we respect each other and the area
Liveable Neighbourhoods	5.3 We offer a variety of housing choice that meets the needs of our community and complements local neighbourhoods and the Warringah lifestyle

### Continuing Activities

- Issue certificates and approvals (including construction, occupation, strata, compliance and building certificates)
- Conduct principal certifying authority functions
- Building certification

### Income and Expenditure

Funding Source for Operational Expenditure 2013 - 2014





## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	430,270	445,760	463,098	481,090
User Charges & Fees	434,120	446,275	458,325	470,700
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>864,390</b>	<b>892,035</b>	<b>921,423</b>	<b>951,789</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(501,404)	(518,885)	(538,198)	(558,218)
Borrowing Costs	-	-	-	-
Materials & Contracts	(6,750)	(6,939)	(7,126)	(7,319)
Depreciation and Amortisation	-	-	-	-
Other Expenses	(10,550)	(10,845)	(11,138)	(11,439)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(56,132)	(57,704)	(59,262)	(60,862)
Overhead Allocation	(289,554)	(297,662)	(305,698)	(313,952)
<b>Total Expenses from Continuing Operations</b>	<b>(864,390)</b>	<b>(892,035)</b>	<b>(921,423)</b>	<b>(951,789)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Program Indicator

Percentage of market share for private certification

### Key Service Indicators

- Median time for construction, building and strata certificates
- Scheduled inspections completed - private certifying authority, pools and boarding houses

### Supporting Strategies

- Nil

**Delivery Program and Operational Plan**

## Compliance Services

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Key Service Indicators
Supporting Strategies



### CSP Drivers

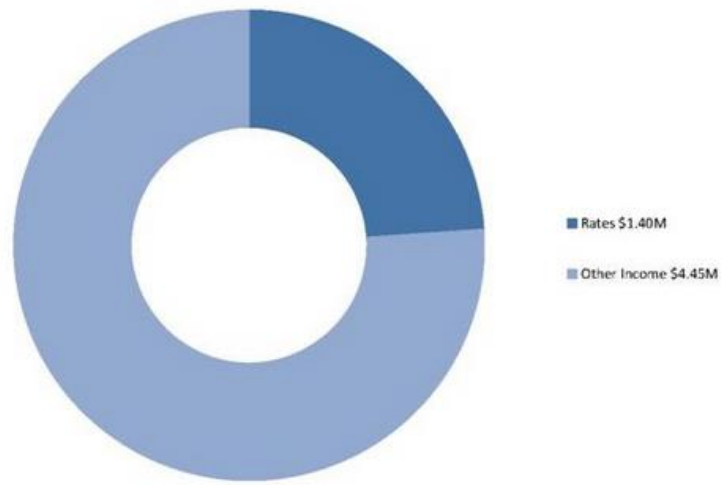
Outcome	Objective
Vibrant Community	1.1 We have the services to promote and deliver health and wellbeing 1.2 We are safe and protected at home and in public, and we respect each other and the area
Lifestyle and Recreation	2.3 We have inviting public spaces that are clean, green and well designed
Healthy Environment	3.2 We protect and sustain our diverse bushland as valuable habitats, and provide for a variety of wildlife to thrive and migrate 3.4 We effectively plan for and respond to natural hazards and climate change in a sustainable way
Connected Transport	4.3 We can conveniently access parking near transport hubs and close to urban centres
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business 5.3 We offer a variety of housing choice that meets the needs of our community and complements local neighbourhoods and the Warringah lifestyle

### Continuing Activities

- Investigate and enforce compliance relating to unlawful building works, unlawful land uses, and fire safety and breach of consent
- Implement public safety and health projects, programs, education and complaints investigation (food safety, skin penetration, Legionella prevention, onsite sewage management systems)
- Environmental health education, protection and investigations
- Fire safety compliance for class two to nine buildings
- Development control investigations
- Deployment of rangers to enforce compliance with legislation and investigate complaints within Warringah
- When necessary, issue penalties and commence legal proceedings
- Management and registration of companion animals, and education of dog and cat owners
- Regulation and enforcement of restricted dog breeds and declared dangerous dogs
- Management of abandoned vehicles
- Promote private pool safety barriers and respond to pool safety complaints

## Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	1,396,982	1,458,243	1,531,731	1,608,398
User Charges & Fees	1,564,830	1,608,645	1,652,079	1,696,685
Interest & Investment Revenues	-	-	-	-
Other Revenues	2,889,080	2,969,974	3,050,164	3,132,518
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>5,850,892</b>	<b>6,036,863</b>	<b>6,233,973</b>	<b>6,437,601</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(3,225,912)	(3,338,383)	(3,462,635)	(3,591,437)
Borrowing Costs	-	-	-	-
Materials & Contracts	(677,835)	(696,814)	(715,628)	(734,950)
Depreciation and Amortisation	-	-	-	-
Other Expenses	(79,574)	(81,802)	(84,011)	(86,279)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(413,933)	(425,523)	(437,012)	(448,812)
Overhead Allocation	(1,453,638)	(1,494,340)	(1,534,687)	(1,576,124)
<b>Total Expenses from Continuing Operations</b>	<b>(5,850,892)</b>	<b>(6,036,863)</b>	<b>(6,233,973)</b>	<b>(6,437,601)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Key Service Indicators

- Completion of customer requests within agreed time frames
- Scheduled inspections completed
- Percentage of residents satisfied with management and control of domestic pets
- Percentage of residents satisfied with environmental protection and enforcement
- Percentage of residents satisfied with hygiene standards of retail food outlets



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## Children's Services

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### CSP Drivers

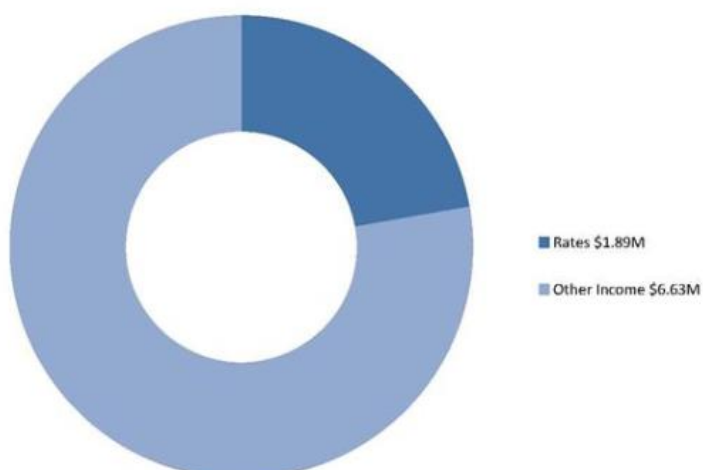
Outcome	Objective
Vibrant Community	1.3 We support and care for all our community members and provide opportunities to connect and belong

### Continuing Activities

- Provide high quality long day care, mobile occasional care and family day care
- Recreational, leisure, vacation programs and events for children and their families
- Provide information and referral service for children and their families
- Provide family and community education
- Provide opportunities for increased service participation for families from culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander communities
- Promote service integration and support services to vulnerable families
- Provide policies online to increase accessibility

### Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	1,890,788	1,983,622	2,098,632	2,218,901
User Charges & Fees	5,996,057	6,163,947	6,330,373	6,501,293
Interest & Investment Revenues	-	-	-	-
Other Revenues	18,000	18,504	19,004	19,517
Grants & Contributions - Operating Purposes	614,618	631,827	648,887	666,407
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>8,519,463</b>	<b>8,797,899</b>	<b>9,096,895</b>	<b>9,406,117</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(5,810,898)	(6,013,495)	(6,237,311)	(6,469,325)
Borrowing Costs	-	-	-	-
Materials & Contracts	(864,759)	(888,972)	(912,975)	(937,625)
Depreciation and Amortisation	-	-	-	-
Other Expenses	(245,067)	(251,929)	(258,731)	(265,717)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(136,689)	(140,516)	(144,310)	(148,207)
Overhead Allocation	(1,462,050)	(1,502,987)	(1,543,568)	(1,585,244)
<b>Total Expenses from Continuing Operations</b>	<b>(8,519,463)</b>	<b>(8,797,899)</b>	<b>(9,096,895)</b>	<b>(9,406,117)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

Program - Quality Care

Group Manager - Children's Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$1,661,264</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$50,000</b>

➡ [Click here to view more detail...](#)

**Program - Quality Care**

**Group Manager - Children's Services**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Belrose Children's Centre - building upgrade	\$215,000			
Belrose Children's Centre - playground	\$300,000			
Brookvale Children's Centre - renewal and expansion of existing building and bathrooms	\$746,264			
Narrabeen Children's Centre - playground	\$330,000			
Brookvale Occasional Care Centre - installation of solar panels	\$30,000			
Children's centres - amenities and playground refurbishments	\$40,000	\$45,000	\$45,000	\$50,000
Children's Services - implement the new National Quality Framework standards	▲	▲	▲	▲
Children's Services - deliver policy, procedure and forms available online	▲	▲	▲	▲
Children's Services - cater for children with inclusion support needs	▲	▲	▲	▲
<b>Total capital expenditure</b>	<b>\$1,661,264</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$50,000</b>

▲ Funded from operational budget

**Program Indicator**

- Number of children enrolled with high inclusion support needs

**Key Service Indicators**

- Compliance with the National Quality Framework
- Percentage of residents satisfied with provision of childcare services
- Percentage of families satisfied with service utilised

**Supporting Strategies**

- Social Plan

## Community Services

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### CSP Drivers

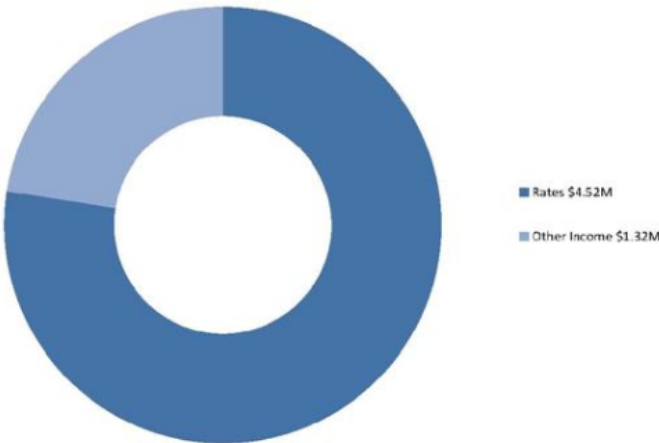
Outcome	Objective
Vibrant Community	1.2 We are safe and protected at home and in public, and we respect each other and the area 1.3 We support and care for all our community members and provide opportunities to connect and belong 1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity
Connected Transport	4.1 We have an effective interconnected public transport system that is safe, efficient and affordable

### Continuing Activities

- Build community capacity to optimise wellbeing, social inclusion and independence
- Provide client referral service, information sharing, advocacy and a range of activities to support services to our community
- Participate in planning with all levels of government for community service provision
- Provide a professional beach management service across Warringah's nine beaches and deliver safety education
- Manage and promote Council's network of community centres to meet the diverse needs of the community
- Facilitate Council's community development and cultural grants programs
- To integrate culture into the way Council operates

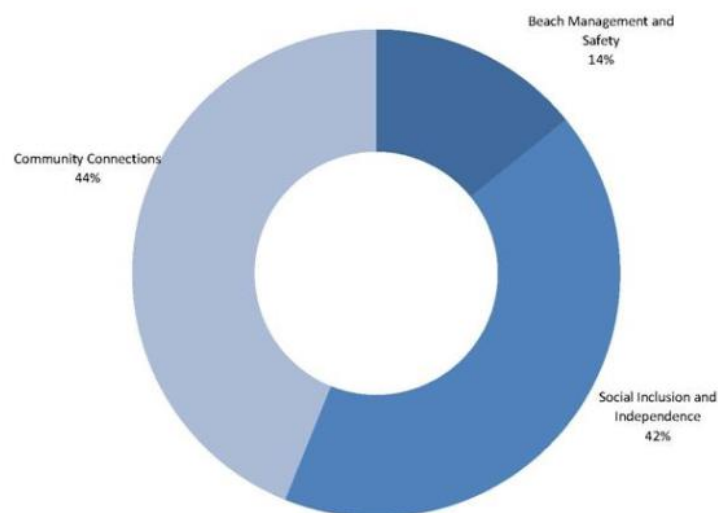
### Income and Expenditure

Funding Source for Operational Expenditure 2013 - 2014





### Capital Expenditure by Program 2013 -2014



### Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	4,526,087	4,614,039	4,878,768	5,052,736
User Charges & Fees	1,103,283	1,134,175	1,164,798	1,196,247
Interest & Investment Revenues	-	-	-	-
Other Revenues	44,119	45,354	46,579	47,837
Grants & Contributions - Operating Purposes	170,718	234,498	131,830	135,389
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>5,844,207</b>	<b>6,028,066</b>	<b>6,221,974</b>	<b>6,432,209</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(2,945,552)	(3,048,249)	(3,161,702)	(3,279,309)
Borrowing Costs	-	-	-	-
Materials & Contracts	(837,550)	(861,001)	(884,248)	(918,123)
Depreciation and Amortisation	(354,096)	(364,011)	(373,839)	(383,933)
Other Expenses	(350,810)	(360,633)	(370,370)	(380,370)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(107,395)	(110,402)	(113,383)	(116,444)
Overhead Allocation	(1,248,804)	(1,283,771)	(1,318,432)	(1,354,030)
<b>Total Expenses from Continuing Operations</b>	<b>(5,844,207)</b>	<b>(6,028,066)</b>	<b>(6,221,974)</b>	<b>(6,432,209)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The budget is also available for [Scenario 2 - Decline in Service](#).

## Cultural Services

### Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	4,526,087	4,614,039	4,878,768	5,042,736
User Charges & Fees	1,103,283	1,134,175	1,164,798	1,196,247
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Employee Benefits & On-Costs	(2,945,552)	(3,048,249)	(3,161,702)	(3,279,309)
Borrowing Costs	-	-	-	-
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<b>Total Expenses from Continuing Operations</b>	<b>(5,844,207)</b>	<b>(6,028,066)</b>	<b>(6,221,974)</b>	<b>(6,422,209)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Beach Management and Safety

#### Group Manager - Community Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$285,000	\$75,000	\$235,000	\$85,000

➔ [Click here to view more detail...](#)

### Program - Beach Management and Safety

#### Group Manager - Community Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Replacement of beach services equipment	\$65,000	\$75,000	\$85,000	\$85,000
Narrabeen Beach lifeguard viewing tower			\$150,000	
Dee Why Beach lifeguard viewing tower	\$220,000			
Review Beach Services Operational Manual		▲		
Total capital expenditure	\$285,000	\$75,000	\$235,000	\$85,000

▲ Funded from operational budget

### Program Indicator

## Program - Social Inclusion and Independence

### Group Manager - Community Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$839,091			

➔ [Click here to view more detail...](#)

## Program - Social Inclusion and Independence

### Group Manager - Community Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Replacement of community bus	\$109,091			
Bringa Womens Centre - refurbishment of existing building	\$730,000			
Develop a Community Centre Strategy		▲		
Implement the Community Centre Strategy			▲	▲
Implement the Warringah Ageing Strategy	▲	▲	▲	▲
Implement the Warringah Youth Strategy	▲	▲	▲	▲
Develop a Youth Website and Web Application	▲	▲		
Participate in the development of the Northern Beaches Regional Youth Strategy	▲	▲		
Participate in the development of the Northern Beaches Regional Ageing Strategy	▲			
Total capital expenditure	\$839,091			

▲ Funded from operational budget

### Program Indicator

- Increased attendance at programs

## Program - Community Connections

### Group Manager - Community Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$878,948	\$530,000	\$9,307	\$800,000



**Program - Community Connections**

**Group Manager - Community Services**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Allambie Public Hall - playground refurbishment		\$200,000		
Cromer Community Centre - upgrade of amenities and entrance				\$250,000
Beacon Hill Community Centre and Youth Club - refurbishment of building			\$9,307	\$550,000
North Balgowlah Community Centre - refurbishment of existing building		\$330,000		
Tramshed Arts and Community Centre, Narrabeen - building refurbishment to comply with Building Code of Australia	\$878,948			
<b>Total capital expenditure</b>	<b>\$878,948</b>	<b>\$530,000</b>	<b>\$9,307</b>	<b>\$800,000</b>

**Program Indicator**

- Increase in community gathering places available for socialising
- Usage of our Community Centres

**Program - Cultural Vitality and Creativity**

**Group Manager - Community Services**

## Program – Cultural Vitality and Creativity

### Group Manager – Community Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Deliver community activities and celebrations	▲			
Review the Cultural Plan	▲			
Implement the Cultural Plan		▲	▲	▲
Maintain Artist in Residency and Affordable Studio's program of work	▲	▲	▲	▲
Develop a Warringah Arts and Cultural Events Calendar	▲	▲	▲	▲
Deliver Sister City event	▲	▲	▲	▲

▲ Funded from operational budget

## Special Rate Variation funded projects

### Program – Cultural Vitality and Creativity

#### Group Manager – Community Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Installation of public art - capital*				\$200,000
Installation of public art - operational*				\$10,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

#### Program Indicator

- Increased opportunities to participate in cultural activities

#### Key Service Indicators

- Number of events and forums offered to the community
- Number of newsletters and facebook updates
- Monthly maintenance schedule completed at community centres
- Number of community beach safety education sessions
- Percentage of residents satisfied with facilities and services for older people
- Percentage of residents satisfied with facilities and services for people with disabilities
- Percentage of residents satisfied with facilities and services for youth
- Percentage of residents satisfied with community centres
- Percentage of residents satisfied with provision of lifeguards on the beach
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

#### Supporting Strategies

- Cultural Plan
- Social Plan
- Youth Strategy
- Plans of Management for General Community Use, Brookvale Community Building and Harbord Literary Institute

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## Cultural Events

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### CSP Drivers

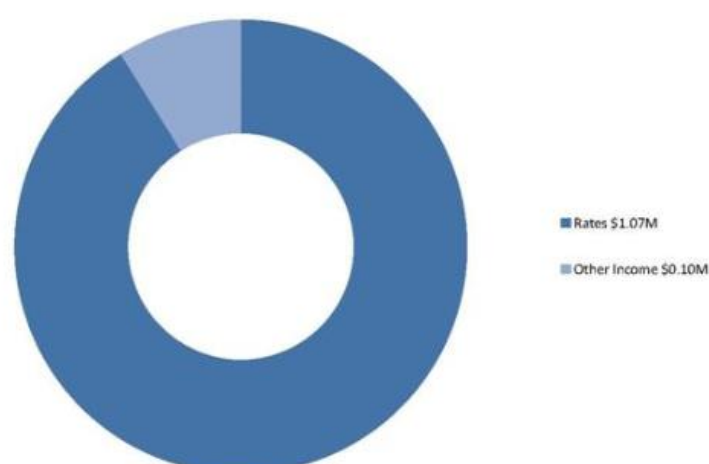
Outcome	Objective
Vibrant Community	1.3 We support and care for all our community members and provide opportunities to connect and belong 1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity

### Continuing Activities

- Coordinate civic events e.g. citizenship ceremonies
- Coordinate landmark events e.g. Australia Day
- Cultural development projects and cross cultural events
- Community festivals
- Exhibitions
- Manage the cultural development grants program

### Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	1,070,958	1,103,674	1,137,678	1,247,747
User Charges & Fees	27,300	28,064	28,822	29,600
Interest & Investment Revenues	-	-	-	-
Other Revenues	77,000	79,156	81,293	83,488
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,175,258</b>	<b>1,210,895</b>	<b>1,247,793</b>	<b>1,360,836</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(397,586)	(411,448)	(426,762)	(442,636)
Borrowing Costs	-	-	-	-
Materials & Contracts	(451,550)	(464,193)	(476,727)	(564,598)
Depreciation and Amortisation	-	-	-	-
Other Expenses	(110,601)	(113,698)	(116,768)	(119,920)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(13,932)	(14,322)	(14,709)	(15,106)
Overhead Allocation	(201,589)	(207,233)	(212,829)	(218,575)
<b>Total Expenses from Continuing Operations</b>	<b>(1,175,258)</b>	<b>(1,210,895)</b>	<b>(1,247,793)</b>	<b>(1,360,836)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



The budget is also available for [Scenario 2 - Decline in Service](#).

