

## **Importance/Satisfaction – Environmental Services**

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### **Overview of Rating Scores**

#### **Importance – overall**

Extremely high	Maintenance of beaches and rock pools
Very high	Management of waterways & lagoons
	Environmental protection & enforcement
	Council operates in an environmentally friendly way
	Caring for bush areas
High	Management of street trees
	Management of local flooding
Moderately high	Management and control of domestic pets

#### **Importance – by age**

Residents aged 75+ ascribed a higher importance to 'caring for bush areas', 'management and control of domestic pets', and 'management of street trees' than did those aged 18-74.

#### **Importance – by gender**

Females believed 'caring for bush areas', 'environmental protection & enforcement', 'maintenance of beaches and rock pools', 'management and control of domestic pets', 'management of waterways & lagoons', and 'management of street trees' were more important.

#### **Importance – by ward**

Residents of Ward B expressed a higher level of importance with 'maintenance of beaches and rock pools' than did those in Ward C.

#### **Importance – compared to 2013**

Comparison to 2013 shows a significant decrease in importance for 'environmental protection & enforcement', 'management of local flooding' and 'maintenance of beaches and rock pools'.

#### **Satisfaction – overall**

High	Maintenance of beaches and rock pools
Moderately high	Caring for bush areas
Moderate	Council operates in an environmentally friendly way
	Management of waterways & lagoons
	Management and control of domestic pets
	Management of local flooding
	Environmental protection & enforcement
Moderately low	Management of street trees

#### **Satisfaction – by age**

Residents aged 18-24 assigned a higher level of satisfaction to 'environmental protection & enforcement', 'management and control of domestic pets', 'management of local flooding', than did those aged 25+, whilst those aged 55-64 were less satisfied with 'management of waterways & lagoons' than were those aged 18-54 and 65+.

#### **Satisfaction – by gender**

Females expressed a higher level of satisfaction with 'management and control of domestic pets'.

#### **Satisfaction – by ward**

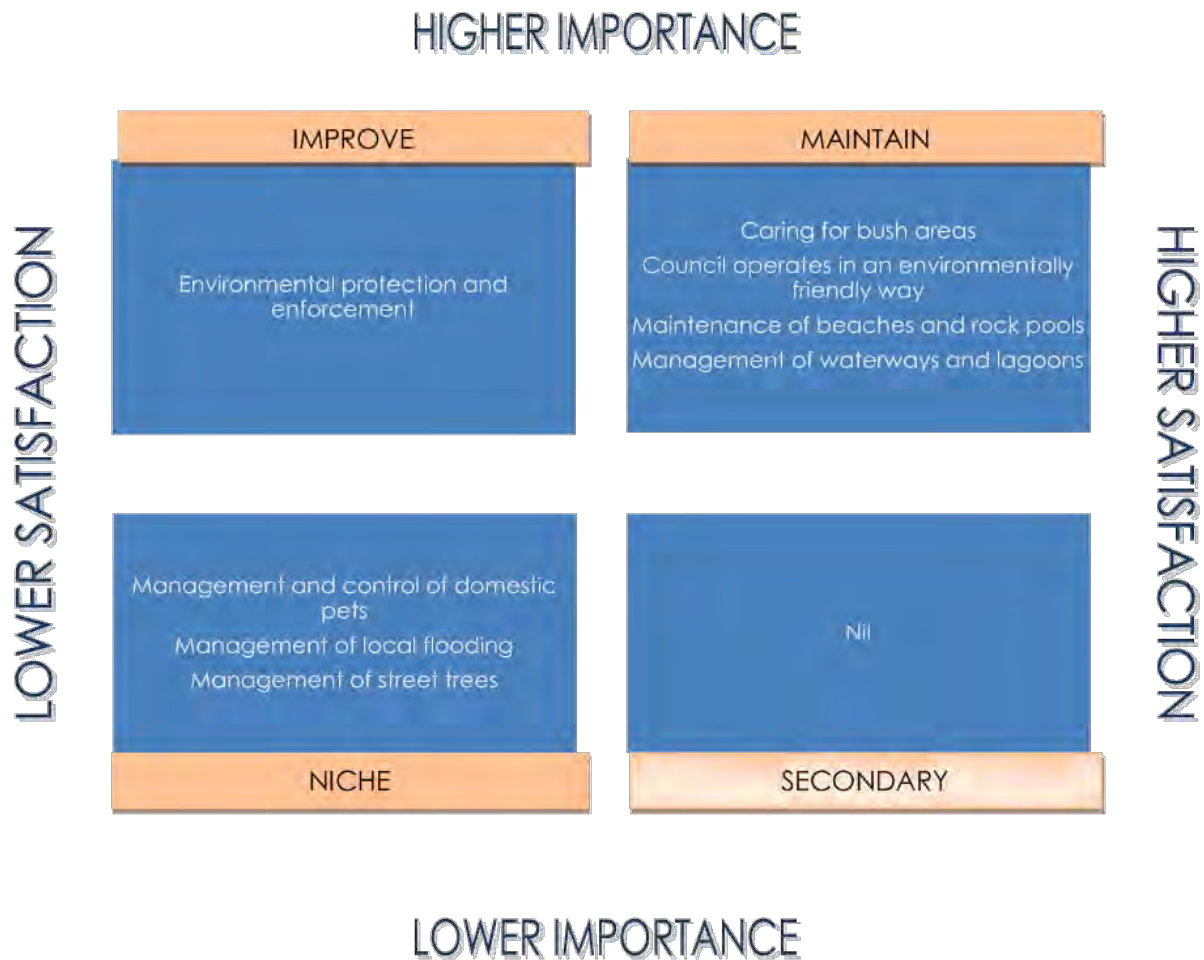
Residents of Ward B were more satisfied with 'management of waterways & lagoons' than were Ward C residents.