## Cultural Services

### Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	1,070,958	1,103,674	1,137,678	1,172,747
User Charges & Fees	27,300	28,064	28,822	29,600
Interest & Investment Revenues	-	-	-	-
Other Revenues	77,000	79,156	81,293	83,488
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,175,258</b>	<b>1,210,895</b>	<b>1,247,793</b>	<b>1,285,836</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(397,586)	(411,448)	(426,762)	(442,636)
Borrowing Costs	-	-	-	-
Materials & Contracts	(451,550)	(464,193)	(476,727)	(489,598)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(110,601)	(113,698)	(116,768)	(119,920)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(13,932)	(14,322)	(14,709)	(15,106)
Overhead Allocation	(201,589)	(207,233)	(212,829)	(218,575)
<b>Total Expenses from Continuing Operations</b>	<b>(1,175,258)</b>	<b>(1,210,895)</b>	<b>(1,247,793)</b>	<b>(1,285,836)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Community Festivals

#### Group Manager - Marketing and Communications

➔ [Click here to view more detail...](#)

### Program - Community Festivals

#### Group Manager - Marketing and Communications

Actions	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Deliver community activities and celebrations	▲	▲	▲	▲

▲ Funded from operational budget

### Special Rate Variation funded projects

#### Program - Community Festivals

#### Group Manager - Marketing and Communications

Actions	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
New cultural events - operational*				\$75,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

### Program Indicator

- Number of people attending events

## Key Service Indicators

- Percentage of residents satisfied with community events and festivals
- Scheduled projects completed (operational)

## Supporting Strategies

- Cultural Plan
- Social Plan
- Youth Strategy

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### CSP Drivers

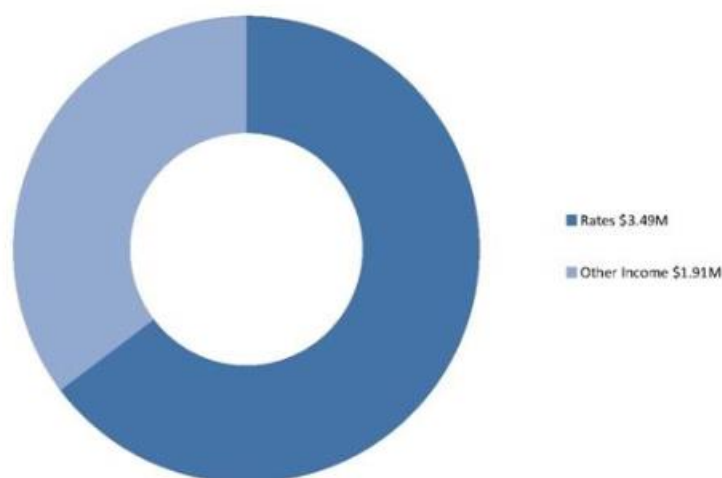
Outcome	Objective
Liveable Neighbourhoods	<p>5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business</p> <p>5.3 We offer a variety of housing choices that meet the needs of our community and complements local neighbourhoods and the Warringah lifestyle</p>

### Continuing Activities

- Assess development and subdivision applications
- Provide technical advice on development issues
- Provide civil engineering services and advice
- Approve applications and manage the Warringah Development Assessment Panel
- Represent Warringah Council in the Land and Environment Court
- Coordinate mediation service

### Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	3,495,950	3,616,532	3,749,139	3,886,552
User Charges & Fees	1,909,482	1,962,947	2,015,947	2,070,378
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>5,405,432</b>	<b>5,579,479</b>	<b>5,765,086</b>	<b>5,956,930</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(3,305,913)	(3,421,173)	(3,548,506)	(3,680,502)
Borrowing Costs	-	-	-	-
Materials & Contracts	(135,420)	(139,212)	(142,970)	(146,831)
Depreciation and Amortisation	-	-	-	-
Other Expenses	(85,049)	(87,430)	(89,791)	(92,215)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(300,716)	(309,136)	(317,483)	(326,055)
Overhead Allocation	(1,578,334)	(1,622,527)	(1,666,336)	(1,711,327)
<b>Total Expenses from Continuing Operations</b>	<b>(5,405,432)</b>	<b>(5,579,479)</b>	<b>(5,765,086)</b>	<b>(5,956,930)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Development Assessment

#### Group Manager - Development and Compliance Services

◆ [Click here to view more detail...](#)

### Program - Development Assessment

#### Group Manager - Development and Compliance Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Deliver online functionality for lodgement of development applications		▲		

▲ Funded from operational budget

### Program Indicator

- Percentage of development appeals where Council's decision is upheld

## Key Service Indicators

- Median turn around time of development applications determined by independent panels
- Median turn around time of development applications determined under delegation
- Percentage of residents satisfied with development assessment process

## Supporting Strategies

- Local Environmental Plan 2000 and 2011
- Development Control Plan 2011
- Warringah Design Guidelines
- s94 Development Contributions Plan



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## Glen Street Theatre

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### CSP Drivers

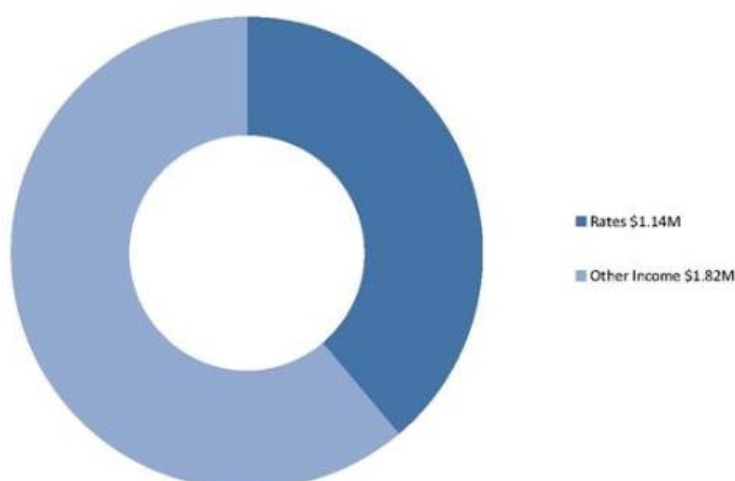
Outcome	Objective
Vibrant Community	1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity

### Continuing Activities

- Annual subscription season of professional performing arts
- Kidsplay program
- Present literary lunches
- Management of the venue for use by professional performing art presenters, community groups, schools and corporate users
- Operation of dining, bar and catering services to patrons and users of the theatre

### Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**





## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	1,143,812	1,182,551	1,224,820	1,268,593
User Charges & Fees	1,466,817	1,507,888	1,548,601	1,590,413
Interest & Investment Revenues	-	-	-	-
Other Revenues	335,901	345,306	354,629	364,204
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,946,530</b>	<b>3,035,745</b>	<b>3,128,051</b>	<b>3,223,211</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(977,768)	(1,011,858)	(1,049,518)	(1,088,558)
Borrowing Costs	-	-	-	-
Materials & Contracts	(1,144,328)	(1,176,369)	(1,208,131)	(1,240,751)
Depreciation and Amortisation	(102,848)	(105,728)	(108,582)	(111,514)
Other Expenses	(111,697)	(114,825)	(117,925)	(121,109)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(30,308)	(31,157)	(31,998)	(32,862)
Overhead Allocation	(579,581)	(595,809)	(611,896)	(628,417)
<b>Total Expenses from Continuing Operations</b>	<b>(2,946,530)</b>	<b>(3,035,745)</b>	<b>(3,128,051)</b>	<b>(3,223,211)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Cultural Hub

#### Group Manager - Glen Street Theatre

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$2,396,295</b>	<b>\$3,080,000</b>	<b>\$2,000,000</b>	

➤ [Click here to view more detail...](#)

### Program - Cultural Hub

#### Group Manager - Glen Street Theatre

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Glen Street Theatre - minor asset renewals	\$44,700	\$80,000		
Glen Street Theatre - lighting console replacement	\$51,595			
Glen Street Revitalisation Stage 1	\$1,800,000			
Glen Street Revitalisation Stage 2	\$500,000	\$3,000,000	\$2,000,000	
Develop day to day management plan for operation of Glen Street Cultural Hub	▲			
Implement operational plan for Glen Street Cultural Hub		▲	▲	▲
Promote and engage new audiences with the Glen Street Cultural Hub	▲	▲	▲	▲
<b>Total capital expenditure</b>	<b>\$2,396,295</b>	<b>\$3,080,000</b>	<b>\$2,000,000</b>	

### Special Rate Variation funded projects

#### Program - Cultural Hub

#### Group Manager - Glen Street Theatre

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Additional funds to support stage 2 redevelopment of Glen Street Theatre - capital*		\$1,000,000	\$1,000,000	

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

### Key Service Indicators

- Utilisation rate of Glen Street Theatre – subscriptions
- Utilisation rate of Glen Street Theatre - tickets sold
- Utilisation rate of Glen Street Theatre - capacity utilisation
- Percentage of residents satisfied with Glen Street Theatre
- Scheduled projects completed (capital)

### Supporting Strategies

- Glen St Theatre Masterplan
- Cultural Plan
- Social Plan
- Youth Strategy

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## Information and Library Services

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### CSP Drivers

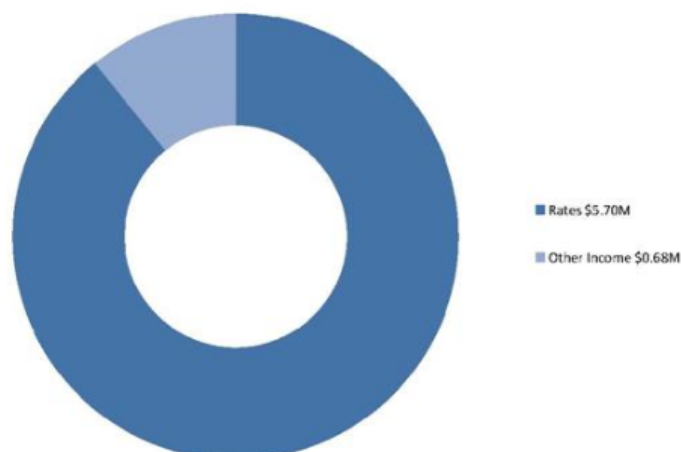
Outcome	Objective
Vibrant Community	1.3 We support and care for all our community members and provide opportunities to connect and belong 1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity
Liveable Neighbourhoods	5.4 We have access to a range of local educational and training opportunities that complements the local economy

### Continuing Activities

- Provide a communal space for study, recreation, research and the exchange of ideas
- Provide free access to recreation, information and educational resources
- Provide collections and resources in a range of formats
- Provide professional assistance in the use of library services and resources
- Deliver programs to market library services and resources, and contribute to the development of literacy within the community
- Deliver tailored services for specific target groups (home library service, people with a disability, community language readers, children, senior school students, and local and family historians)
- Acquire and conserve documentary evidence of the local area

### Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	5,699,963	5,834,264	6,029,567	6,231,467
User Charges & Fees	186,820	192,051	197,236	202,562
Interest & Investment Revenues	-	-	-	-
Other Revenues	135,000	138,780	142,527	146,375
Grants & Contributions - Operating Purposes	89,644	92,154	94,642	97,198
Grants & Contributions - Capital Purposes	271,950	279,565	287,113	294,865
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>6,383,377</b>	<b>6,536,813</b>	<b>6,751,085</b>	<b>6,972,466</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(3,598,236)	(3,673,688)	(3,810,656)	(3,952,645)
Borrowing Costs	-	-	-	-
Materials & Contracts	(633,529)	(651,268)	(668,852)	(686,911)
Depreciation and Amortisation	(609,115)	(626,170)	(643,077)	(660,440)
Other Expenses	(102,139)	(104,999)	(107,834)	(110,745)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(41,150)	(42,302)	(43,444)	(44,617)
Overhead Allocation	(1,399,208)	(1,438,386)	(1,477,222)	(1,517,107)
<b>Total Expenses from Continuing Operations</b>	<b>(6,383,377)</b>	<b>(6,536,813)</b>	<b>(6,751,085)</b>	<b>(6,972,466)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Community Space and Learning

#### Group Manager - Customer Support and Library Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$574,400	\$524,400	\$584,400	\$524,400

◆ [Click here to view more detail...](#)

### Program - Community Space and Learning

#### Group Manager - Customer Support and Library Services

Actions	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Digital Resources - Libraries	\$50,000		\$60,000	
Library Bookvote	\$524,400	\$524,400	\$524,400	\$524,400
Respond to customer feedback and enhance overall customer satisfaction	▲			
Finalise the Library Strategic Plan	▲			
Implement the Library Strategic Plan	▲	▲	▲	▲
Total capital expenditure	\$574,400	\$524,400	\$584,400	\$524,400

▲ Funded from operational budget

### Program Indicator

Increase in electronic resources available

#### Key Service Indicators

- Number of active library members
- Overall satisfaction of library customers with the service
- Satisfaction of active members with the library selection
- Percentage of residents satisfied with library services
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

### Supporting Strategies

Youth Strategy



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*Kimbriki Environmental Enterprises Pty Ltd*

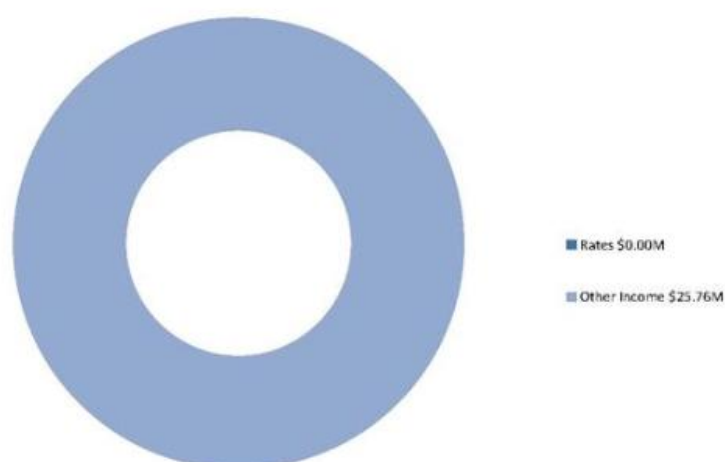
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Outcome	Objective
Healthy Environment	3.3 We strive to live and work more sustainably to reduce our environmental footprint

**Continuing Activities**

- Operate landfill and recycling site areas
- Receive and process dry waste from commercial and domestic customers and sell recycled material

**Income and Expenditure****Funding Source for Operational Expenditure 2013 - 2014**

## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	-	-	-	-
User Charges & Fees	23,009,269	23,653,529	24,292,174	24,948,062
Interest & Investment Revenues	450,000	450,000	450,000	450,000
Other Revenues	2,304,837	2,369,372	2,433,345	2,499,046
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>25,764,106</b>	<b>26,472,901</b>	<b>27,175,519</b>	<b>27,897,108</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(3,353,416)	(3,470,333)	(3,599,495)	(3,733,388)
Borrowing Costs	(1,000,000)	(1,028,000)	(1,055,756)	(1,084,261)
Materials & Contracts	(10,655,349)	(10,953,699)	(11,249,449)	(11,553,184)
Depreciation and Amortisation	(342,000)	(351,576)	(361,069)	(370,817)
Other Expenses	(7,813,469)	(8,032,246)	(8,249,117)	(8,471,843)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	-	-	-	-
Overhead Allocation	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>(23,164,234)</b>	<b>(23,835,854)</b>	<b>(24,514,885)</b>	<b>(25,213,493)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>2,599,872</b>	<b>2,637,047</b>	<b>2,660,634</b>	<b>2,683,615</b>

## Programs, Operational Plan and Indicator

### Program - Site Improvements

#### Group Manager - Corporate Lawyer

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$3,215,000	\$11,760,000	\$5,610,000	\$7,925,000

➔ [Click here to view more detail...](#)

### Program - Site Improvements

#### Group Manager - Corporate Lawyer

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Kimbriki - plant, equipment, leachate treatment plant and high level drain	\$1,400,000	\$5,760,000	\$5,610,000	\$7,925,000
Kimbriki - construction of access road	\$1,815,000	\$6,000,000		
Total capital expenditure	\$3,215,000	\$11,760,000	\$5,610,000	\$7,925,000

## Key Service Indicators

- Incoming material diverted to landfill – Kimbriki
- Compliance with licensing and environmental requirements for the facility
- Scheduled projects completed (capital)

## Supporting Strategies

- Environmental Sustainability Strategy

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## Natural Environment Services

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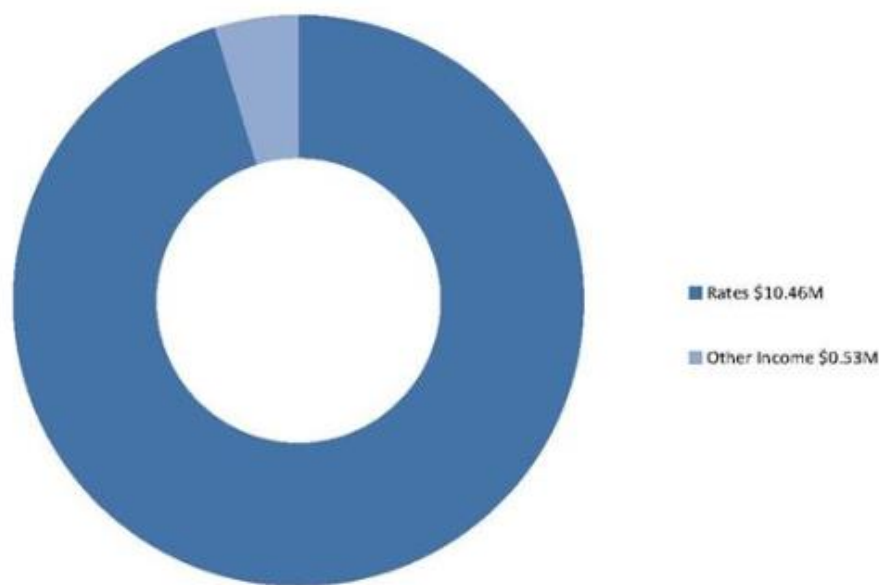
### CSP Drivers

Outcome	Objective
Lifestyle and Recreation	2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle
Healthy Environment	3.1 We value the health of our beaches, foreshores and waterways as natural habitats and for our enjoyment 3.2 We protect and sustain our diverse bushland as valuable habitats, and provide for a variety of wildlife to thrive and migrate 3.3 We strive to live and work more sustainably to reduce our environmental footprint. 3.4 We effectively plan for and respond to natural hazards and climate change in a sustainable way.
Connected Transport	4.4 We can safely and conveniently walk or ride around Warringah

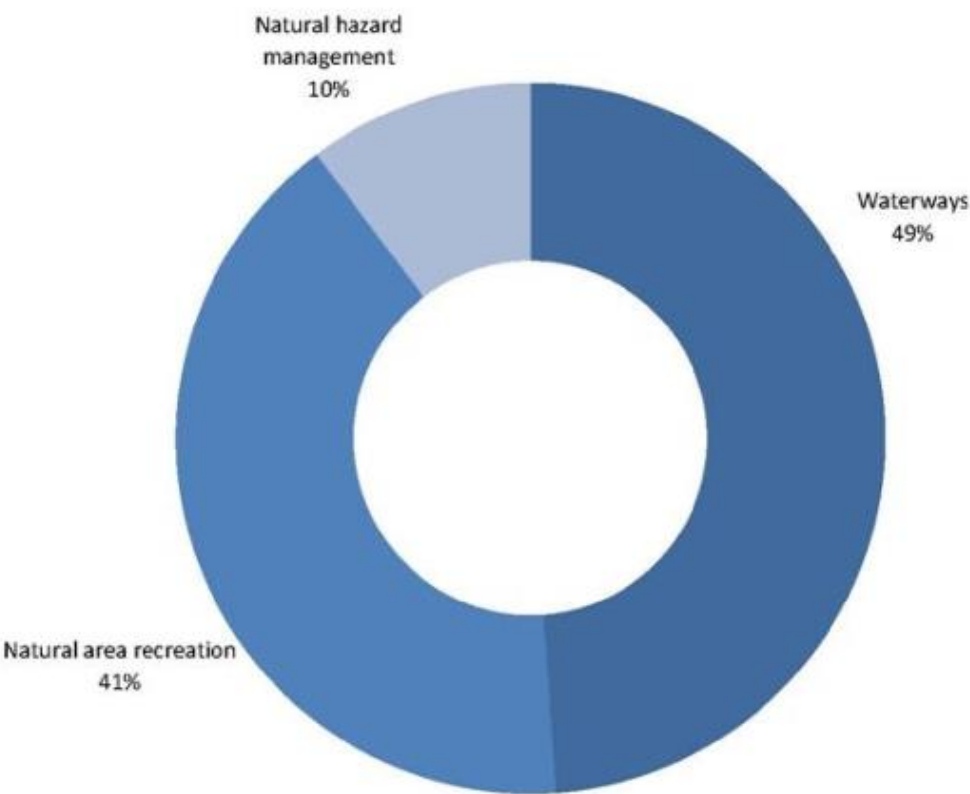
### Continuing Activities

- Bush regeneration on council reserves including management of the volunteer Friends of the Bush program
- Coastal management including management of coastal erosion and on ground works including dune maintenance, beach scraping and nourishment.
- Invasive species control
- Creek and lagoon restoration projects
- Stormwater Asset Management activities including gross pollutant trap cleaning, gathering asset condition information and asset maintenance
- Water cycle management including the implementation of water sensitive urban design on public and private properties
- Flood Mitigation activities including preparation of plans and studies; lagoon openings at Curl Curl, Dee Why and Narrabeen Lagoons; Narrabeen Lagoon entrance clearance and release of water at Manly Dam
- Fire Management Access Zone works
- Liaison and partnerships with Rural Fire Service and State Emergency Services
- Sustainability education events

Funding Source for Operational Expenditure 2013 - 2014



Capital Expenditure by Program 2013 - 2014





## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	10,465,583	11,021,617	11,365,477	11,355,545
User Charges & Fees	44,246	45,485	46,713	47,974
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	487,860	641,660	895,489	367,855
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>10,997,689</b>	<b>11,708,762</b>	<b>12,307,678</b>	<b>11,771,374</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(2,489,133)	(2,575,916)	(2,671,790)	(2,718,965)
Borrowing Costs	-	-	-	-
Materials & Contracts	(2,392,087)	(2,796,985)	(3,157,095)	(2,365,067)
Depreciation and Amortisation	(3,576,607)	(3,676,752)	(3,776,024)	(3,877,977)
Other Expenses	(90,455)	(141,118)	(116,793)	(153,567)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Overhead Allocation	(1,309,844)	(1,346,520)	(1,382,876)	(1,420,213)
<b>Total Expenses from Continuing Operations</b>	<b>(10,997,689)</b>	<b>(11,708,762)</b>	<b>(12,307,678)</b>	<b>(11,771,374)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Natural Environment

### Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	10,465,583	10,921,617	11,162,777	11,017,372
User Charges & Fees	44,246	45,485	46,713	47,974
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	487,860	641,660	895,489	367,855
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>10,997,689</b>	<b>11,608,762</b>	<b>12,104,978</b>	<b>11,433,201</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(2,489,133)	(2,575,916)	(2,671,790)	(2,718,965)
Borrowing Costs	-	-	-	-
Materials & Contracts	(2,392,087)	(2,696,985)	(2,954,395)	(2,026,894)
Depreciation & Amortisation	(3,576,607)	(3,676,752)	(3,776,024)	(3,877,977)
Other Expenses	(90,455)	(141,118)	(116,793)	(153,567)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(1,139,563)	(1,171,471)	(1,203,100)	(1,235,584)
Overhead Allocation	(1,309,844)	(1,346,520)	(1,382,876)	(1,420,213)
<b>Total Expenses from Continuing Operations</b>	<b>(10,997,689)</b>	<b>(11,608,762)</b>	<b>(12,104,978)</b>	<b>(11,433,201)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Stormwater Assets

#### Group Manager - Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$2,964,925	\$3,044,184	\$2,462,500	\$2,725,000

◆ [Click here to view more detail...](#)

### Program - Stormwater Assets

#### Group Manager - Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Planned stormwater renewal program	\$668,750	\$2,444,184	\$1,862,500	\$2,125,000
Reactive stormwater renewal program	\$500,000	\$600,000	\$600,000	\$600,000
Collaroy stormwater outlet	\$1,796,175			
Review Stormwater Asset Management Plan	▲	▲		
Total capital expenditure	\$2,964,925	\$3,044,184	\$2,462,500	\$2,725,000

▲ Funded from operational budget

### Program Indicator

Maintain appropriate asset management strategies for stormwater assets

### Program - Waterways

#### Group Manager - Natural Environment

◆ [Click here to view more detail...](#)

### Program - Waterways

#### Group Manager - Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Waterway Condition Assessment	▲	▲	▲	▲

▲ Funded from operational budget

### Special Rate Variation funded projects

#### Program - Waterways

#### Group Manager - Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Waterway Improvement Program - operational*				\$100,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

**Program Indicator**

Maintain or improve the condition of waterways

**Programs, Operational Plan and Indicator****Program - Natural Area Recreation****Group Manager - Natural Environment**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$2,483,459</b>	<b>\$2,286,898</b>	<b>\$80,000</b>	

[Click here to view more detail...](#)
**Program - Natural Area Recreation****Group Manager - Natural Environment**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Forestville Park, Forestville - mountain bike track			\$80,000	
Narrabeen Lagoon Multi-use Trail	\$2,334,459	\$2,286,898		
Narrabeen Lagoon - recreational dredging	\$59,000			
Allenby Park, Allambie Heights - track upgrades	\$90,000			
<b>Total capital expenditure</b>	<b>\$2,483,459</b>	<b>\$2,286,898</b>	<b>\$80,000</b>	

**Program Indicator**

Metres of new track and new assets developed in natural areas

**Program - Natural Hazard Management****Group Manager - Natural Environment**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$625,000</b>	<b>\$300,000</b>		

[Click here to view more detail...](#)

**Program - Natural Hazard Management**  
**Group Manager - Natural Environment**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Rural Fire Service, Terrey Hills - refurbishment of catering kitchen and other building improvements	\$500,000	\$300,000		
State Emergency Services training room additions Terrey Hills	\$125,000			
Natural hazard management planning, mitigation works, warning systems and awareness campaigns	▲	▲	▲	▲
<b>Total capital expenditure</b>	<b>\$625,000</b>	<b>\$300,000</b>		

▲ Funded from operational budget

**Program Indicator**

Reduced exposure of Warringah's residents to natural hazards

**Program - Biodiversity Management**  
**Group Manager - Natural Environment**

➔ [Click here to view more detail...](#)

**Program - Biodiversity Management**  
**Group Manager - Natural Environment**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Develop Natural Asset Management Plan	▲	▲		

▲ Funded from operational budget

**Special Rate Variation funded projects**

**Program - Biodiversity Management**  
**Group Manager - Natural Environment**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Bushland Improvement Program - operational*		\$100,000	\$200,000	\$200,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

**Program Indicator**

- Reduction in the number of invasive animal and plant species in natural areas
- Maintain or improve the area and condition of bushland on Council managed reserves

## Programs, Operational Plan and Indicator

### Program - Education for Sustainability

#### Group Manager - Natural Environment

◆ [Click here to view more detail...](#)

### Program - Education for Sustainability

#### Group Manager - Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Implement Education for Sustainability Activities	▲	▲	▲	▲

▲ Funded from operational budget

### Special Rate Variation funded projects

#### Program - Education for Sustainability

#### Group Manager - Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Enhanced education for sustainability program - operational*				\$30,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

### Program Indicator

Maintain or improve the level of environmental awareness in Warringah

## Key Service Indicators

- Volume of materials removed from Gross Pollutant Traps to improve water quality
- Length of stormwater assets, assessed, maintained or improved
- Hectares of bushland actively managed to reduce threats from invasive species or fire
- Participants at events have an increased awareness of how they can live more sustainably
- Percentage of residents satisfied with walking trails and tracks
- Percentage of residents satisfied with caring for bush areas
- Percentage of residents satisfied with management of local flooding
- Percentage of residents satisfied with management of waterways and lagoons
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

## Supporting Strategies

- Environmental Sustainability Strategy
- Warringah Creek Management Study
- Local Habitat Strategy
- Coastal Lands Plan of Management
- Coastal Erosion Emergency Action Sub-Plan
- Collaroy Narrabeen Coastline Management Plan
- Narrabeen Lagoon Estuary Management Plans
- Northern Beaches Stormwater Management Plan
- Bushfire Risk Management Plans
- Stormwater Asset Management plan
- Regional Multiple-Use Trail Strategy
- State of Environment Report
- Plans of Management including generic bushland, urban bushland, coastal lands, reserves such as Dee Why Lagoon Wildlife Refuge, Jamieson Park and Threatened Bushland Reserves (Duffys Forest Ecological Community)



Overview

Certification Services

Compliance Services

Children's Services

Community Services

Cultural Services

Development

Assessment

Glen Street Theatre

Information and

Library Services

Kimbriki

Environmental

Enterprises

Natural Environment  
ServicesParks, Reserves and  
ForeshoresRoads, Traffic and  
Waste

Strategic Planning

Warringah Aquatic  
Centre

Corporate Support

Good Governance

Major Projects &gt;

Fees and Charges &gt;

Resourcing Strategy &gt;

Long Term Financial Plan &gt;

## *Parks, Reserves and Foreshores*

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[CSP Drivers](#)[Continuing Activities](#)[Income and  
Expenditure](#)[Operational Budget](#)[Programs, Operational  
Plan and Indicator](#)[Key Service Indicators](#)[Supporting Strategies](#)

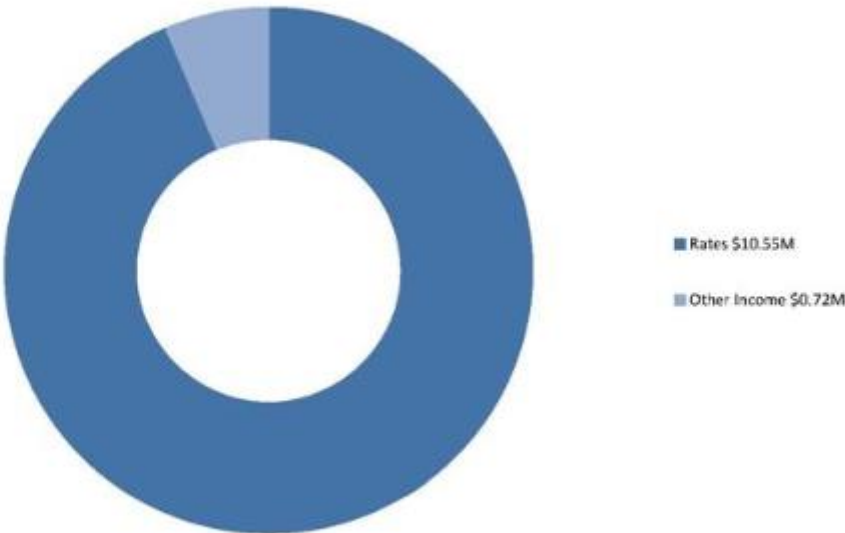
### CSP Drivers

Outcome	Objective
Vibrant Community	1.2 We are safe and protected at home and in public, and we respect each other and the area 1.3 We support and care for all our community members and provide opportunities to connect and belong
Lifestyle and Recreation	2.1 We have access to a diverse range of recreational facilities that meet the needs of the community and sporting groups 2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle 2.3 We have inviting public spaces that are clean, green and well designed
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business
Working Together	6.3 We participate in effective partnerships and collaborate for now and the future

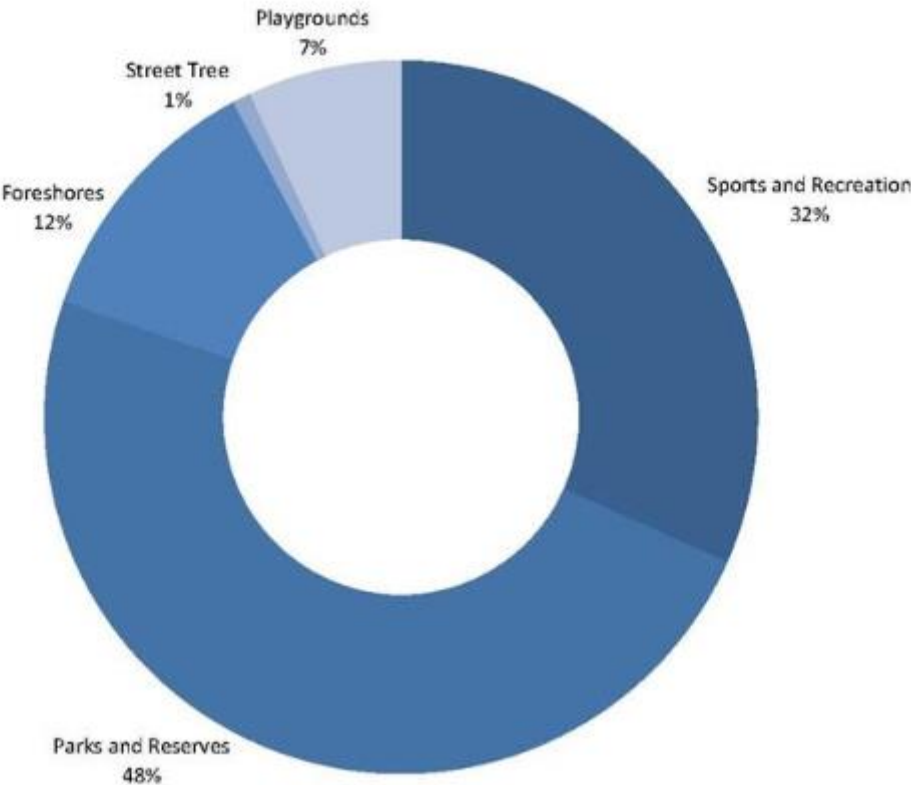
### Continuing Activities

- Provide tactical planning and advice on management of parks, reserves and foreshore assets including street trees
- Provide asset management and maintenance services for parks, reserves and foreshore assets including sports grounds, playgrounds, rock pools and gardens.
- Manage regional recreational facilities including Brookvale Oval, Cromer Park, Manly Dam and Stony Range Botanic Garden
- Tree management
- Manage bookings of parks, reserves and foreshores including filming and photography requests
- Manage Plans of Management relating to parks, reserves and foreshores

Funding Source for Operational Expenditure 2013 - 2014



Capital Expenditure by Program 2013 - 2014



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	10,555,443	10,959,253	11,352,587	11,871,837
User Charges & Fees	686,072	705,282	724,325	743,881
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	30,000	30,840	31,673	32,528
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>11,271,515</b>	<b>11,695,376</b>	<b>12,108,585</b>	<b>12,648,246</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(3,766,683)	(3,898,008)	(4,043,089)	(4,193,482)
Borrowing Costs	-	-	-	-
Materials & Contracts	(5,129,013)	(5,355,025)	(5,557,211)	(5,878,756)
Depreciation and Amortisation	-	-	-	-
Other Expenses	(100,700)	(103,520)	(106,315)	(109,185)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(415,201)	(426,827)	(438,351)	(450,186)
Overhead Allocation	(1,859,918)	(1,911,996)	(1,963,620)	(2,016,637)
<b>Total Expenses from Continuing Operations</b>	<b>(11,271,515)</b>	<b>(11,695,376)</b>	<b>(12,108,585)</b>	<b>(12,648,246)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Parks, Reserves, Foreshores

### Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	10,555,443	10,876,853	11,210,363	11,554,272
User Charges & Fees	686,072	705,282	724,325	743,881
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	30,000	30,840	31,673	32,528
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>11,271,515</b>	<b>11,612,976</b>	<b>11,966,360</b>	<b>12,330,682</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(3,766,683)	(3,898,008)	(4,043,089)	(4,193,482)
Borrowing Costs	-	-	-	-
Materials & Contracts	(5,129,013)	(5,272,625)	(5,414,986)	(5,561,191)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(100,700)	(103,520)	(106,315)	(109,185)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(415,201)	(426,827)	(438,351)	(450,186)
Overhead Allocation	(1,859,918)	(1,911,996)	(1,963,620)	(2,016,637)
<b>Total Expenses from Continuing Operations</b>	<b>(11,271,515)</b>	<b>(11,612,976)</b>	<b>(11,966,360)</b>	<b>(12,330,682)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Foreshores

#### Group Manager - Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$700,000	\$824,219	\$475,000	\$103,000

➔ [Click here to view more detail...](#)

### Program - Foreshores

#### Group Manager - Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
North Narrabeen - landscape masterplan development and implementation	\$50,000	\$50,000	\$275,000	
Foreshore renewal program	\$150,000	\$224,219	\$100,000	\$103,000
Queenscliff Rockpool - upgrade	\$240,000	\$450,000		
Narrabeen Beach - lighting replacement	\$40,000			
North Curl Curl Rockpool - access	\$120,000	\$100,000		
Parking meter - renewals	\$100,000		\$100,000	
Total capital expenditure	\$700,000	\$824,219	\$475,000	\$103,000

### Program Indicator

- Annual Number of visitors to the beaches

**Program - Parks and Reserves**

**Group Manager - Parks, Reserves and Foreshores**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$2,826,802</b>	<b>\$3,902,288</b>	<b>\$4,598,432</b>	<b>\$1,217,598</b>

➔ [Click here to view more detail...](#)

**Program - Parks and Reserves**

**Group Manager - Parks, Reserves and Foreshores**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Collaroy Accessibility Precinct - playground and reserve improvements	\$1,871,000	\$1,100,000	\$600,000	\$400,000
Berry Reserve and Jameison Park, Narrabeen - upgrades	\$185,943		\$240,000	\$110,000
Walter Gors Reserve and Dee Why Parade, Dee Why - shared walkway			\$3,296,684	
North Curl Curl Bush/Park area	\$50,000			
General infrastructure renewal program	\$345,996	\$403,945	\$312,163	\$320,626
Manly Dam - renewals	\$77,026	\$78,673	\$79,585	\$81,972
Manly Dam - trail renewal	\$190,898			
Manly Dam carpark and turning circle			\$70,000	\$305,000
Stony Range, Dee Why - renewal	\$105,939			
Perentie and Dawes Road Belrose - acquisition of public open space		\$2,319,670		
Review District Park Plan of Management	▲	▲	▲	▲
Enable online bookings for Parks Reserves and Foreshore venues	▲			
<b>Total capital expenditure</b>	<b>\$2,826,802</b>	<b>\$3,902,288</b>	<b>\$4,598,432</b>	<b>\$1,217,598</b>

▲ Funded from operational budget

**Special Rate Variation funded projects**

**Program - Parks and Reserves**

**Group Manager - Parks, Reserves and Foreshores**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Improving the appearance of our gardens, parks and reserves - operational*		\$82,400	\$140,000	\$411,500
Improving the appearance of our gardens, parks and reserves - capital*				\$200,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

**Program Indicator**

- Annual Number of visitors to key recreational spaces: including Manly Dam, Narrabeen Multi Use Trail



## Programs, Operational Plan and Indicator

### Program - Playgrounds

#### Group Manager - Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$400,000	\$424,700	\$489,041	\$535,438

➔ [Click here to view more detail...](#)

### Program - Playgrounds

#### Group Manager - Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Playground improvement program	\$400,000	\$424,700	\$489,041	\$535,438
Review Playground Strategy	▲			
Total capital expenditure	\$400,000	\$424,700	\$489,041	\$535,438

▲ Funded from operational budget

### Special Rate Variation funded projects

#### Program - Playgrounds

#### Group Manager - Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Accelerated playground improvement program - capital*			\$160,000	\$790,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

**Program - Sports and Recreation**

**Group Manager - Parks, Reserves and Foreshores**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$1,841,566</b>	<b>\$2,293,431</b>	<b>\$3,311,576</b>	<b>\$3,631,822</b>

➔ [Click here to view more detail...](#)

**Program - Sports and Recreation**

**Group Manager - Parks, Reserves and Foreshores**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Sports clubs capital assistance program	\$450,000	\$200,000	\$250,000	\$250,000
Sportsfield water supply and irrigation program	\$134,836		\$150,000	\$250,000
Floodlighting improvement program	\$70,000		\$250,000	\$350,000
Sportsfields - minor rectification works	\$267,436	\$313,431	\$320,576	\$333,622
Forestville Playing Fields, Forestville - sportsfield rectification	\$197,374	\$1,000,000	\$1,000,000	
St Matthews Farm Reserve, Cromer - sportsfield rectification		\$200,000	\$500,000	\$600,000
Narrabeen Lagoon maintenance of multi-use trail	\$50,000	\$50,000	\$50,000	\$50,000
Collaroy Rockpool - upgrade				\$640,000
Skate park program			\$47,000	\$400,000
Brookvale Oval - installation of accessible lift and associated works	\$313,125			
Sporting club buildings renewal works		\$430,000	\$640,000	\$650,000
Sporting club buildings - renewal and works to make the facility more accessible	\$150,000			
Swim club buildings - renewals		\$100,000	\$104,000	\$108,200
Tennis clubs buildings - refurbishments	\$188,795			
Frenchs Forest Showground - exercise equipment	\$20,000			
Review Sports in Warringah Strategy	▲	▲		
<b>Total capital expenditure</b>	<b>\$1,841,566</b>	<b>\$2,293,431</b>	<b>\$3,311,576</b>	<b>\$3,631,822</b>

▲ Funded from operational budget

**Program Indicator**

- Percentage use of sportsfields

## Program - Street trees

### Group Manager - Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$53,416</b>	<b>\$54,558</b>	<b>\$54,139</b>	<b>\$55,763</b>

➔ [Click here to view more detail...](#)

## Program - Street trees

### Group Manager - Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Street tree replacement	\$53,416	\$54,558	\$54,139	\$55,763
Develop and implement a street vegetation management plan	▲			
Review Council's public tree management strategies	▲			
<b>Total capital expenditure</b>	<b>\$53,416</b>	<b>\$54,558</b>	<b>\$54,139</b>	<b>\$55,763</b>

▲ Funded from operational budget

## Key Service Indicators

- Resident satisfaction with Parks and recreation areas (including playgrounds)
- Resident satisfaction with Sporting fields and amenities
- Resident satisfaction with Brookvale Oval
- Resident satisfaction with Management of street trees
- Resident satisfaction with Maintenance of beaches and rock pools
- Resident satisfaction with Walking trails and tracks
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

## Supporting Strategies

- Recreation Strategy
- Playground Strategy
- Regional Multiple-Use Trail Strategy
- Mountain Biking in Warringah: Research and Directions
- Horse Riding Trails and Facilities (Research Paper)
- Sportsgrounds Plan of Management
- Plans of Management: Generic, District and for various parks and reserves
- Environmental Sustainability Strategy
- Youth Strategy