#### **Satisfaction – compared to 2013**

There were no significant differences compared to 2013.

## Importance/Satisfaction – Environmental Services

### Quadrant Analysis



### Recommendations

Based on the stated outcomes analysis, Warringah Council needs to improve:

- Environmental protection and enforcement

Warringah Council also needs to maintain resident satisfaction with:

- Caring for bush areas
- Council operates in an environmentally friendly way
- Maintenance of beaches and rock pools
- Management of waterways and lagoons

## Importance/Satisfaction – Community Services

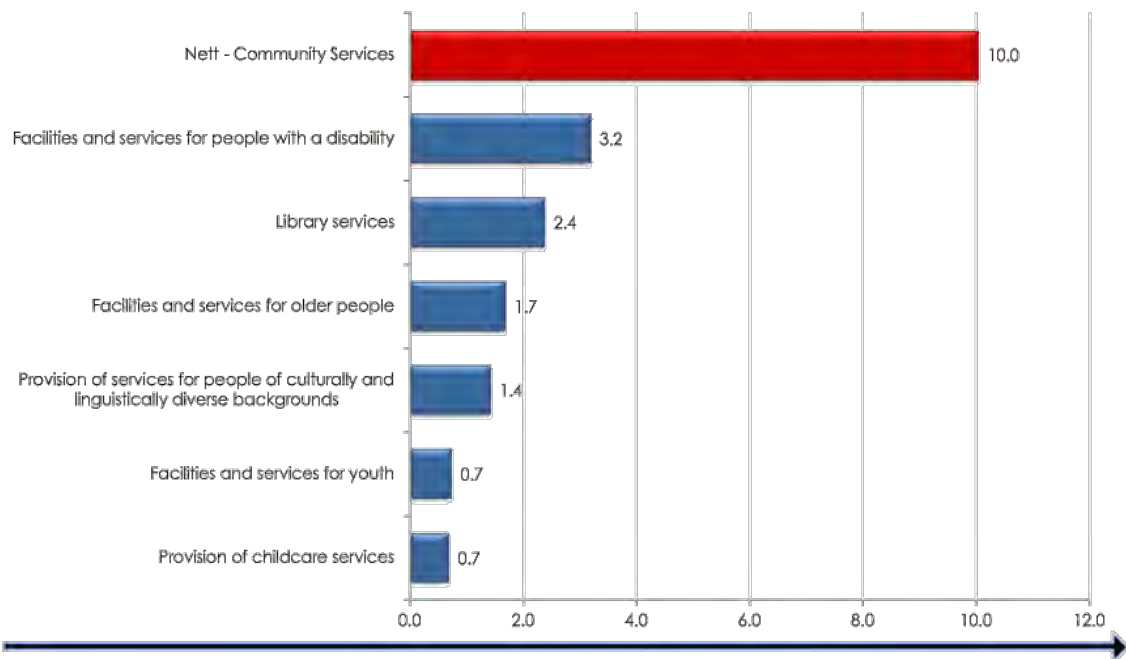
### Services and facilities explored included:

- Facilities and services for people with disabilities
- Facilities and services for older people
- Facilities and services for youth
- Library services
- Provision of childcare services
- Provision of services for people of culturally and linguistically diverse backgrounds

### Contribution to Overall Satisfaction with Council (Regression Data)

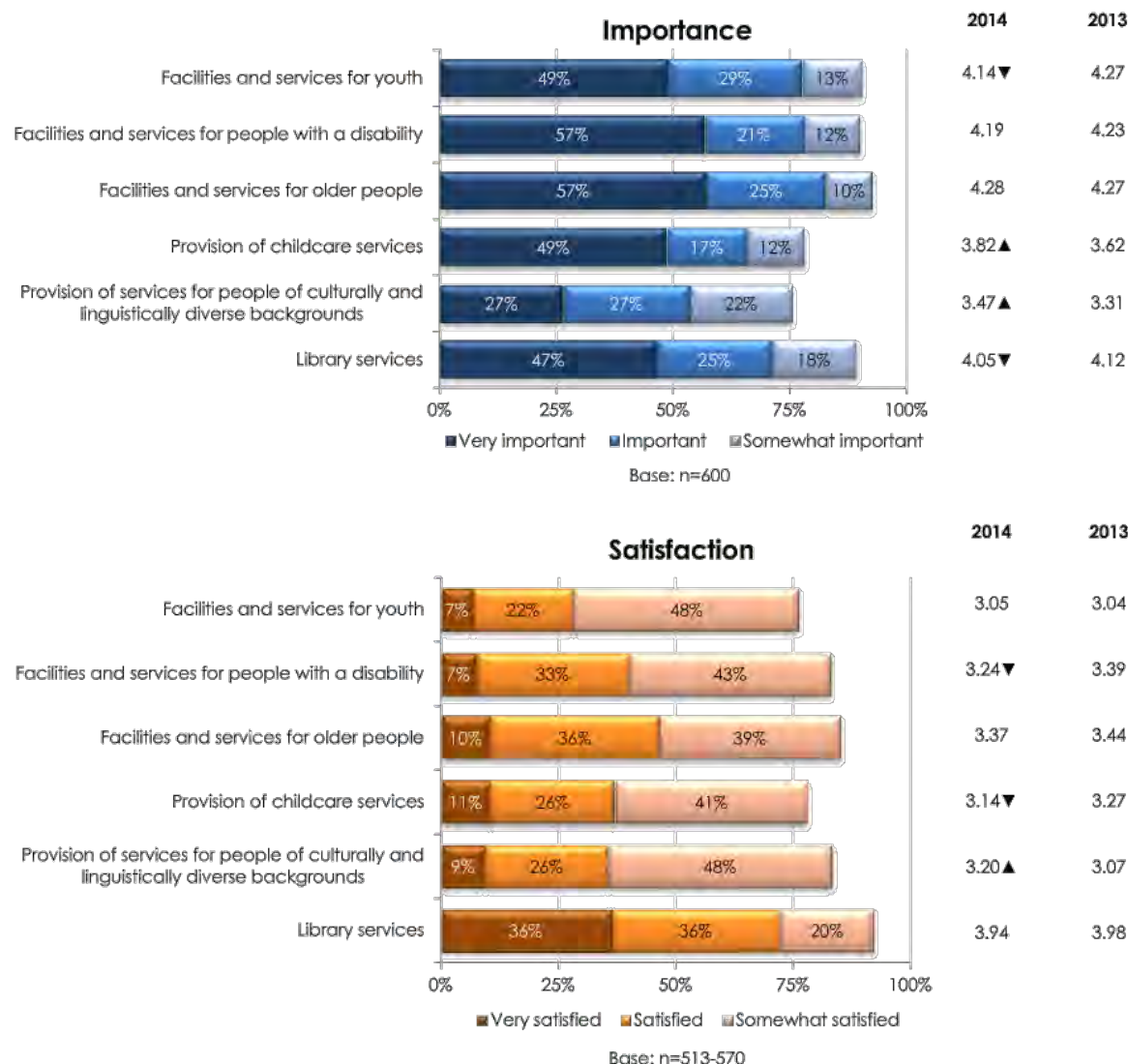
Council's performance in the areas below accounts for 10% of overall satisfaction, based on the regression analysis.