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## Roads, Traffic and Waste

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### CSP Drivers

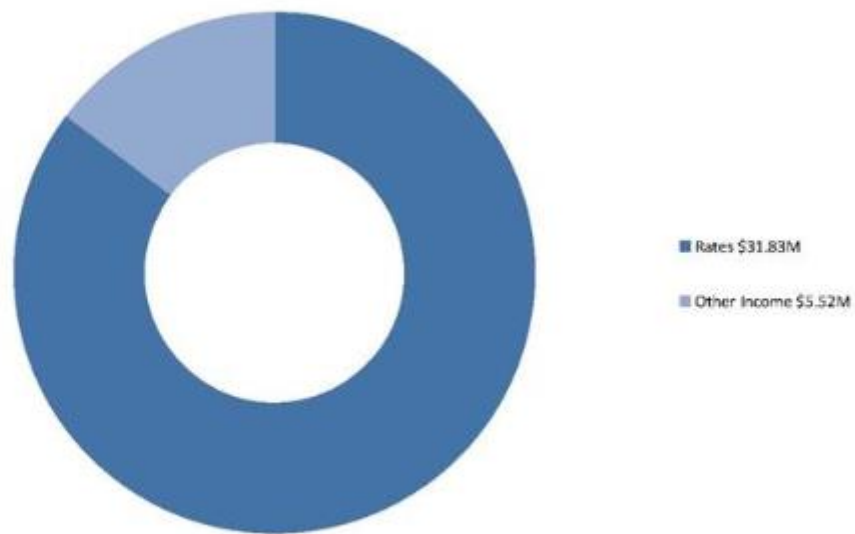
Outcome	Objective
Vibrant Community	1.1 We have the services to promote and deliver health and wellbeing 1.2 We are safe and protected at home and in public, and we respect each other and the area
Lifestyle and Recreation	2.3 We have inviting public spaces that are clean, green and well designed
Healthy Environment	3.3 We strive to live and work more sustainably to reduce our environmental footprint
Connected Transport	4.1 We have an effective interconnected public transport system that is safe, efficient and affordable 4.2 We use a well-designed and functioning road network 4.3 We can conveniently access parking near transport hubs and close to urban centres 4.4 We can safely and conveniently walk or ride around Warringah
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business
Working Together	6.3 We participate in effective partnerships and collaborate for now and the future

### Continuing Activities

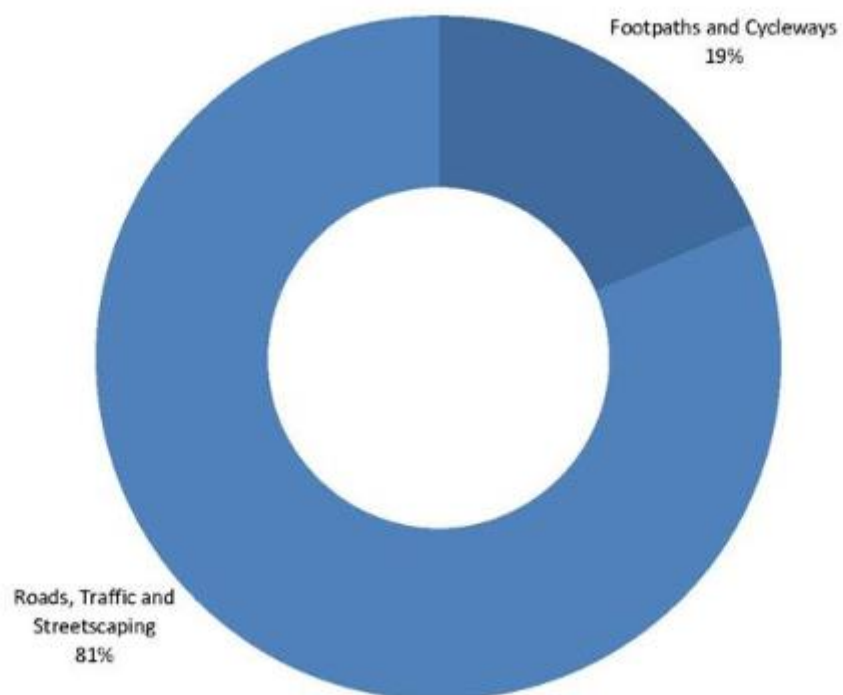
- Maintain Council's stormwater drainage system
- Manage street lighting through AusGrid
- Collect domestic and commercial waste and recycling
- Public place cleaning and litter picking at shopping centres, roads, beaches and reserves
- Graffiti removal
- Planning and delivery of road related capital works projects (construction of footpaths, road resurfacing, and traffic facilities)
- Maintenance and renewal of road network assets (pavements, kerbs, traffic facilities, bridges, signage, bus shelters, cycleways and footpaths)
- Traffic management on local roads and installation of traffic facilities

## Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**



**Capital Expenditure by Program 2013 - 2014**



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	31,826,177	34,518,051	48,032,010	50,664,462
User Charges & Fees	1,852,596	1,904,469	1,955,889	2,008,698
Interest & Investment Revenues	-	-	-	-
Other Revenues	535,600	550,597	565,463	580,730
Grants & Contributions - Operating Purposes	2,243,055	2,305,861	2,368,119	2,432,058
Grants & Contributions - Capital Purposes	886,927	911,761	936,379	961,661
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>37,344,355</b>	<b>40,190,738</b>	<b>53,857,860</b>	<b>56,647,609</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(4,854,533)	(5,383,786)	(5,582,467)	(5,788,375)
Borrowing Costs	-	-	-	-
Materials & Contracts	(22,557,371)	(24,377,392)	(37,377,235)	(39,666,826)
Depreciation and Amortisation	(3,747,668)	(4,071,603)	(4,368,536)	(4,486,486)
Other Expenses	(2,698,457)	(2,774,014)	(2,848,912)	(2,925,833)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(1,038,401)	(1,067,476)	(1,096,298)	(1,125,898)
Overhead Allocation	(2,447,925)	(2,516,467)	(2,584,412)	(2,654,191)
<b>Total Expenses from Continuing Operations</b>	<b>(37,344,355)</b>	<b>(40,190,738)</b>	<b>(53,857,860)</b>	<b>(56,647,609)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Roads, Traffic, Waste

### Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	31,826,177	33,950,451	46,926,205	48,716,755
User Charges & Fees	1,852,596	1,904,469	1,955,889	2,008,698
Interest & Investment Revenues	-	-	-	-
Other Revenues	535,600	550,597	565,463	580,730
Grants & Contributions - Operating Purposes	2,243,055	2,305,861	2,368,119	2,432,058
Grants & Contributions - Capital Purposes	886,927	911,761	936,379	961,661
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>37,344,355</b>	<b>39,623,138</b>	<b>52,752,054</b>	<b>54,699,903</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(4,854,533)	(5,023,786)	(5,210,767)	(5,404,595)
Borrowing Costs	-	-	-	-
Materials & Contracts	(22,557,371)	(24,169,792)	(36,643,130)	(38,102,900)
Depreciation & Amortisation	(3,747,668)	(4,071,603)	(4,368,536)	(4,486,486)
Other Expenses	(2,698,457)	(2,774,014)	(2,848,912)	(2,925,833)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(1,038,401)	(1,067,476)	(1,096,298)	(1,125,898)
Overhead Allocation	(2,447,925)	(2,516,467)	(2,584,412)	(2,654,191)
<b>Total Expenses from Continuing Operations</b>	<b>(37,344,355)</b>	<b>(39,623,138)</b>	<b>(52,752,054)</b>	<b>(54,699,903)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Footpaths and Cycleways

#### Group Manager - Roads, Traffic and Waste

Program	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$833,000	\$465,000	\$765,000	\$815,000

➔ [Click here to view more detail...](#)

### Program - Footpaths and Cycleways

#### Group Manager - Roads, Traffic and Waste

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Footpath new	\$368,000		\$300,000	\$350,000
Footpath renewals	\$365,000	\$365,000	\$365,000	\$365,000
Bike Plan Implementation	\$100,000	\$100,000	\$100,000	\$100,000
Total capital expenditure	\$833,000	\$465,000	\$765,000	\$815,000

### Special Rate Variation funded projects

#### Program - Footpaths and Cycleways

#### Group Manager - Roads, Traffic and Waste

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Accelerated new footpath program - operational*		\$7,600	\$19,400	\$49,400
Accelerated new footpath program - capital*		\$550,000	\$590,000	\$1,110,000
Improved footpath maintenance - operational*			\$77,600	\$97,600
Improved neighbourhood centre pavement program - operational*		\$25,000	\$95,000	\$95,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

#### Program Indicator

- Increase in the total length of footpaths
- Increase in the total length of cycleways

## Programs, Operational Plan and Indicator

### Program - Roads, Traffic and Streetscaping

#### Foreshores to Group Manager Roads, Traffic and Waste

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$3,633,000	\$4,053,975	\$5,487,000	\$10,308,398

➔ [Click here to view more detail...](#)

**Program - Roads, Traffic and Streetscaping**

**Foreshores to Group Manager Roads, Traffic and Waste**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Booralie Road and Myoora Road, Terrey Hills - wombat crossing	\$59,000			
Dareen Street, Frenchs Forest - traffic calming scheme	\$149,000			
King Street, Manly Vale - traffic calming scheme	\$59,000			
Dee Why Town Centre - design of new traffic facilities and streetscape	\$150,000	\$300,000	\$330,000	
Pittwater Road, Dee Why - widening and signal adjustments		\$387,975	\$370,000	
Pittwater Road, Dee Why at St David's Reserve - bus interchange			\$1,021,000	
Traffic Program			\$300,000	\$300,000
Dee Why Town Centre - streetscape improvement works				\$6,072,398
Dee Why Town Centre - construction of new traffic facilities				\$370,000
Road resheeting program	\$2,803,000	\$2,953,000	\$3,053,000	\$3,153,000
Car park renewals	\$140,000	\$140,000	\$140,000	\$140,000
Kerb and gutter renewals	\$115,000	\$115,000	\$115,000	\$115,000
Bus stop renewals	\$52,000	\$52,000	\$52,000	\$52,000
Retaining wall renewals	\$106,000	\$106,000	\$106,000	\$106,000
Road Safety Education Program	▲	▲	▲	▲
Undertake a review of the Pedestrian Access and Mobility Plan (PAMP)				▲
<b>Total capital expenditure</b>	<b>\$3,633,000</b>	<b>\$4,053,975</b>	<b>\$5,487,000</b>	<b>\$10,308,398</b>

▲ Funded from operational budget

### Special Rate Variation funded projects

#### Program - Roads, Traffic and Streetscaping

##### Foreshores to Group Manager Roads, Traffic and Waste

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
New kerb and gutter program - operational*				\$10,000
New kerb and gutter program - capital*				\$500,000
Road condition improvement program - operational*			\$111,500	\$611,500

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

#### Program Indicator

- KM of road renewed each year
- Number of traffic facilities installed

### Programs, Operational Plan and Indicator

#### Program - Waste and Cleansing

##### Group manager - Road, Traffic and Waste

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>		<b>\$2,190,000</b>	<b>\$1,870,000</b>	

➔ [Click here to view more detail...](#)

#### Program - Waste and Cleansing

##### Group Manager - Roads, Traffic and Waste

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Replacement of domestic waste and recycling bins		\$2,190,000	\$1,870,000	
Waste Education Program	▲	▲	▲	▲
Review the domestic waste and recycling service in preparation for the implementation of waste processing facilities at Kimbriki	▲	▲	▲	▲
<b>Total capital expenditure</b>		<b>\$2,190,000</b>	<b>\$1,870,000</b>	

▲ Funded from operational budget

**Special Rate Variation funded projects**  
**Program - Waste and Cleansing**  
**Group Manager - Roads, Traffic and Waste**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Increased cleaning of public spaces - operational*		\$535,000	\$785,000	\$935,000
Increased cleaning of public spaces - capital*		\$200,000		

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

**Program Indicator**

More than 66% of domestic waste is diverted from landfill (Note: dependant on the introduction of technology at Kimbriki Recycling and Waste Disposal Centre planned for 2016)

**Key Service Indicators**

- Road pavement condition index greater than 80%
- Percentage of maintenance requests completed within required time frames
- Percentage of residents satisfied with provision of street lighting
- Percentage of residents satisfied with bike paths
- Percentage of residents satisfied with bus shelters
- Percentage of residents satisfied with maintenance of local roads
- Percentage of residents satisfied with footpaths
- Percentage of residents satisfied with provision of car parking
- Percentage of residents satisfied with traffic management
- Percentage of residents satisfied with household waste collection
- Percentage of residents satisfied with household bulky items clean ups
- Percentage of residents satisfied with cleaning of public areas
- Percentage of residents satisfied with cleaning of streets
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

**Supporting Strategies**

- Pedestrian Access and Mobility Plan
- Warringah Bike Plan
- Environmental Sustainability Strategy
- Graffiti Management Plan

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## Strategic Planning

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### CSP Drivers

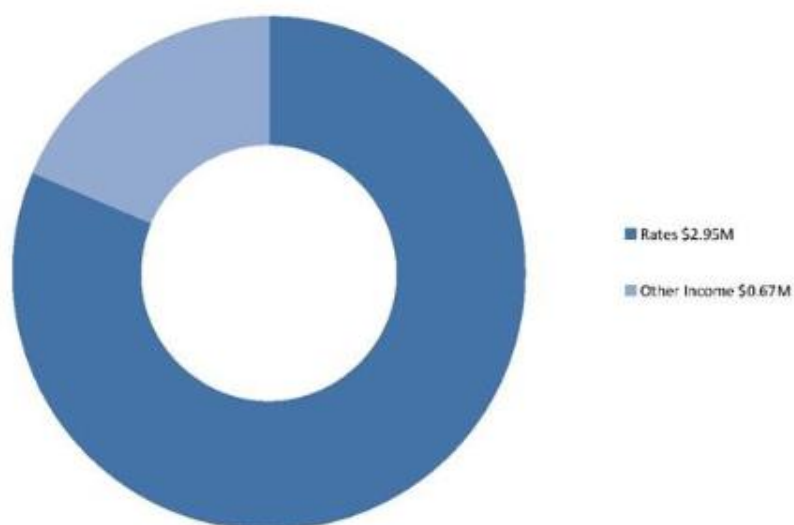
Outcome	Objective
Vibrant Community	1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity
Lifestyle and Recreation	2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle 2.3 We have inviting public spaces that are clean, green and well designed
Healthy Environment	3.1 We value the health of our beaches, foreshores and waterways as natural habitats and for our enjoyment 3.2 We protect and sustain our diverse bushland as valuable habitats, and provide for a variety of wildlife to thrive and migrate 3.3 We strive to live and work more sustainably to reduce our environmental footprint. 3.4 We effectively plan for and respond to natural hazards and climate change in a sustainable way.
Connected Transport	4.1 We have an effective interconnected public transport system that is safe, efficient and affordable 4.2 We use a well-designed and functioning road network 4.3 We can conveniently access parking near transport hubs and close to urban centres 4.4 We can safely and conveniently walk or ride around Warringah
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business 5.2 We encourage and support a diversity of businesses that provide a range of services and employment opportunities 5.3 We offer a variety of housing choices that meet the needs of our community and complements local neighbourhoods and the Warringah lifestyle 5.4 We have access to a range of local educational and training opportunities that complements the local economy

### Continuing Activities

- Strategic advice on land use planning, including the urban environment and controlling the use and development of land
- Develop strategic land use planning policy position to guide development in Warringah
- Communicate, analyse and respond to NSW government planning initiatives affecting Warringah
- Evaluating planning proposals lodged by external parties
- Strategic advice and support concerning environmental, economic, social and recreational planning
- Demonstrate sustainable living and working through policy, planning, advocacy and an internal sustainability agenda
- Facilitating business networking, capacity-building, recognition, information and advocacy via programmed seminar series
- Asset management planning



## Funding Source for Operational Expenditure 2013 - 2014



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	2,949,940	3,046,437	3,221,602	3,334,535
User Charges & Fees	597,923	614,665	631,261	648,305
Interest & Investment Revenues	-	-	-	-
Other Revenues	73,000	75,044	77,070	79,151
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,620,863</b>	<b>3,736,146</b>	<b>3,929,933</b>	<b>4,061,991</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(2,024,619)	(2,095,207)	(2,225,609)	(2,308,150)
Borrowing Costs	-	-	-	-
Materials & Contracts	(546,654)	(561,960)	(596,213)	(615,811)
Depreciation and Amortisation	-	-	-	-
Other Expenses	(116,540)	(119,803)	(123,038)	(126,360)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(146,197)	(150,291)	(154,348)	(158,516)
Overhead Allocation	(786,853)	(808,885)	(830,725)	(853,154)
<b>Total Expenses from Continuing Operations</b>	<b>(3,620,863)</b>	<b>(3,736,146)</b>	<b>(3,929,933)</b>	<b>(4,061,991)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Strategic Planning

### Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	2,949,940	3,046,437	3,150,102	3,257,316
User Charges & Fees	597,923	614,665	631,261	648,305
Interest & Investment Revenues	-	-	-	-
Other Revenues	73,000	75,044	77,070	79,151
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,620,863</b>	<b>3,736,146</b>	<b>3,858,433</b>	<b>3,984,772</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(2,024,619)	(2,095,207)	(2,173,189)	(2,254,026)
Borrowing Costs	-	-	-	-
Materials & Contracts	(546,654)	(561,960)	(577,133)	(592,716)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(116,540)	(119,803)	(123,038)	(126,360)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(146,197)	(150,291)	(154,348)	(158,516)
Overhead Allocation	(786,853)	(808,885)	(830,725)	(853,154)
<b>Total Expenses from Continuing Operations</b>	<b>(3,620,863)</b>	<b>(3,736,146)</b>	<b>(3,858,433)</b>	<b>(3,984,772)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Land and Urban Planning

#### Group Manager - Strategic Planning

◆ [Click here to view more detail...](#)

### Program - Land and Urban Planning

#### Group Manager - Strategic Planning

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Develop Warringah's local planning strategy to achieve the NSW government's housing and jobs targets for Warringah	▲	▲	▲	▲
Work with the NSW government in planning for the new Frenchs Forest Hospital precinct	▲	▲	▲	▲
Respond to the development of the new planning act	▲	▲		
Complete the review of the Warringah Development Control Plan	▲	▲	▲	▲
Develop a Section 94A development contributions works program	▲	▲	▲	▲
Oxford Falls and Belrose North strategic review (resolved deferred lands)	▲			
Investigation of land use in Oxford Falls Valley based on directions from the Planning Assessment Commission		▲	▲	▲
Evaluate planning proposals lodged by external parties	▲	▲	▲	▲
Review zoning and classifications of Council carparks and land	▲	▲		
Implement the recommendations of the heritage review	▲	▲	▲	▲
Amend the planning controls to deliver the Dee Why Town Centre vision	▲	▲	▲	▲
Work with the NSW government to investigate the Bus Rapid Transit on the Northern Beaches	▲	▲		
Complete the heritage plaques policy	▲			
<b>Total capital expenditure</b>				

▲ Funded from operational budget

## Program Indicator

### Program - Sustainability Planning Group Manager - Strategic Planning

➤ [Click here to view more detail...](#)

### Program - Sustainability Planning Group Manager - Strategic Planning

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Implement the Sustainable Transport Strategy	▲	▲	▲	▲
Implement the Environmental Sustainability Strategy	▲	▲	▲	▲
Develop an Energy and Water Savings Action Plan			▲	▲

▲ Funded from operational budget

## Program Indicator

Organisational energy use

### Program - Asset Planning Group Manager - Strategic Planning

➤ [Click here to view more detail...](#)

### Program - Asset Planning Group Manager - Strategic Planning

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Determine levels of service of assets		▲		
Undertake a major review of Asset Management Plans	▲			
Review the Warringah Asset Management Strategy 2023				▲

▲ Funded from operational budget

## Program Indicator

**Program - Economic Development**  
**Group Manager - Strategic Planning**

➤ [Click here to view more detail...](#)

**Program - Economic Development**  
**Group Manager - Strategic Planning**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Host the Warringah Business Expo	▲	▲	▲	▲
Host the Northern Beaches Business Awards	▲	▲	▲	▲
Establish a Warringah Pittwater business portal	▲	▲		
Host the Northern Beaches Career expo	▲			
Warringah business survey	▲		▲	

▲ Funded from operational budget

**Special Rate Variation funded projects**

**Program - Economic Development**  
**Group Manager - Strategic Planning**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Support for local business and economic development - operational*			\$71,500	\$75,000

\*Operational means funded from operational expenditure, capital means funded from capital expenditure

**Program Indicator**

Growing employment opportunities in Warringah

## Key Service Indicators

- Percentage of businesses satisfied with Council's support of business
- Growth in businesses entering the Northern Beaches Business awards
- Processing times for Section 149 Certificates
- Reduction in organisational carbon emissions
- Increase organisational renewable energy usage
- Asset renewal ratio
- Percentage of residents satisfied with management of commercial development
- Percentage of residents satisfied with management of residential development
- Percentage of residents satisfied with managing the impact of visitors to the area
- Percentage of residents satisfied with encouragement of local industry and business
- Percentage of residents satisfied that Council operates in an environmentally sustainable way
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

## Supporting Strategies

- Local Environmental Plan
- Warring Local Environmental Plan 2011
- Warringah Development Control Plan 2011
- Warringah Development Control Plan 2000 (and Notification)
- General Community Use Plan of Management
- Warringah Design Guidelines
- s94 Development Contributions Plan
- Economic Development Plan
- Environmental Sustainability Strategy
- Plans of Management for General community use land
- Youth Strategy



**Delivery Program** ▾

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## Warringah Aquatic Centre

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### CSP Drivers

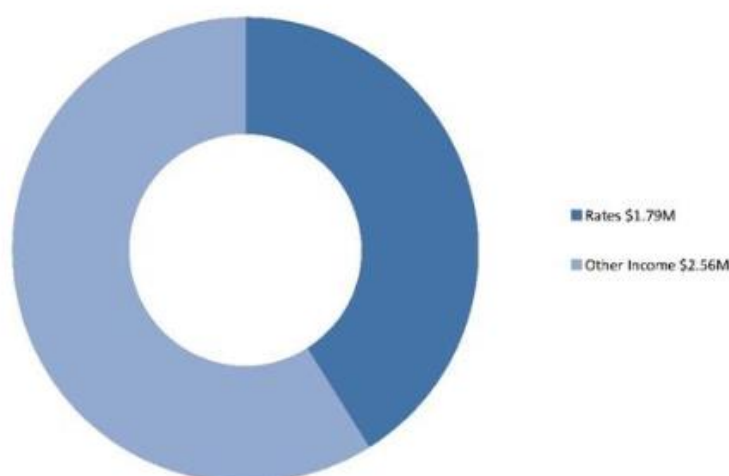
Outcome	Objective
Vibrant Community	1.3 We support and care for all our community members and provide opportunities to connect and belong
Lifestyle and Recreation	2.1 We have access to a diverse range of recreational facilities that meet the needs of the community and sporting groups

### Continuing Activities

- Management of the Aquatic Centre
- Provide learn to swim and elite coaching programs
- Provide water safety programs
- Provide fitness programs

### Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	1,787,477	1,790,840	1,862,784	1,937,497
User Charges & Fees	2,362,185	2,428,326	2,493,891	2,561,226
Interest & Investment Revenues	-	-	-	-
Other Revenues	200,158	205,762	211,318	217,024
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>4,349,820</b>	<b>4,424,929</b>	<b>4,567,993</b>	<b>4,715,746</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(2,230,743)	(2,308,518)	(2,394,439)	(2,483,506)
Borrowing Costs	-	-	-	-
Materials & Contracts	(638,402)	(656,277)	(673,997)	(692,195)
Depreciation and Amortisation	(261,623)	(322,948)	(331,668)	(340,623)
Other Expenses	(404,898)	(300,235)	(308,341)	(316,667)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(37,731)	(38,787)	(39,835)	(40,910)
Overhead Allocation	(776,423)	(798,163)	(819,713)	(841,845)
<b>Total Expenses from Continuing Operations</b>	<b>(4,349,820)</b>	<b>(4,424,929)</b>	<b>(4,567,993)</b>	<b>(4,715,746)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Recreation and Wellness

#### Group Manager - Warringah Aquatic Centre

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Total capital expenditure	\$1,021,000	\$153,000	\$157,500	\$162,300

◆ [Click here to view more detail...](#)

### Program - Recreation and Wellness

#### Group Manager - Warringah Aquatic Centre

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Warringah Aquatic Centre - cogeneration project	\$872,500			
Warringah Aquatic Centre - plant and equipment renewals	\$148,500	\$153,000	\$157,500	\$162,300
Total capital expenditure	\$1,021,000	\$153,000	\$157,500	\$162,300

### Program Indicator

- Reduce carbon footprint
- More people are using the WAC

## Key Service Indicators

- Energy Consumption at the Warringah Aquatic Centre
- Percentage of residents satisfied with Warringah Aquatic Centre
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

## Supporting Strategies

- Recreation Strategy
- Youth Strategy
- Environmental Sustainability Strategy

Community Strategic Plan

Community Outcomes >

Budget 2013-2014 >

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## Corporate Support Services

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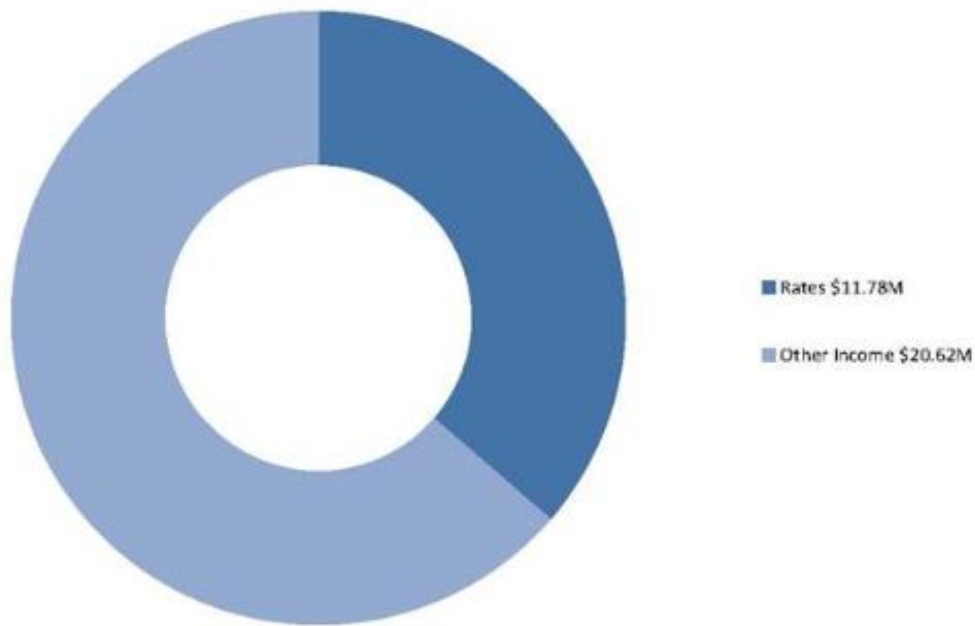
### CSP Drivers

Outcome	Objective
Vibrant Community	1.3 We support and care for all our community members and provide opportunities to connect and belong
Healthy Environment	3.4 We effectively plan for and respond to natural hazards and climate change in a sustainable way
Connected Transport	4.3 We can conveniently access parking near transport hubs and close to urban centres 4.4 We can safely and conveniently walk or ride around Warringah
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business
Working Together	6.1 We are effectively represented, can provide our opinion, and contribute to decisions that impact Warringah 6.2 We trust our politicians and public officers and they demonstrate leadership, transparency, accountability and deliver value for money services 6.3 We participate in effective partnerships and collaborate for now and the future

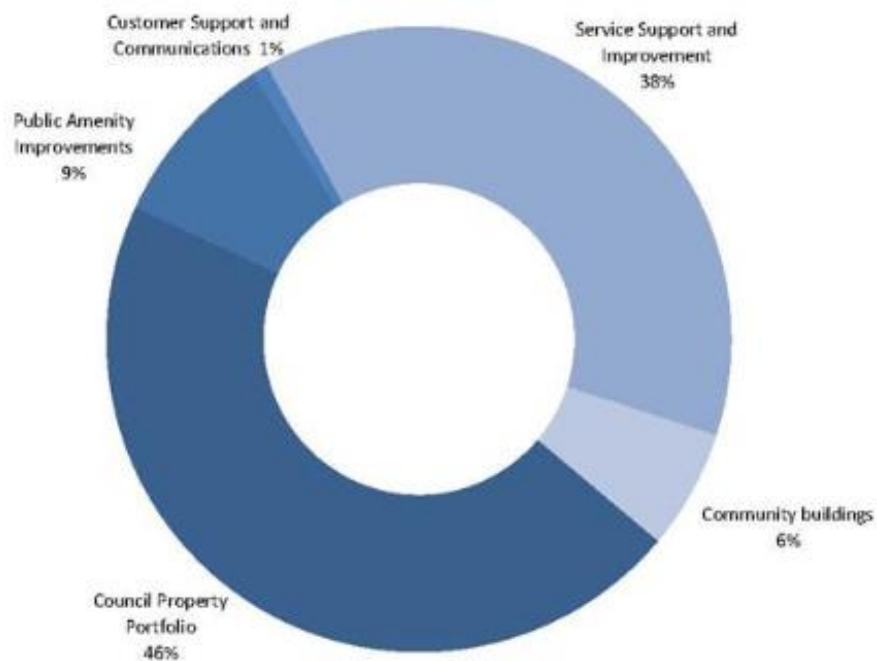
### Continuing Activities

- In-house legal advice and management of legal costs
- Information management and technology
- Records management and information access service
- Customer service
- Procurement
- Media liaison and communication
- Management of Council's property portfolio, including buildings
- Human resources
- Workplace health, safety and welfare
- Financial management, business support and levying and collection of rates and charges
- Internal auditing
- Facilitation and management of Business Excellence across Council
- Enterprise risk and business continuity management

### Funding Source for Operational Expenditure 2013 - 2014



### Capital Expenditure by Program 2013 - 2014





## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	11,785,285	11,399,937	10,260,689	10,450,243
User Charges & Fees	3,067,438	3,153,326	3,238,466	3,325,905
Interest & Investment Revenues	2,953,000	3,263,717	2,395,765	1,900,947
Other Revenues	2,556,052	2,627,621	2,698,567	4,002,848
Grants & Contributions - Operating Purposes	800,000	822,400	844,605	867,409
Grants & Contributions - Capital Purposes	2,845,000	2,280,747	2,342,327	2,405,570
Gains on Disposal of Assets	8,393,911	314,328	322,814	331,530
<b>Total Income from Continuing Operations</b>	<b>32,400,686</b>	<b>23,862,076</b>	<b>22,103,233</b>	<b>23,284,452</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(18,402,054)	(18,803,641)	(19,504,628)	(20,231,318)
Borrowing Costs	(3,297)	(309,528)	(274,788)	(238,066)
Materials & Contracts	(10,104,076)	(10,286,548)	(10,508,070)	(10,791,788)
Depreciation and Amortisation	(6,172,951)	(6,345,794)	(6,717,130)	(6,898,493)
Other Expenses	(3,951,040)	(4,093,669)	(4,278,738)	(4,399,264)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	(301,882)	(310,335)	(318,714)	(327,319)
Internal Charges	3,911,385	4,020,904	4,129,468	4,240,964
Overhead Allocation	16,733,914	17,202,464	17,666,930	18,143,937
<b>Total Expenses from Continuing Operations</b>	<b>(18,290,001)</b>	<b>(18,926,147)</b>	<b>(19,805,669)</b>	<b>(20,501,346)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>14,110,685</b>	<b>6,361,928</b>	<b>5,343,648</b>	<b>7,238,607</b>



## Corporate Support

### Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	11,785,285	11,399,937	10,260,689	10,450,243
User Charges & Fees	3,067,438	3,153,326	3,238,466	3,325,905
Interest & Investment Revenues	2,953,000	3,263,717	2,395,765	1,900,947
Other Revenues	2,556,052	2,627,621	2,698,567	4,002,848
Grants & Contributions - Operating Purposes	800,000	822,400	844,605	867,409
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<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(18,402,054)	(18,803,641)	(19,504,628)	(20,231,318)
Borrowing Costs	(3,297)	(309,528)	(274,788)	(238,066)
Materials & Contracts	(10,104,076)	(10,286,548)	(10,508,070)	(10,791,788)
Depreciation & Amortisation	(6,172,951)	(6,345,794)	(6,717,130)	(6,898,493)
Other Expenses	(3,951,040)	(4,093,669)	(4,278,738)	(4,399,264)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	(301,882)	(310,335)	(318,714)	(327,319)
Internal Charges	3,911,385	4,020,904	4,129,468	4,240,964
Overhead Allocation	16,733,914	17,202,464	17,666,930	18,143,937
<b>Total Expenses from Continuing Operations</b>	<b>(18,290,001)</b>	<b>(18,926,147)</b>	<b>(19,805,669)</b>	<b>(20,501,346)</b>
<b>Surplus(Deficit) from Continuing Operations</b>	<b>14,110,685</b>	<b>4,935,929</b>	<b>2,297,564</b>	<b>2,783,106</b>

## Programs, Operational Plan and Indicator

### Program - Council Property Portfolio

#### Group Manager - Buildings, Property and Spatial Information

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$4,183,000</b>	<b>\$15,315,000</b>	<b>\$4,459,361</b>	<b>\$836,258</b>

➔ [Click here to view more detail...](#)

### Program - Council Property Portfolio

#### Group Manager - Buildings, Property and Spatial Information

Actions	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Administration buildings renewal works	\$50,000			
Building upgrades to ensure compliance with Building Code of Australia		\$104,000	\$108,200	\$112,528
Building upgrades to make facilities more accessible		\$156,000	\$162,240	\$168,730
Civic Centre - window replacement	\$33,000			
Civic Centre - fire safety upgrades		\$520,000		
Operational facilities - renewals		\$535,000	\$545,000	\$555,000
Dee Why Community Hub Concept Development	\$100,000			
Dee Why Town Centre - parking and community facility	\$4,000,000	\$14,000,000	\$3,643,921	
Develop the Police Citizens Youth Club Management Framework	▲	▲		
Implement the Police Citizens Youth Club Management Framework			▲	
<b>Total capital expenditure</b>	<b>\$4,183,000</b>	<b>\$15,315,000</b>	<b>\$4,459,361</b>	<b>\$836,258</b>

▲ Funded from operational budget

**Program - Public Amenity Improvements**

**Group Manager - Buildings, Property and Spatial Information**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$840,201</b>	<b>\$1,385,000</b>	<b>\$1,900,000</b>	<b>\$530,000</b>

➔ [Click here to view more detail...](#)

**Program - Public Amenity Improvements**

**Group Manager - Buildings, Property and Spatial Information**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Jamieson Park, Narrabeen - new accessible amenity			\$150,000	
Manly Dam - public amenity improvements			\$550,000	
Narrabeen Lakes Sailing Club - public amenity improvement		\$220,000		
Nolans Reserve, North Manly - construction of new amenities to replace existing facilities on site	\$66,051	\$900,000		
Amenities buildings renewal works	\$205,000	\$215,000	\$220,000	\$230,000
Devitt Street, Narrabeen - upgrade of existing public amenity building			\$300,000	
Cromer Soccer Club, Cromer - upgrade of existing public amenity building	\$400,000			
Curl Curl Sports Centre - upgrade of existing public amenity building	\$132,000			
Killarney Heights Oval - upgrade of existing public amenity building				\$300,000
Terrey Hills Rugby Club, Terrey Hills - upgrade of existing public amenity building			\$200,000	
Western amenities building Cromer Park - refurbishment of of public amenities		\$50,000	\$480,000	
<b>Total capital expenditure</b>	<b>\$840,201</b>	<b>\$1,385,000</b>	<b>\$1,900,000</b>	<b>\$530,000</b>

▲ Funded from operational budget

**Program - Customer Support and Communications**

**Group Managers - Customer Support Services, Marketing and Communications**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$83,000</b>			

➔ [Click here to view more detail...](#)

**Program - Customer Support and Communications**

**Group Managers - Customer Support Services, Marketing and Communications**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Upgrade Warringah Council website	\$63,000			
Forestville and Narrabeen - provision of WiFi	\$20,000			
Respond to customer feedback and enhance overall customer satisfaction	▲			
Develop and implement a consistent suite of digital communications tools that work as a platform for an improved community engagement	▲	▲		
Investigate the establishment of a Warringah Community Panel	▲			
Enable on-line payments	▲			
<b>Total capital expenditure</b>	<b>\$83,000</b>			

▲ Funded from operational budget

**Program Indicator**

- More service transactions are conducted online

## Program - Service Support and Improvement

### Group Managers - Procurement, Chief Information Officer, and Business Excellence

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$3,483,000</b>	<b>\$3,082,000</b>	<b>\$2,854,000</b>	<b>\$3,050,000</b>

➔ [Click here to view more detail...](#)

## Program - Service Support and Improvement

### Group Managers - Procurement, Chief Information Officer, and Business Excellence

Actions	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
IT infrastructure - new works	\$218,000	\$82,000	\$60,000	\$60,000
IT software - new works	\$95,000			
IT infrastructure - renewals	\$785,000	\$670,000	\$260,000	\$260,000
IT software - renewals	\$185,000	\$50,000	\$75,000	\$200,000
Heavy plant replacement program	\$600,000	\$680,000	\$759,000	\$750,000
Light plant replacement program	\$1,600,000	\$1,600,000	\$1,700,000	\$1,780,000
Digitisation of Council's paper-based records	▲	▲	▲	
Improve knowledge and effectiveness of Council's organisational core processes	▲	▲	▲	▲
<b>Total capital expenditure</b>	<b>\$3,483,000</b>	<b>\$3,082,000</b>	<b>\$2,854,000</b>	<b>\$3,050,000</b>

▲ Funded from operational budget

## Program Indicator

- Maintaining self insurers licence

## Program - Community Buildings

### Group Manager - Buildings, Property and Spatial Information

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
<b>Total capital expenditure</b>	<b>\$545,564</b>	<b>\$3,206,301</b>	<b>\$3,336,953</b>	<b>\$4,862,831</b>

➔ [Click here to view more detail...](#)

## Program - Community Buildings

### Group Manager - Buildings, Property and Spatial Information

Actions	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Beach and surf club buildings renewal works		\$141,301	\$146,953	\$152,831
Community buildings renewal works	\$545,564	\$565,000	\$690,000	\$710,000
<b>Total capital expenditure</b>	<b>\$545,564</b>	<b>\$3,206,301</b>	<b>\$3,336,953</b>	<b>\$4,862,831</b>

## Key Service Indicators

- Residents importance rating for website, brochures and newsletters
- Percentage of community engagement projects closed with project completion updates (Marketing communication)
- Number of followers on social media
- Overall customer satisfaction with Customer Service Centre
- Property utilisation by the community
- Risk management - number of high and extreme risks that are not monitored on a quarterly basis
- Business continuity - compliance with testing of the recovery capabilities of Council's core services
- Work place health and safety - reduction in the number of significant lost time injuries
- Carbon emissions of Council's light vehicle fleet
- Percentage of residents satisfied with condition of public toilets
- Financial health check compliance
- Overall budget performance
- Scheduled capitalworks completed
- Scheduled projects completed
- Service reviews conducted
- Asset renewal ratio
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

## Supporting Strategies

- Enterprise Risk Management Framework
- Internal Audit Plan and Reports
- Statement of Business Ethics
- Long Term Financial Strategy
- Business Excellence Strategy
- Environmental Sustainability Strategy
- Equal Employment Opportunity Management Plan



Overview

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Compliance Services

Children's Services

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## Good Governance

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### CSP Drivers

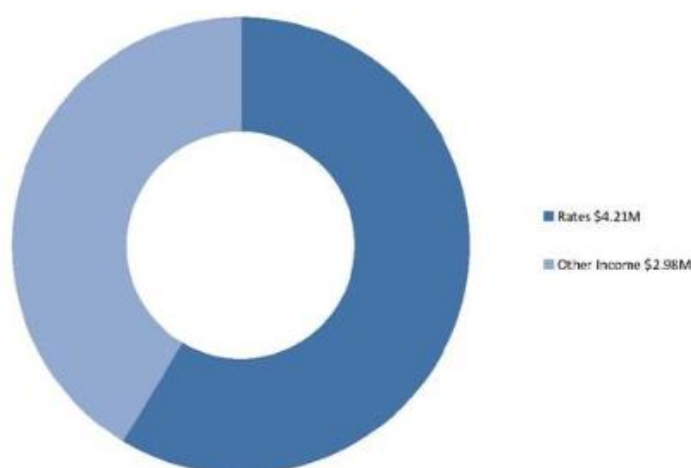
Outcome	Objective
Working Together	<p>6.1 We are effectively represented, can provide our opinion, and contribute to decisions that impact Warringah</p> <p>6.2 We trust our politicians and public officers and they demonstrate leadership, transparency, accountability and deliver value for money services</p> <p>6.3 We participate in effective partnerships and collaborate for now and the future</p>

### Continuing Activities

- Corporate planning and reporting
- Council policy development and review
- Elected Council support
- Community engagement
- Advice, policy and systems that support good governance
- Manage complaints service
- Implement corruption prevention strategies

### Income and Expenditure

**Funding Source for Operational Expenditure 2013 - 2014**



## Operational Budget 2013-2017

Budget 2013-2017 (Scenario 1 - Improve Service)

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	4,208,000	4,336,055	4,333,889	4,466,474
User Charges & Fees	11,355	11,673	11,988	12,312
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	2,971,353	3,054,551	3,137,024	3,221,723
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>7,190,708</b>	<b>7,402,279</b>	<b>7,482,900</b>	<b>7,700,509</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(1,490,289)	(1,542,248)	(1,464,649)	(1,519,765)
Borrowing Costs	-	-	-	-
Materials & Contracts	(751,241)	(772,276)	(793,127)	(814,542)
Depreciation and Amortisation	-	-	-	-
Other Expenses	(3,574,948)	(3,675,047)	(3,774,273)	(3,876,178)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(34,037)	(34,990)	(35,935)	(36,905)
Overhead Allocation	(1,340,193)	(1,377,718)	(1,414,917)	(1,453,120)
<b>Total Expenses from Continuing Operations</b>	<b>(7,190,708)</b>	<b>(7,402,279)</b>	<b>(7,482,900)</b>	<b>(7,700,509)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Programs, Operational Plan and Indicator

### Program - Corporate Governance

#### Group Manager - General Manager

➔ [Click here to view more detail...](#)

### Program - Corporate Governance

#### Group Manager - General Manager

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Prepare the Internal Ombudsman's Annual Report	▲	▲	▲	▲
Council elections				▲
Induction of new Council				▲
Implement the findings of the Better Practice Review undertaken by the Division of Local Government	▲	▲		
Finalise the review of the Strategic Reference Groups	▲			

▲ Funded from operational budget

#### Program Indicator

- Reduction in the number of complaints to Council's Internal Ombudsman

### Program - Corporate Planning and Reporting

#### Group Manager - Strategic Planning

➔ [Click here to view more detail...](#)

### Program - Corporate Planning and Reporting

#### Group Manager - Strategic Planning

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Develop a four year rolling Delivery Program and Operational Plan	▲	▲	▲	▲
Establish the base line for community indicators in the Community Strategic Plan 2023	▲			
Respond to the NSW government's local government reform agenda	▲	▲		
Consult with the community about service levels of assets, provision of service and funding priorities including a possible special rate variation	▲	▲		
Review the Community Strategic Plan 2023			▲	▲
Develop a new four year Delivery Program with the new Council				▲
Prepare the End of Term Report for the outgoing Council			▲	▲
Prepare the State of Environment Report				▲

▲ Funded from operational budget

#### Program Indicator

## Key Service Indicators

- Compliance with statutory reporting requirements
- Compliance with annual pecuniary interest returns
- Scheduled projects completed (operational)
- Scheduled projects completed (capital)

## Supporting Strategies

- Community Engagement Framework
- Community Strategic Plan
- Delivery Program
- Operational Plan
- Reports: Quarterly, Annual, End-of-Term
- Code of Conduct
- Internal Ombudsman's Guidelines
- Youth Strategy

# Major Projects

Community Strategic Plan	
Community Outcomes	>
Budget 2013-2014	>
Financial Forecast 2013-2017	>
Delivery Program and Operational Plan	>
<b>Major Projects</b>	▼
Dee Why Revitalisation	
Glen Street Cultural hub	
Collaroy Accessibility Precinct	
Bus Rapid Transit system	
Northern Beaches Hospital	
Narrabeen Lagoon Multi-use Trail	
Warringah Local Planning Strategy	
Special Rate Variation projects	
Fees and Charges	>
Resourcing Strategy	>
Long Term Financial Plan	>

## Dee Why Revitalisation

Contents
CSP Drivers
Why is this a major project
Next 4 years
Projects



### CSP Drivers

Outcome	Objective
Vibrant Community	<p>1.1 We have the services to promote and deliver health and wellbeing</p> <p>1.2 We are safe and protected at home and in public, and we respect each other and the area</p> <p>1.3 We support and care for all our community members and provide opportunities to connect and belong</p> <p>1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity</p>
Lifestyle and Recreation	<p>2.1 We have access to a diverse range of recreational facilities that meet the needs of the community and sporting groups</p> <p>2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle</p> <p>2.3 We have inviting public spaces that are clean, green and well designed</p>
Connected Transport	<p>4.2 We use a well-designed and functioning road network</p> <p>4.3 We can conveniently access parking near transport hubs and close to urban centres</p> <p>4.4 We can safely and conveniently walk or ride around Warringah</p>
Liveable Neighbourhoods	<p>5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business</p> <p>5.2 We encourage and support a diversity of businesses that provide a range of services and employment opportunities</p> <p>5.3 We offer a variety of housing choice that meets the needs of our community and complements local neighbourhoods and the Warringah lifestyle</p>
Working Together	<p>6.3 We participate in effective partnerships and collaborate for now and the future</p>

### Why is this a major project

Dee Why is one of 13 major centres for growth identified by the NSW Government for metropolitan Sydney. The draft Dee Why Town Centre Master Plan developed over the last 12 months provides the blueprint for transforming Dee Why into the northern beaches' premier commercial and residential district. Council will kick-start the renewal by developing facilities and open spaces on Council-owned land to encourage private landowners to improve existing buildings.

A revitalised Dee Why will provide economic growth for business, jobs for locals, greater housing choice and safe places for people of all ages to congregate and celebrate. Over the next four years residents will see real progress from new community buildings, green spaces, better roads and more parking. It will take time to complete the transformation of Dee Why into an attractive, liveable and thriving centre by the sea.

### What will be happening over the next 4 years?

Activities to be undertaken to revitalise Dee Why grouped by Key Service area

#### Projects

##### Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Walter Gors Reserve and Dee Why Parade, Dee Why - shared walkway			\$3,296,684	
<b>Total capital expenditure</b>			<b>\$3,296,684</b>	

##### Roads, Traffic and Waste

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Dee Why Town Centre - design of new traffic facilities and streetscape	\$150,000	\$300,000	\$330,000	
Pittwater Road, Dee Why - widening and signal adjustments		\$387,975	\$370,000	
Pittwater Road, Dee Why at St David's Reserve - bus interchange			\$1,021,000	
Dee Why Town Centre - streetscape improvement works				\$6,072,398
Dee Why Town Centre - construction of new traffic facilities				\$370,000
<b>Total capital expenditure</b>	<b>\$150,000</b>	<b>\$687,975</b>	<b>\$1,721,000</b>	<b>\$6,442,398</b>

##### Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Planned stormwater renewal program	\$668,750	\$2,444,184	\$1,862,500	\$2,125,000
<b>Total capital expenditure</b>	<b>\$668,750</b>	<b>\$2,444,184</b>	<b>\$1,862,500</b>	<b>\$2,125,000</b>



#### Corporate Support Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Dee Why Town Centre - parking and community facility	\$4,000,000	\$14,000,000	\$3,643,921	
Develop the Police Citizens Youth Club management framework	▲	▲		
Implement the Police Citizens Youth Club management framework			▲	
Dee Why Community Hub concept development	\$100,000			
<b>Total capital expenditure</b>	<b>\$4,100,000</b>	<b>\$14,000,000</b>	<b>\$3,643,921</b>	

▲ Funded from operational budget

#### Strategic Planning

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Amend the planning controls to deliver the Dee Why Town Centre vision	▲	▲	▲	▲

▲ Funded from operational budget

#### CAPITAL EXPENDITURE SUMMARY

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Parks, Reserves and Foreshores			\$3,296,684	
Roads, Traffic and Waste	\$150,000	\$687,975	\$1,721,000	\$6,442,398
Natural Environment	\$668,750	\$2,444,184	\$1,862,500	\$2,125,000
Corporate Support Services	\$4,100,000	\$14,000,000	\$3,643,921	
Strategic Planning	▲	▲	▲	▲
<b>Total capital expenditure</b>	<b>\$4,918,750</b>	<b>\$17,132,159</b>	<b>\$10,524,105</b>	<b>\$8,567,398</b>

▲ Funded from operational budget

Dee Why

Revitalisation

Glen Street Cultural hub

Collaroy Accessibility Precinct

Bus Rapid Transit system

Northern Beaches Hospital

Narrabeen Lagoon Multi-use Trail

Warringah Local Planning Strategy

Special Rate Variation projects

## Glen Street Cultural Hub

[Contents](#)[CSP Drivers](#)[Why is this a major project](#)[Next 4 years](#)[Projects](#)

### CSP Drivers

Outcome	Objective
Vibrant Community	1.3 We support and care for all our community members and provide opportunities to connect and belong 1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity
Lifestyle and Recreation	2.3 We have inviting public spaces that are clean, green and well designed
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business
Working Together	6.3 We participate in effective partnerships and collaborate for now and the future

### Why is this a major project

We will breathe new life into the Glen Street Theatre and create a high impact cultural hub which will include a relocated Belrose Library. The cultural hub will feature a 400 seat auditorium, upgraded foyer area and public spaces, new bar and box office areas, a café and a state of the art library. This will create a new centre for the arts on the northern beaches, an active cultural space that is unique in Sydney. The bush setting of the theatre will also be enhanced thanks to new landscaping which will allow more events to be staged outdoor.

Services and activities will flow from these venues that will provide cultural and social activities and experiences for the community. The sale of the library site and adjacent land will fund the redevelopment and also provide an opportunity for revitalisation of the shopping precinct.

### What will be happening over the next 4 years?

Activities to be undertaken on Glen Street Theatre grouped by Key Service area

## Projects

### Glen Street Theatre

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Glen Street Revitalisation Stage 1	\$1,800,000			
Glen Street Revitalisation Stage 2	\$500,000	\$3,000,000	\$2,000,000	
Develop day to day management plan for operation of Glen Street Cultural Hub	▲			
Implement operational plan for Glen Street Cultural Hub		▲	▲	▲
Promote and engage new audiences with the Glen Street Cultural Hub	▲	▲	▲	▲
<b>Total capital expenditure</b>	<b>\$2,300,000</b>	<b>\$3,000,000</b>	<b>\$2,000,000</b>	

▲ Funded from operational budget

### CAPITAL EXPENDITURE SUMMARY

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Glen Street Theatre	\$2,300,000	\$3,000,000	\$2,000,000	
<b>Total capital expenditure</b>	<b>\$2,300,000</b>	<b>\$3,000,000</b>	<b>\$2,000,000</b>	

## Collaroy Accessibility Precinct

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CSP Drivers
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Projects



### CSP Drivers

Outcome	Objective
Vibrant Community	1.2 We are safe and protected at home and in public, and we respect each other and the area 1.3 We support and care for all our community members and provide opportunities to connect and belong
Lifestyle and Recreation	2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle 2.3 We have inviting public spaces that are clean, green and well designed
Connected Transport	4.4 We can safely and conveniently walk or ride around Warringah
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business

### Why is this a major project

A masterplan for Collaroy was approved in August 2012 to make the area more attractive, safer and a 'best practice' accessible area for all visitors and members of the community. It was developed in partnership with the community and disability groups Sargood, Fisher Road School, Cerebral Palsy Alliance, the Disabled Surfers Association of Australia and Vision Australia.

Works have already been completed including footpath improvements, upgrades to Collaroy Surf Club building making it safe and more accessible. Over the next four years improvements will be made to the reserve including the addition of all-abilities playground as well as upgrades to the rockpool

### What will be happening over the next 4 years?

Activities to be undertaken on the Collaroy Accessibility Precinct grouped by Key Service Area

### Projects

#### Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Collaroy Accessibility Precinct - playground and reserve improvements	\$1,871,000	\$1,100,000	\$600,000	\$400,000
Collaroy Rockpool - upgrade				\$640,000
<b>Total capital expenditure</b>	<b>\$1,871,000</b>	<b>\$1,100,000</b>	<b>\$600,000</b>	<b>\$1,040,000</b>

#### CAPITAL EXPENDITURE SUMMARY

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Parks, Reserves and Foreshores	\$1,871,000	\$1,100,000	\$600,000	\$1,040,000
<b>Total capital expenditure</b>	<b>\$1,871,000</b>	<b>\$1,100,000</b>	<b>\$600,000</b>	<b>\$1,040,000</b>

Community Strategic Plan	
Community Outcomes	>
Budget 2013-2014	>
Financial Forecast 2013-2017	>
Delivery Program and Operational Plan	>
<b>Major Projects</b>	▼
Dee Why Revitalisation	
Glen Street Cultural hub	
Collaroy Accessibility Precinct	
Bus Rapid Transit system	
Northern Beaches Hospital	
Narrabeen Lagoon Multi-use Trail	
Warringah Local Planning Strategy	
Special Rate Variation projects	
Fees and Charges	>
Resourcing Strategy	>
Long Term Financial Plan	>

## Bus Rapid Transit System

[Contents](#)

[CSP Drivers](#)

[Why is this a major project](#)

[Next 4 years](#)

[Projects](#)



### CSP Drivers

Outcome	Objective
Connected Transport	<p>4.1 We have an effective interconnected public transport system that is safe, efficient and affordable</p> <p>4.2 We use a well-designed and functioning road network</p> <p>4.3 We can conveniently access parking near transport hubs and close to urban centres</p>

### Why is this a major project

Our roads are congested, especially along Pittwater Road, Spit Road, and the Warringah Road corridor. Improving access to and from the northern beaches is important, so we can attract and retain businesses providing local jobs and services as well as improving the quality of life of residents that work outside the region.

Bus priority measures already operate on the northern beaches' north-south corridor with dedicated bus lane between Mona Vale and Seaforth; transit lanes; intersection upgrades; and, bus priority at traffic signals. The NSW Government is looking at the options for a Bus Rapid Transit (BRT) system to deliver a faster express service between Warringah and the Sydney CBD.

We will continue to work with the NSW Government for the urgent implementation of the Pittwater/Military road BRT system, and continue to advocate for a similar system for the east-west corridor along Warringah Road.

### What will be happening over the next 4 years?

Activities to be undertaken to support the implementation of the Bus Rapid Transit System grouped by Key Service area.



## Projects

### Roads, Traffic and Waste

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Pittwater Road, Dee Why - St David's Reserve - bus interchange			\$1,021,000	
<b>Total capital expenditure</b>			<b>\$1,021,000</b>	

### Strategic Planning

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Work with the NSW Government to investigate the Bus Rapid Transit on the Northern Beaches	▲	▲		

▲ Funded from operational budget

### CAPITAL EXPENDITURE SUMMARY

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Roads Traffic and Waste			\$1,021,000	
<b>Total capital expenditure</b>			<b>\$1,021,000</b>	



Community Strategic Plan	
Community Outcomes	>
Budget 2013-2014	>
Financial Forecast 2013-2017	>
Delivery Program and Operational Plan	>
<b>Major Projects</b>	<b>&gt;</b>
Dee Why Revitalisation	
Glen Street Cultural hub	
Collaroy Accessibility Precinct	
Bus Rapid Transit system	
Northern Beaches Hospital	
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## Northern Beaches Hospital

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CSP Drivers
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### CSP Drivers

Outcome	Objective
Vibrant Community	1.1 We have the services to promote and deliver health and wellbeing
Connected Transport	4.2 We use a well-designed and functioning road network
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business 5.2 We encourage and support a diversity of businesses that provide a range of services and employment opportunities 5.3 We offer a variety of housing choice that meets the needs of our community and complements local neighbourhoods and the Warringah lifestyle

### Why is this a major project

A new level five hospital will be constructed in Warringah by the NSW Government. The facility will provide for the health needs of our region, create local jobs and economic growth and potentially allow for a specialised health precinct with related health services and industries located close by.

We will partner with the NSW Government to make the Northern Beaches Hospital a reality, investigate the health precinct, and work collaboratively to address existing road congestion at the intersection of Warringah Road and Wakehurst Parkway where the hospital will be located.

### What will be happening over the next 4 years?

Activities to be undertaken to support the implementation of the Northern Beaches hospital.

### Projects

#### Strategic Planning

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Work with the NSW Government in planning for the new Frenchs Forest Hospital precinct	▲	▲	▲	▲

▲ Funded from operational budget

## Narrabeen Lagoon Multi-use Trail

### Contents

#### CSP Drivers

#### Why is this a major project

#### Next 4 years

#### Projects



### CSP Drivers

Outcome	Objective
Lifestyle and Recreation	2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle 2.3 We have inviting public spaces that are clean, green and well designed
Healthy Environment	3.1 We value the health of our beaches, foreshores and waterways as natural habitats and for our enjoyment 3.2 We protect and sustain our diverse bushland as valuable habitats, and provide for a variety of wildlife to thrive and migrate
Connected Transport	4.4 We can safely and conveniently walk or ride around Warringah

### Why is this a major project

Narrabeen Lagoon is the largest coastal lagoon in Sydney. It is home to endangered plant and animal species including migratory birds some from as far away as Russia and Japan. Much of the lagoon catchment is in a natural condition and is a place we love to come to relax, enjoy the scenery and have fun on the water.

Works are underway to complete an iconic multi-use trail around the foreshores that allows safe and sustainable access for pedestrians and cyclists of all abilities along an 8.6 kilometre circuit. Its award winning environmentally sensitive design also protects the valuable endangered species in and around the lagoon. [Click](#) to read more about the objectives for this project.

The last stage of works will include designing and constructing the final 1 km of the loop, comprised of the trail through Cromer Golf Club and the Sydney Academy of Sport and Recreation, plus two bridges across Middle Creek and South Creek. This landmark project is a partnership between the NSW and Federal governments, Cromer Golf Club, Sydney Academy of Sport and Recreation and Pittwater Council.

### What will be happening over the next 4 years?

Activities to be undertaken on the Narrabeen Lagoon Multi-use Trail.

### Projects

#### Parks, Reserves and Foreshores

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Narrabeen Lagoon maintenance of multi-use trail	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total capital expenditure</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>

#### Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Narrabeen Lagoon Multi-use Trail	\$2,334,459	\$2,286,898		
<b>Total capital expenditure</b>	<b>\$2,334,459</b>	<b>\$2,286,898</b>		

#### CAPITAL EXPENDITURE SUMMARY

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Parks, Reserves and Foreshores	\$50,000	\$50,000	\$50,000	\$50,000
Natural Environment	\$2,334,459	\$2,286,898		
<b>Total capital expenditure</b>	<b>\$2,384,459</b>	<b>\$2,336,898</b>	<b>\$50,000</b>	<b>\$50,000</b>

## Warringah Local Planning Strategy

### Contents

#### CSP Drivers

#### Why is this a major project

#### Next 4 years

#### Projects



### CSP Drivers

Outcome	Objective
Liveable Neighbourhoods	<p>5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business</p> <p>5.2 We encourage and support a diversity of businesses that provide a range of services and employment opportunities</p> <p>5.3 We offer a variety of housing choices that meet the needs of our community and complements local neighbourhoods and the Warringah lifestyle</p>

### Why is this a major project

The NSW Government's draft Metropolitan Strategy for Sydney 2031 has set new targets for increases to both housing and employment for Sydney. The Hornsby, Ku-ring-gai, Manly, Pittwater and Warringah region needs to contribute 37,000 dwellings and 39,000 new jobs by 2031. Warringah's actual share of this target is still to be announced.

This growth will happen gradually over time, however Council needs to plan how it will meet the targets. The Warringah Local Planning Strategy will identify where housing and jobs growth will be concentrated taking into account the needs for infrastructure to support this growth. We shall find a solution that allows growth yet maintains the unique character of our suburbs.

### What will be happening over the next 4 years?

Activities to be undertaken on the Warringah Local Planning Strategy

### Projects

#### Strategic Planning

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Develop Warringah's local planning strategy to achieve the NSW Government's housing and jobs targets for Warringah	▲	▲	▲	▲

▲ Funded from operational budget



## Special Rate Variation projects

Contents

CSP Drivers

Why is this a major project

Next 4 years

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# Special Rate Variation

## CHANGE FOR THE BETTER

### CSP Drivers

Outcome	Objective
Vibrant Community	1.1 We have the services to promote and deliver health and wellbeing 1.3 We support and care for all our community members and provide opportunities to connect and belong 1.4 We value our heritage and cultural diversity, celebrating together and fostering creativity
Lifestyle and Recreation	2.1 We have access to a diverse range of recreational facilities that meet the needs of the community and sporting groups 2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle 2.3 We have inviting public spaces that are clean, green and well designed
Connected Transport	4.2 We use a well-designed and functioning road network 4.4 We can safely and conveniently walk or ride around Warringah
Liveable Neighbourhoods	5.1 We have attractive and functional urban and commercial centres that adapt to the needs of residents and business 5.2 We encourage and support a diversity of businesses that provide a range of services and employment opportunities

### Why is this a major project

Council resolved at the Council Meeting on 10 December 2013 to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a multi-year Special Rate Variation (SRV) commencing in 2014-2015.

Below are the proposed projects that would be funded by the SRV during the period of this Delivery Program if the application is successful. A full list of the projects to be funded during the full four year duration of the SRV can be seen [here](#).

### What will be happening over the next 4 years?

Activities to be undertaken during the Delivery Program if the SRV application is successful.

## Projects

### Program - Cultural Vitality and Creativity

#### Group Manager - Community Services

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Installation of public art - capital*				\$200,000
Installation of public art - operational*				\$10,000

### Program - Community Festivals

#### Group Manager - Marketing and Communications

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
New cultural events - operational*				\$75,000

### Program - Cultural Hub

#### Group Manager - Glen Street Theatre

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Additional funds to support stage 2 redevelopment of Glen Street Theatre - capital*		\$1,000,000	\$1,000,000	

### Program - Biodiversity Management

#### Group Manager - Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Bushland Improvement Program - operational*		\$100,000	\$200,000	\$200,000

### Program - Waterways

#### Group Manager - Natural Environment

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Waterway Improvement Program - operational*				\$100,000



**Program - Education for Sustainability**  
**Group Manager - Natural Environment**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Enhanced education for sustainability program - operational*				\$30,000

**Program - Parks and Reserves**  
**Group Manager - Parks, Reserves and Foreshores**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Improving the appearance of our gardens, parks and reserves - operational*		\$82,400	\$140,000	\$411,500
Improving the appearance of our gardens, parks and reserves - capital*				\$200,000

**Program - Playgrounds**  
**Group Manager - Parks, Reserves and Foreshores**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Accelerated playground improvement program - capital*			\$160,000	\$790,000

**Program - Footpaths and Cycleways**  
**Group Manager - Roads, Traffic and Waste**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Accelerated new footpath program - operational*		\$7,600	\$19,400	\$49,400
Accelerated new footpath program - capital*		\$550,000	\$590,000	\$1,110,000
Improved footpath maintenance - operational*			\$77,600	\$97,600
Improved neighbourhood centre pavement program - operational*		\$25,000	\$95,000	\$95,000

**Program - Roads, Traffic and Streetscaping**

**Foreshores to Group Manager Roads, Traffic and Waste**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
New kerb and gutter program - operational*				\$10,000
New kerb and gutter program - capital*				\$500,000
Road condition improvement program - operational*			\$111,500	\$611,500

**Program - Waste and Cleansing**

**Group Manager - Roads, Traffic and Waste**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Increased cleaning of public spaces - operational*		\$535,000	\$785,000	\$935,000
Increased cleaning of public spaces - capital*		\$200,000		

**Program - Economic Development**

**Group Manager - Strategic Planning**

	Budget	Forecast		
	2013-2014	2014-2015	2015-2016	2016-2017
Support for local business and economic development - operational*			\$71,500	\$75,000

**\*Operational means funded from operational expenditure, capital means funded from capital expenditure**

# Budget 2013-2014

Community Strategic Plan >
Community Outcomes >
<b>Budget 2013-2014</b> v

## Overview

Overview	The 2013-2014 budget projects total expenditure of \$188 million, including a capital works program of \$36.3 million. It shows that our financial position is sound, with a projected surplus before capital grants and contributions of \$12.677 million. The surplus funds are committed to new infrastructure, new wheelie bins for residents in coming years, and the development of community facilities in Dee Why.
Budget 2013-2014	
Council's Revenue Policy	
Financial Forecast 2013-2017 >	The Budget 2013-2014 and the Long Term Financial Plan 2013-2023 was reviewed by Council's auditors, Hill Rogers Spencer Steer. Hill Rogers Spencer Steer have provided an Independent Assurance Report dated 12 June 2013. The inclusion of the auditor's review is in line with better practice and benefits our stakeholders. The Independent Assurance Report is <a href="#">here</a> .
Delivery Program and Operational Plan >	
Major Projects >	Council has continued to pursue operational efficiencies with minimal impact on existing service levels or the high quality delivery of services to our community.
Fees and Charges >	
Resourcing Strategy >	The budget provides for a 3.4% increase in income from rates, the maximum increase permitted by the NSW Government. The rate increase is based on the Local Government Cost Index of 3.7% reduced by a productivity factor of 0.2% and 0.1% of the carbon advance of 0.4% that we included in the rate cap for 2011-2012.
Long Term Financial Plan >	

As noted, some \$36.3 million will be spent this year on capital works. This includes investing nearly \$21.9 million in asset renewal to improve the overall condition of our assets, thereby reducing ongoing operational costs associated with asset repair and maintenance.

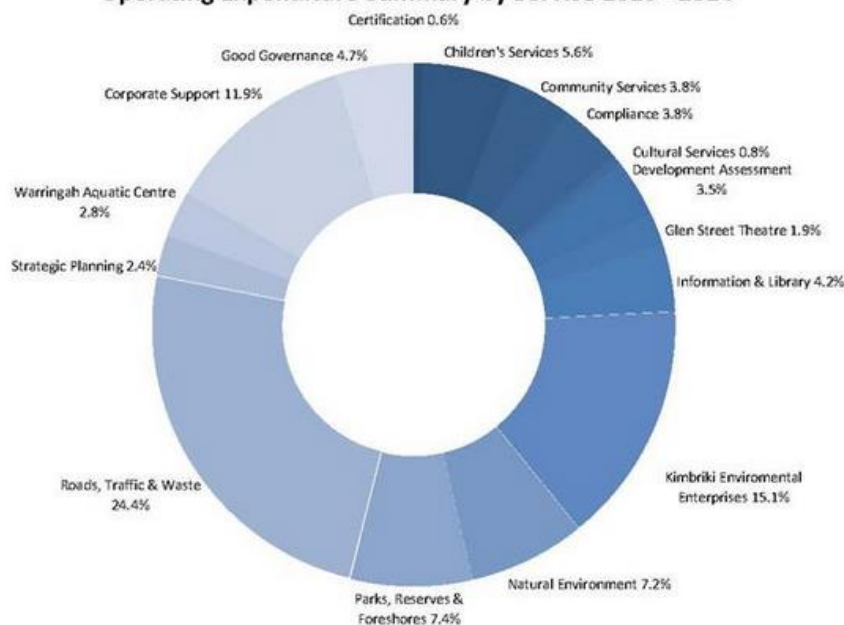
### In this section:

- [Budget 2013-2014](#)
  - Definition of funding sources available to Council to deliver its services
  - Funding summary 2013-2014
  - Operational expenditure summary 2013-2014 (fully costed services)
  - Operational income and expenditure by service 2013-2014 (fully costed services) including funding sources (rates and other)
- [Council's Revenue policy](#)

## Budget 2013-2014

### Operating Expenditure Summary

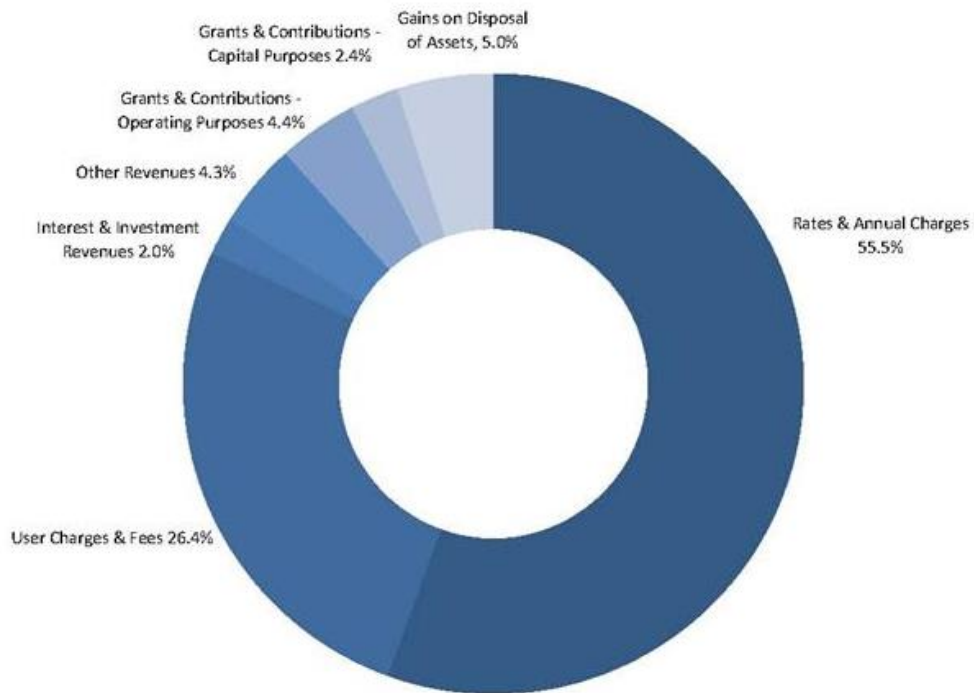
#### Operating Expenditure Summary by Service 2013 - 2014



#### Definition of Funding Sources:

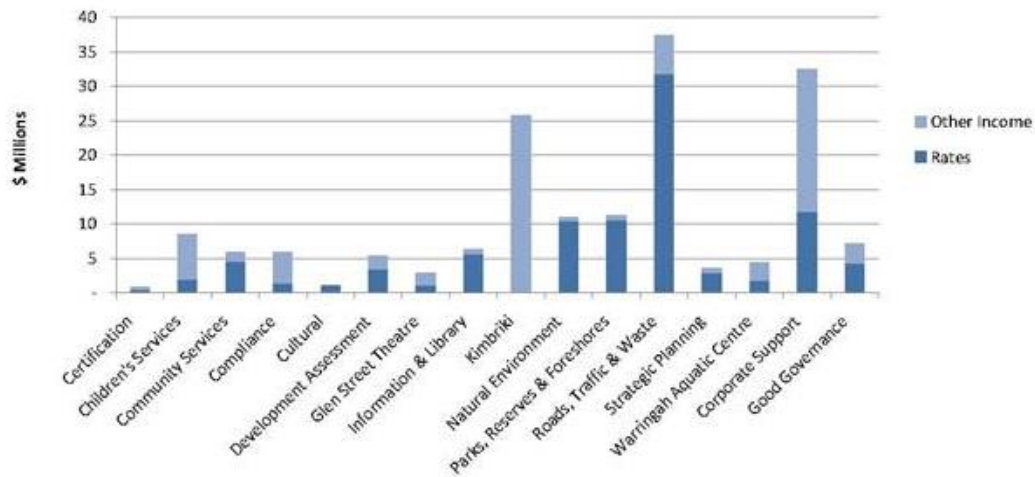
- **Rates and annual charges** - Property-based tax levied on the owners of properties to fund the provision of local services. Annual charges refer to the cost of providing the domestic waste collection service which is also levied on property owners.
- **User charges and fees** - Includes charges levied for the use of our facilities and services, for example entrance fees for the Warringah Aquatic Centre.
- **Interest and investment revenues** - Interest earned on monies invested.
- **Other revenues** - Other revenues include rebates, merchandise, events, food and beverage sales, sponsorships, lease and sundry income.
- **Grants and contributions – operational purpose** - Monies received from state, federal and community sources for the purpose of funding ongoing programs and positions within the organisation such as the Financial Assistance Grant.
- **Grants and contributions capital – capital purpose** - Monies received from state, federal and community sources to fund capital works including developer contributions.
- **Gains on disposal of assets** - Surplus from the disposal of assets such as land and buildings, vehicles, plant and equipment.

### Funding Summary 2013 - 2014



### Funding Source of Operational Expenditure by Service 2013-2014

#### Funding Source of Operational Expenditure by Service 2013 - 2014





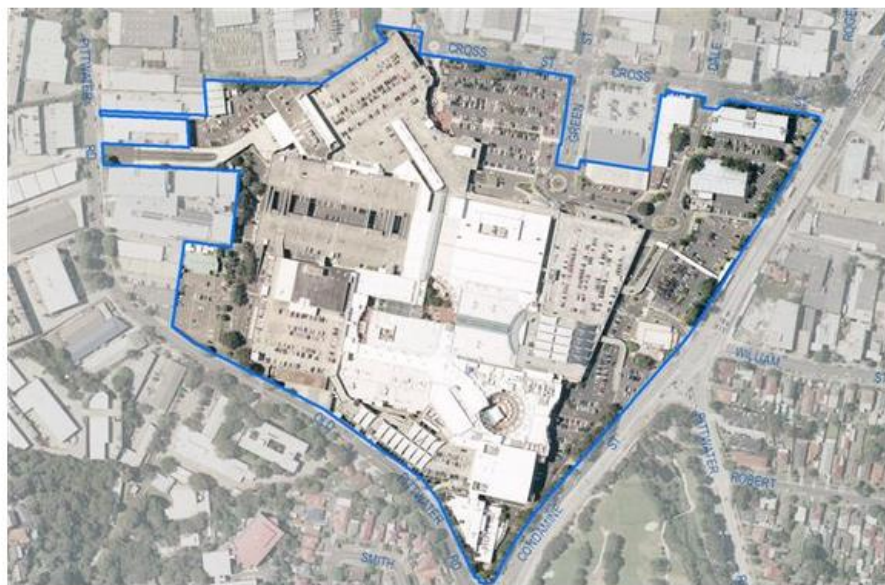
## Council's Revenue Policy

### Rating Structure

The total income that can be raised from levying rates on property is capped by the State Government via the Independent Pricing and Regulatory Tribunal which has determined that NSW councils may increase general income from rates by a maximum of 3.4% in 2013-2014.

The current rate structure will be maintained, rate assessments will be based entirely upon property valuations (ad valorem) but with minimum rates applying where appropriate.

For rating purposes, land in Warringah is categorised as residential or business. The business category has a further sub-category – Warringah Mall Regional Shopping Centre Sub-Category. Properties covered by the Warringah Mall Regional Shopping Centre Sub-Category are shown in this map:



The ad valorem rate, the minimum rate and anticipated revenue for residential, business and business subcategories are as follows:

#### Council's Rating Structure 2013-2014

Rate Type	Category	Ad Valorem	Minimum Rate	Yield
Ordinary	Residential	0.200768	793.17	\$59,553,361.12
Ordinary	Business	0.552061	1,018.32	\$13,753,777.79
Ordinary	Business - Warringah Mall	0.982645	N/A	\$665,250.67
				<b>\$73,972,389.58</b>

#### Domestic waste management service (DWMS)

The domestic waste management service is provided on a full cost recovery basis. The charge is based on residents' choice of either an 80 litre or a 120 litre garbage bin. Households requiring a bigger bin for general waste are charged extra.



The charges for 2013-2014 are as follows:

Charge/Fee DWMS	2013-2014	Revenue
Availability Charges - Vacant Land	\$81.00	\$47,061
Per 80 litre garbage bin (first or additional garbage bins) - includes availability charge	\$329.00	\$11,581,129
Per 120 litre garbage bin (first or additional garbage bins) - includes availability charge	\$490.00	\$9,914,660
Service Increase Fee - applies when delivering a larger capacity or additional bin, compared to base 80 litre service or existing service level	\$25.00	
Supply of additional vegetation bin	\$85.00	\$30,345
Repair of vegetation bin lid	\$15.95*	
Repair of vegetation bin wheels	\$9.35*	
<b>Total Yield</b>		<b>\$21,573,195</b>

The domestic waste management charge increase reflects the cost of the service as well as providing future funds for new residential bins and the additional cost of disposing waste when the Belrose landfill closes.

#### **Pensioner Subsidy**

Pensioners who hold a Pensioner Concession Card and own and occupy rateable property in Warringah receive a mandatory rebate on rates and domestic waste management up to a maximum of \$250. The rebate for rates totals \$1,407,000 and for domestic waste management totals \$452,000. The State Government funds 55% of the total mandatory rebate.

We also grant an additional voluntary rebate of \$41 for waste management for eligible pensioners and \$150 on rates to eligible pensioners under accepted male retirement age, and certain classes of pensioners who have reached the accepted male retirement age. The voluntary rebate for rates totals \$130,000 and for domestic waste management totals \$307,500.

#### **Interest Charges**

Interest charges on unpaid rates and charges will accrue on a daily basis at the rate of 9% per annum in accordance with Section 566 of the Local Government Act 1993.

#### **Hardship**

Council acknowledges that ratepayers will, for various reasons from time to time, fail to pay rates when they become due and payable to Council. It is not the intention to cause hardship to any ratepayer through Council's recovery procedures and consideration will be given to acceptable arrangements. To find out more view Council's [Rates and Annual Charges Recovery and Hardship Policy](#).

#### **Schedule of Fees and Charges**

The Schedule of [Fees and Charges 2013-2014](#) is published separately. Fees and charges relate mainly to the recovery of service delivery costs through charging fees to users. These include use of leisure, entertainment and other community facilities and the provision of human services such as long day care, vacation care and family day care. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases relate directly to the costs incurred in providing the service.

Underlying these is Council's [Pricing Policy](#) in relation to fees and charges. The Policy seeks to ensure Council recovers its costs in delivering a service, while also allowing for fees and charges to be discounted where appropriate in recognition of Council's community service obligations.

### **Works on private land**

We may carry out work on private land, either on request or agreement with the owner of the land, or under relevant legislation. The amount or rate to be charged will be the appropriate commercial rate – the actual cost of the works and standard oncosts to provide full cost recovery plus a return to Council.

### **Borrowings**

Council is currently exploring requirements in relation to infrastructure projects at Council's waste landfill site at Kimbriki. These include the renewal of access roads which currently represent an infrastructure backlog. It is anticipated that the renewal of the access roads will cost \$7.815m which Council is proposing to undertake in 2013-2014. Council will borrow for the full cost of the works, however, these borrowings will not change the financial sustainability of Council over the 10 years of the Long Term Financial Plan. Council will continue to review the need to borrow for major infrastructure projects. Spreading these costs over a number of years facilitates inter-generational equity and smoothes out long term expenditure peaks and troughs.

### **Section 611 Charges**

We have adopted charges in relation to Section 611 of the Local Government Act, 1993. Council has previously resolved as follows:

'THAT pursuant to Sections 502 and 608-611, and subject to the right of the Council during such year to amend or vary such fees or resolve to charge and recover any additional fee following public notification for 28 days of such proposal:

An annual charge under Section 611 of the Local Government Act be and is hereby adopted, made and levied on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.'

### **Special Rate Variations**

The money previously collected under special rate variations is no longer isolated from other rates income. All expenditure for Council's Environment Program which includes environmental and drainage work and the Sportsfield Program which includes rectification works on sportsfields is outlined in the Community Strategic Plan. This will enable the full expenditure on these programs which is significantly above the variations to be clearly identified.

# Financial Forecast 2013-2017

Community Strategic Plan	
Community Outcomes	>
Budget 2013-2014	>
<b>Financial Forecast 2013-2017</b>	▼
Introduction	
Consolidated Income Statement	
Balance Sheet	
Consolidated Cash Flow	
Development Contribution Plans	
Environmental Program	
Sportsfield Program	
Building and Infrastructure Renewals Program	
Delivery Program and Operational Plan	>
Major Projects	>
Fees and Charges	>
Resourcing Strategy	>
Long Term Financial Plan	>

## Introduction

This section provides a forecast of Council's financials for the whole term of the Delivery Program from 2013 through to 2017.

The Delivery Program has been amended to incorporate changes approved at the Council meeting on 10 December 2013 in support of an application for a multi-year Special Rate Variation commencing in 2014-2015. The Delivery Program models two scenarios:

Scenario 1 - Improve service levels incorporating a special rate variation  
 Scenario 2 - Decline in service levels (the base case) where rates would only increase in line with the rate cap

For further information on the scenarios see [Scenario Modelling](#).

In this section are the financial statements for Scenario 1 - Improve Service.

### In this section:

- [Consolidated Income Statement 2013-2017](#)
- [Balance Sheet](#)
- [Consolidated Cash Flow 2013-2017](#)
- [Development Contribution Plans overview](#)
- [Environmental Program](#)
- [Sportsfield Program](#)
- [Building and Infrastructure Renewals Program](#)

Financial Statements are also available for [Scenario 2 - Decline in Service](#).

Click here to read the underlying [Financial Planning Assumptions](#) that have been considered to arrive at the figures in these forecasts.

## ATTACHMENT

### Scenario 2 – Decline in Service

#### FINANCIAL FORECAST 2013-2017 (Scenario 2 – Decline in Service)

##### Consolidated Income Statement Position 2013-2017

	2013-14 \$ '000	2014-15 \$ '000	2015-16 \$ '000	2016-17 \$ '000
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	93,233	96,561	110,020	113,310
User Charges & Fees	44,320	45,561	46,791	48,054
Interest & Investment Revenues	3,403	3,714	2,846	2,351
Other Revenues	7,279	7,482	7,684	9,123
Grants & Contributions - Operating Purposes	7,377	7,783	8,121	7,788
Grants & Contributions - Capital Purposes	4,034	3,503	3,597	3,695
Gains on Disposal of Assets	8,394	314	323	332
Share of interests in Joint Venture using Equity Method	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>168,039</b>	<b>164,918</b>	<b>179,382</b>	<b>184,653</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(59,375)	(61,155)	(63,297)	(65,602)
Borrowing Costs	(1,003)	(1,338)	(1,331)	(1,322)
Materials & Contracts	(57,526)	(60,255)	(73,831)	(75,287)
Depreciation & Amortisation	(15,167)	(15,865)	(16,680)	(17,130)
Other Expenses	(17,956)	(18,422)	(18,967)	(19,517)
Loss on Disposal of Assets	-	-	-	-
Share of interests in Joint Venture using Equity Method	(302)	(310)	(318)	(328)
<b>Total Expenses from Continuing Operations</b>	<b>(151,329)</b>	<b>(157,345)</b>	<b>(174,424)</b>	<b>(179,186)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>16,711</b>	<b>7,573</b>	<b>4,958</b>	<b>5,467</b>
Minority Interests	(984)	(1,011)	(1,039)	(1,067)
Surplus/(Deficit) attributable to Council	15,727	8,743	8,513	11,706
<b>Surplus/(Deficit) before Capital Grants &amp; Contributions</b>	<b>12,677</b>	<b>4,070</b>	<b>1,361</b>	<b>1,772</b>

# Consolidated Income Statement

## Consolidated Income Statement Position 2013-2017

	2013-14 \$ '000	2014-15 \$ '000	2015-16 \$ '000	2016-17 \$ '000
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	93,233	98,726	114,547	120,408
User Charges & Fees	44,320	45,561	46,791	48,054
Interest & Investment Revenues	3,403	3,725	2,887	2,475
Other Revenues	7,279	7,482	7,684	9,123
Grants & Contributions - Operating Purposes	7,377	7,783	8,121	7,788
Grants & Contributions - Capital Purposes	4,034	3,503	3,597	3,695
Gains on Disposal of Assets	8,394	314	323	331
Share of interests in Joint Venture using Equity Method	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>168,039</b>	<b>167,094</b>	<b>183,950</b>	<b>191,874</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	(59,375)	(61,515)	(63,721)	(66,040)
Borrowing Costs	(1,003)	(1,338)	(1,331)	(1,322)
Materials & Contracts	(57,526)	(60,645)	(74,929)	(77,615)
Depreciation & Amortisation	(15,167)	(15,865)	(16,680)	(17,130)
Other Expenses	(17,956)	(18,422)	(18,967)	(19,517)
Loss on Disposal of Assets	-	-	-	-
Share of interests in Joint Venture using Equity Method	(302)	(310)	(318)	(328)
<b>Total Expenses from Continuing Operations</b>	<b>(151,329)</b>	<b>(158,095)</b>	<b>(175,946)</b>	<b>(181,952)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>16,711</b>	<b>8,999</b>	<b>8,004</b>	<b>9,922</b>
Minority Interests	(984)	(1,011)	(1,039)	(1,067)
Surplus/(Deficit) attributable to Council	15,727	8,743	8,513	11,706
<b>Surplus/(Deficit) before Capital Grants &amp; Contributions</b>	<b>12,677</b>	<b>5,496</b>	<b>4,407</b>	<b>6,227</b>

# Balance Sheet

## Balance Sheet 2013-2017

	2013-14 \$ '000	2014-15 \$ '000	2015-16 \$ '000	2016-17 \$ '000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	22,451	14,625	10,904	8,444
Investments	67,354	43,874	32,712	25,331
Receivables	7,500	7,500	7,500	7,500
Inventories	90	90	90	90
Other	862	862	862	862
Non-current assets classified as "held for resale"	2,862	2,862	2,862	2,862
<b>Total Current Assets</b>	<b>101,119</b>	<b>69,812</b>	<b>54,930</b>	<b>45,089</b>
<b>Non-Current Assets</b>				
Investments	1,800	1,800	1,800	1,800
Receivables	497	497	497	497
Inventories	-	-	-	-
Infrastructure, Property, Plant & Equipment	2,415,823	2,454,804	2,474,758	2,490,196
Investments Accounted for using the equity method	700	700	700	700
Investment Property	2,100	2,100	2,100	2,100
Intangible	1,270	1,270	1,270	1,270
<b>Total Non-Current Assets</b>	<b>2,422,190</b>	<b>2,461,171</b>	<b>2,481,125</b>	<b>2,496,563</b>
<b>TOTAL ASSETS</b>	<b>2,523,310</b>	<b>2,530,983</b>	<b>2,536,055</b>	<b>2,541,651</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	13,044	13,044	13,044	13,044
Borrowings	1,025	1,025	1,025	1,025
Provisions	11,267	11,409	11,555	11,705
<b>Total Current Liabilities</b>	<b>25,336</b>	<b>25,478</b>	<b>25,624</b>	<b>25,774</b>
<b>Non-Current Liabilities</b>				
Payables	400	400	400	400
Borrowings	6,643	6,033	5,389	4,708
Provisions	17,956	18,918	19,934	21,010
<b>Total Non-Current Liabilities</b>	<b>24,999</b>	<b>25,351</b>	<b>25,723</b>	<b>26,118</b>
<b>TOTAL LIABILITIES</b>	<b>50,335</b>	<b>50,829</b>	<b>51,347</b>	<b>51,892</b>
<b>NET ASSETS</b>	<b>2,472,975</b>	<b>2,480,154</b>	<b>2,484,708</b>	<b>2,489,759</b>
<b>EQUITY</b>				
Retained Earnings	2,353,752	2,360,313	2,364,233	2,368,633
Revaluation Reserves	110,929	110,929	110,929	110,929
Council Equity Interest	2,464,681	2,471,242	2,475,162	2,479,562
Minority Equity Interest	8,294	8,912	9,546	10,198
<b>TOTAL EQUITY</b>	<b>2,472,975</b>	<b>2,480,154</b>	<b>2,484,708</b>	<b>2,489,759</b>



## Consolidated Cash Flow

### Consolidated Cash Flow 2013 - 2017

	2013-2014 \$ '000	2014-2015 \$ '000	2015-2016 \$ '000	2016-2017 \$ '000
<b>Cash &amp; Investments at the start of the year</b>	<b>78,657</b>	<b>91,605</b>	<b>60,299</b>	<b>45,417</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>16,711</b>	<b>7,573</b>	<b>4,958</b>	<b>5,467</b>
<b>Add/(Less): Non Cash Items in Income Statement</b>				
Depreciation	15,167	15,865	16,680	17,130
Accrued Interest	109	415	381	344
Movement in Provisions	1,048	1,103	1,162	1,226
	<b>33,034</b>	<b>24,956</b>	<b>23,181</b>	<b>24,167</b>
<b>Inflow of Funds</b>				
Proceeds from Sale of Plant & Equipment	3,098	1,650	1,650	1,650
Proceeds from sale of assets classified as "held for resale"	6,448	-	-	-
Proceeds from Borrowings and Advances	7,815	-	-	-
	<b>17,362</b>	<b>1,650</b>	<b>1,650</b>	<b>1,650</b>
<b>Outflow of Funds</b>				
Capital Works Expenditure	(36,367)	(56,495)	(38,284)	(34,218)
Repayment of Payables	-	-	-	-
Repayment of Borrowings & Advances	(697)	(1,025)	(1,025)	(1,025)
Dividend Paid to Minority Interests	(384)	(392)	(405)	(415)
	<b>(37,448)</b>	<b>(57,912)</b>	<b>(39,714)</b>	<b>(35,658)</b>
<b>Cash &amp; Investments at the end of the year</b>	<b>91,605</b>	<b>60,299</b>	<b>45,417</b>	<b>35,575</b>

## Development Contribution Plans

### Section 94 Developer Contribution Plan 2001

We collect monetary contributions from developers as a condition of consent on development applications to meet demand for public amenities and public services created by new development. Authority to do this is provided by Section 94 of the Environmental Planning and Assessment Act 1979.

The Section 94 Development Contributions Plan 2001 is our former plan. It collected contributions for 12 individual funds and has been replaced by the Warringah Section 94A Development Contributions Plan.

The 2001 Plan will receive no further contributions from developers as all consents have operated or lapsed. The timing of works in Dee Why is heavily dependent on the outcomes of current redevelopment proposals and expected works schedules. The table highlights movement over the next four years.

### Section 94 Developer Contribution Plan 2001

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
Balance as at 1 July	25,723,033	22,445,220	17,309,424	12,948,885
Interest	944,476	815,769	657,146	442,610
<b>Available Funds</b>	<b>26,667,508</b>	<b>23,260,990</b>	<b>17,966,569</b>	<b>13,391,495</b>
<b>Items Currently On Capex Plan:</b>				
Dee Why Town Centre Parking and Community Facility	4,000,000	2,943,921		
Dee Why Design - Traffic facilities and streetscape works	150,000	300,000	330,000	
Dee Why Construction - Streetscape works				6,072,398
Dee Why Construction - Traffic facilities				370,000
Brookvale Childrens	72,288			
Walter Gors Reserve & Shared Walkway Dee Why Pde			3,296,684	
Pittwater Road Widening and signal adjustments		387,975	370,000	
Acquisition of Perentie & Dawes Road properties		2,319,670		
Bus Interchange Pittwater Rd at St David's Reserve			1,021,000	
<b>Total Expenditure</b>	<b>4,222,288</b>	<b>5,951,566</b>	<b>5,017,684</b>	<b>6,442,398</b>
<b>Balance as at 30 June</b>	<b>22,445,220</b>	<b>17,309,424</b>	<b>12,948,885</b>	<b>6,949,097</b>

### Section 94A Developer Contribution Plan

The Section 94A Development Contributions Plan was adopted on 13 June 2006 and has been effective from 17 July 2006. This plan removes restrictions on the geographical allocation of expenditure and allows a more equitable and effective level of community facilities for residents.

We are required to develop a plan allocating funds to projects before Section 94A Development Contributions monies can be spent. Four years of expenditure is shown below with a detailed program proposed for 2013-2017.

## Section 94A Developer Contribution Plan

	2013-2014	2014-2015	2015-2016	2016-2017
	\$	\$	\$	\$
Balance as at 1 July	5,030,603	2,067,569	1,861,292	1,844,780
Revenue	2,200,000	2,200,000	2,200,000	2,200,000
Interest	139,180	80,621	80,488	81,321
<b>Available Funds</b>	<b>7,369,783</b>	<b>4,348,190</b>	<b>4,141,780</b>	<b>4,126,101</b>
Brookvale Childrens	553,976			
Skate Park Program			47,000	400,000
Manly Dam Carpark & turning Area			20,000	305,000
Allenby Park track upgrades	90,000			
Collaroy Accessibility Precinct (S94A)	409,000			
Narrabeen Lagoon	2,334,459	2,286,898		
Sports Capital Assistance Program	450,000	200,000	250,000	250,000
Sportsfield Water Management	134,836		150,000	250,000
Footpath New	318,000		300,000	350,000
Bike Plan Implementation				
Wombat crossing near Myoora Road	59,000			
Dareen St, Frenchs Forest- Traffic Calming	149,000			
King St, Manly Vale- Traffic Calming	59,000			
Floodlighting Improvement Program	70,000		250,000	350,000
Berry Reserve and Jameison Park Upgrades	54,943		240,000	110,000
Digital Resources - Libraries	50,000		60,000	
Traffic Program			300,000	300,000
North Narrabeen - Landscape Masterplan Development and Implementation	50,000		300,000	
Forestville Park Mountain Bike Track			80,000	
Narrabeen Beach Viewing Tower			150,000	
Brookvale Oval - DDA lift	250,000			
Jamieson Park - New Accessible Amenity			150,000	
Blackbutts Rd, Belrose				
Collaroy Access Tourism Precinct				
Crown Rd, Queenscliff				
Dalley Street, Queenscliff				
5123 - Dee Why Beach Viewing Tower	220,000			
Millers Reserves Flood Lighting				
Forestville Skate Facility				
Playground Improvement Program				
Tramore Pl, Melwood Ave & Starkey St, Killarney Heights				
Undula Reserve - Playground Equipment				
North Curl Curl Bush/ Park Area	50,000			
<b>Total Expenditure</b>	<b>5,302,214</b>	<b>2,486,898</b>	<b>2,297,000</b>	<b>2,315,000</b>
<b>Balance as at 30 June</b>	<b>2,067,569</b>	<b>1,861,292</b>	<b>1,844,780</b>	<b>1,811,101</b>

## Environmental Program

Each year we fund a range of operational and capital projects targeted at protecting and enhancing the natural environment. The initiatives range from delivery of community education, to works on the ground including bush regeneration and engineering works to manage stormwater. Our efforts in this area are framed by the outcomes in the Environmental Sustainability Strategy adopted in June 2012.

A breakdown of our expenditure over the next four years and a description of the work in this area are provided below:

- Biodiversity - bush regeneration activities, management of the Friends of the bush volunteer program, pest control and strategic biodiversity management
- Hazard - flood studies, coastal emergency action planning, coastal entrance opening, fire boundary works and bush fire management
- Waterways - creek restoration, lagoon and estuary management works
- Sustainability - Education for Sustainability programs, Hilltop to Headland, integrated water cycle management programs and sustainability initiatives including the implementation of the Warringah Aquatic Centre cogeneration project in 2013-2014.
- Stormwater - asset management, drainage and emergency stormwater works and Engineering input into development applications
- Sustainable recreations - construction of the Narrabeen Lagoon multi use trail, and track and trail maintenance

### Environmental Program

	2013-14 \$	2014-15 \$	2015-16 \$	2016-17 \$
<b>Capital Projects - New</b>				
Sustainability	572,500	-	-	-
Sustainable Recreation	2,483,459	2,286,898	80,000	-
<b>Total Capital Projects - New</b>	<b>3,055,959</b>	<b>2,286,898</b>	<b>80,000</b>	<b>-</b>
<b>Capital Projects - Renewal</b>				
Sustainability	300,000	-	-	-
Biodiversity	53,416	54,558	54,139	55,763
Stormwater	2,964,925	3,044,184	2,462,500	2,725,000
<b>Total Capital Projects - Renewal</b>	<b>3,318,341</b>	<b>3,098,742</b>	<b>2,516,639</b>	<b>2,780,763</b>
<b>Operational</b>				
Biodiversity	1,976,704	1,917,687	1,992,687	1,970,679
Hazards	1,118,194	1,183,540	1,171,640	1,123,272
Waterways	648,108	845,932	817,932	803,835
Sustainability	459,437	429,908	449,908	418,422
Stormwater	1,299,798	1,185,555	1,205,555	1,225,555
Sustainable Recreation	292,538	145,150	145,150	145,150
<b>Total Operational</b>	<b>5,794,778</b>	<b>5,707,772</b>	<b>5,782,872</b>	<b>5,686,913</b>
<b>Total Environment Program</b>	<b>12,169,078</b>	<b>11,093,412</b>	<b>8,379,511</b>	<b>8,467,676</b>



## Sportsfield Program

We provide over 80% of sportsfields for the northern beaches encompassing a regional sporting facility Brookvale Oval, 127 individual sports fields, 88 netball and basketball courts and associated infrastructure. Asset management plans guide the way we plan and maintain these assets so they are safe, accessible and deliver appropriate level of service to the users.

A breakdown of our expenditure over the next four years and a description of the categories of expenditure are below:

- Sportsfield renewal – improving the playing surface by rebuilding and levelling the field
- Irrigation and drainage improvements – new or renewing existing irrigation, drainage and environmental safeguards
- Floodlighting improvements – upgrading lighting to Australian Standards for competition
- Buildings renewals – upgrading public toilets, sporting clubs, change rooms and storage sheds
- Sporting group capital grants – matching grants for sporting clubs to improve sporting infrastructure
- Sportsfield maintenance - fertilising, minor top dressing and returfing, mowing, field changeover from winter and summer seasons (goalposts and linemarking), inspection and minor repairs of assets and turf cricket wicket maintenance
- Floodlighting maintenance - inspection and maintenance of flood lighting
- Sportsfield renovation - treatment to alleviate compaction, aeration of soil and major top dressing and returfing

### Sportsfield Program

	2013-2014 \$	2014-2015 \$	2015-2016 \$	2016-2017 \$
<b>Sportsfield Renewal</b>				
Sportsfield Rectification Program - Forestville Playing Fields	197,374	1,000,000	1,000,000	-
Sportsfield Rectification Program - St Matthews Farm	-	200,000	500,000	600,000
Minor rectification of sportsfields - rectification sites	267,436	313,431	320,576	333,622
<b>Total Sportsfield Renewal</b>	<b>464,810</b>	<b>1,513,431</b>	<b>1,820,576</b>	<b>933,622</b>
<b>Irrigation and Drainage</b>				
Sportsfield Water Management Program	134,836	-	150,000	250,000
<b>Total Irrigation and Drainage</b>	<b>134,836</b>	<b>-</b>	<b>150,000</b>	<b>250,000</b>
<b>Lighting</b>				
Floodlighting Improvement program	70,000	-	250,000	350,000
<b>Lighting – Capital</b>	<b>70,000</b>	<b>-</b>	<b>250,000</b>	<b>350,000</b>
<b>Buildings</b>				
Sporting Club Buildings - renewal and DDA works	150,000	-	-	-
Renewal works-SportingClub Buildings	-	430,000	640,000	650,000
Nolans Reserve Amenities renewals	66,051	900,000	-	-
Cromer Soccer Club - Public Amenities renewals	400,000	-	-	-
Killarney Heights Oval Amenity Renewal	-	-	-	300,000
Terrey Hills Rugby Club Public Amenities renewal	-	-	200,000	-
Tennis Clubs Refurbishments	188,795	-	-	-
Cromer Park Club West - Building upgrade	-	50,000	480,000	-
PAIP - Curl Curl Sports Centre	132,000	-	-	-
<b>Total Buildings</b>	<b>936,846</b>	<b>1,380,000</b>	<b>1,320,000</b>	<b>950,000</b>
<b>Sporting Group Capital Assistance Grants</b>	<b>350,000</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>
<b>Total Sportsfield Program</b>	<b>1,956,492</b>	<b>3,093,431</b>	<b>3,790,576</b>	<b>2,733,622</b>
<b>Maintenance</b>				
Mowing	917,704	945,235	973,593	1,002,800
Lighting	44,212	45,539	46,905	48,312
Sportsfield maintenance	1,099,333	1,132,313	1,166,283	1,201,271
Brookvale	143,391	147,693	152,124	156,688
<b>Maintenance Total</b>	<b>2,204,641</b>	<b>2,270,781</b>	<b>2,338,904</b>	<b>2,409,071</b>
<b>Grand Total Sportsfield Program</b>	<b>4,161,133</b>	<b>5,364,212</b>	<b>6,129,480</b>	<b>5,142,693</b>

## Building and Infrastructure Renewals Program

A strong sustainable Council requires a robust planning process to ensure infrastructure assets are maintained and renewed in the most appropriate way on behalf of its community. Council maintains Asset Management Plans which guide the scheduling of maintenance, refurbishment, renewal and replacement of assets, when it is optimal to do so, in order to minimise asset lifecycle costs for any determined level of service.

The infrastructure renewal ratio is a measure of the amounts of funds spent on renewing assets relative to depreciation. By maintaining the renewal ratio consistently greater than or equal to 1.0, indicates Council is replacing or renewing its assets at the same rate that its overall stock of assets is wearing out for the period. Council's Asset Renewal Expenditure ratio can be seen within the [Financial Performance and Sustainability](#) section.

A breakdown of our expenditure on Buildings and Infrastructure over the next four years is below:

### Asset Renewals 2013 - 2017

	2013 - 2014 \$	2014 - 2015 \$	2015 - 2016 \$	2016 - 2017 \$
<b>Building and Infrastructure Renewals</b>				
Car Parks	140,000	140,000	140,000	140,000
Community Buildings	3,689,512	1,700,000	1,014,747	1,841,258
Footpaths	365,000	365,000	365,000	365,000
Foreshores	650,000	774,219	200,000	743,000
Kerb & Guttering	115,000	115,000	115,000	115,000
Operational Facilities	83,000	1,055,000	545,000	555,000
Parks	395,996	453,945	362,163	370,626
Public Amenities	242,150	435,000	1,070,000	230,000
Reserves	2,235,863	1,603,373	1,168,626	1,017,410
Roads	4,618,000	8,953,000	3,053,000	3,153,000
Surf Clubs		141,301	146,953	152,831
Swim Clubs		100,000	104,000	108,200
Other (Bus Stops, Glen Street Theatre, WAC, Retaining Walls)	465,920	391,000	315,500	320,300
<b>1. Total Building &amp; Infrastructure Renewals</b>	<b>13,000,441</b>	<b>16,226,838</b>	<b>8,599,989</b>	<b>9,111,625</b>
<b>2. Kimbriki</b>	<b>350,000</b>	<b>1,260,000</b>	<b>750,000</b>	<b>175,000</b>
<b>Other Renewals</b>				
Beach Services Equipment	65,000	75,000	85,000	85,000
Information Technology	970,000	720,000	335,000	460,000
Library Books	524,400	524,400	524,400	524,400
Plant - Heavy	600,000	680,000	759,000	750,000
Plant - Light	1,709,091	1,600,000	1,700,000	1,780,000
<b>3. Total Other Renewals</b>	<b>3,868,491</b>	<b>3,599,400</b>	<b>3,403,400</b>	<b>3,599,400</b>
<b>Sub Total</b>	<b>17,218,932</b>	<b>21,086,238</b>	<b>12,753,389</b>	<b>12,886,025</b>
Infrastructure Works included in Sportsfield Program	1,401,656	2,893,431	3,140,576	1,883,622
Infrastructure Works included in Environmental Program	3,318,341	3,098,742	2,516,639	2,780,763
<b>Total Asset Renewals</b>	<b>21,938,929</b>	<b>27,078,411</b>	<b>18,410,604</b>	<b>17,550,410</b>