### Community Services – Contributes To 10% Of Overall Satisfaction With Council



## Importance/Satisfaction – Community Services

**Note:** The hierarchal sorting of each graph is relative to the criteria's Performance Gap.



Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

▼▲ = A significantly lower/higher level of importance/satisfaction (by group)

	Performance Gap		Year on year difference
	2014	2013	
Facilities and services for youth	1.09	1.23	0.14
Facilities and services for people with disabilities	0.95	0.84	-0.11
Facilities and services for older people	0.91	0.83	-0.08
Provision of childcare services	0.68	0.35	-0.33
Provision of services for people of culturally and linguistically diverse backgrounds	0.27	0.24	-0.03
Library services	0.11	0.14	0.03



## **Importance/Satisfaction – Community Services**

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### **Overview of Rating Scores**

#### **Importance – overall**

Very high	Facilities and services for older people
High	Facilities and services for people with disabilities Facilities and services for youth Library services
Moderately high	Provision of childcare services
Moderate	Provision of services for people of culturally and linguistically diverse backgrounds

#### **Importance – by age**

Residents aged 18-24 and 65+ considered 'facilities and services for people with disabilities' more important than did those aged 25-64. Residents aged 65+ attributed higher importance to 'facilities and services for older people' than did those aged 35-44, whilst residents aged 75+ believed 'library services' and 'provision of services for people of culturally and linguistically diverse backgrounds' were more important than did those aged 18-64.

#### **Importance – by gender**

Females expressed a higher level of importance with 'facilities and services for older people', 'facilities and services for youth', 'library services', 'provision of childcare services', and 'provision of services for people of culturally and linguistically diverse backgrounds'.

#### **Importance – by ward**

There were no significant differences between wards.

#### **Importance – compared to 2013**

The importance for 'facilities and services for youth' and 'library services' has significantly decreased since 2013 whilst 'provision of childcare services' and 'provision of services for people of culturally and linguistically diverse backgrounds' has significantly increased.

## Importance/Satisfaction – Community Services

### Overview of Rating Scores

#### Satisfaction – overall

High	Library services
Moderate	Facilities and services for older people
	Facilities and services for people with disabilities
	Provision of services for people of culturally and linguistically diverse backgrounds
	Provision of childcare services
	Facilities and services for youth

#### Satisfaction – by age

Residents aged 75+ rated the importance of 'facilities and services for older people' to be higher than did those aged 18-74. Residents expressed a higher level of satisfaction with 'provision of services for people of culturally and linguistically diverse backgrounds' than did those aged 25+.

#### Satisfaction – by gender

There were no significant differences between genders.

#### Satisfaction – by ward

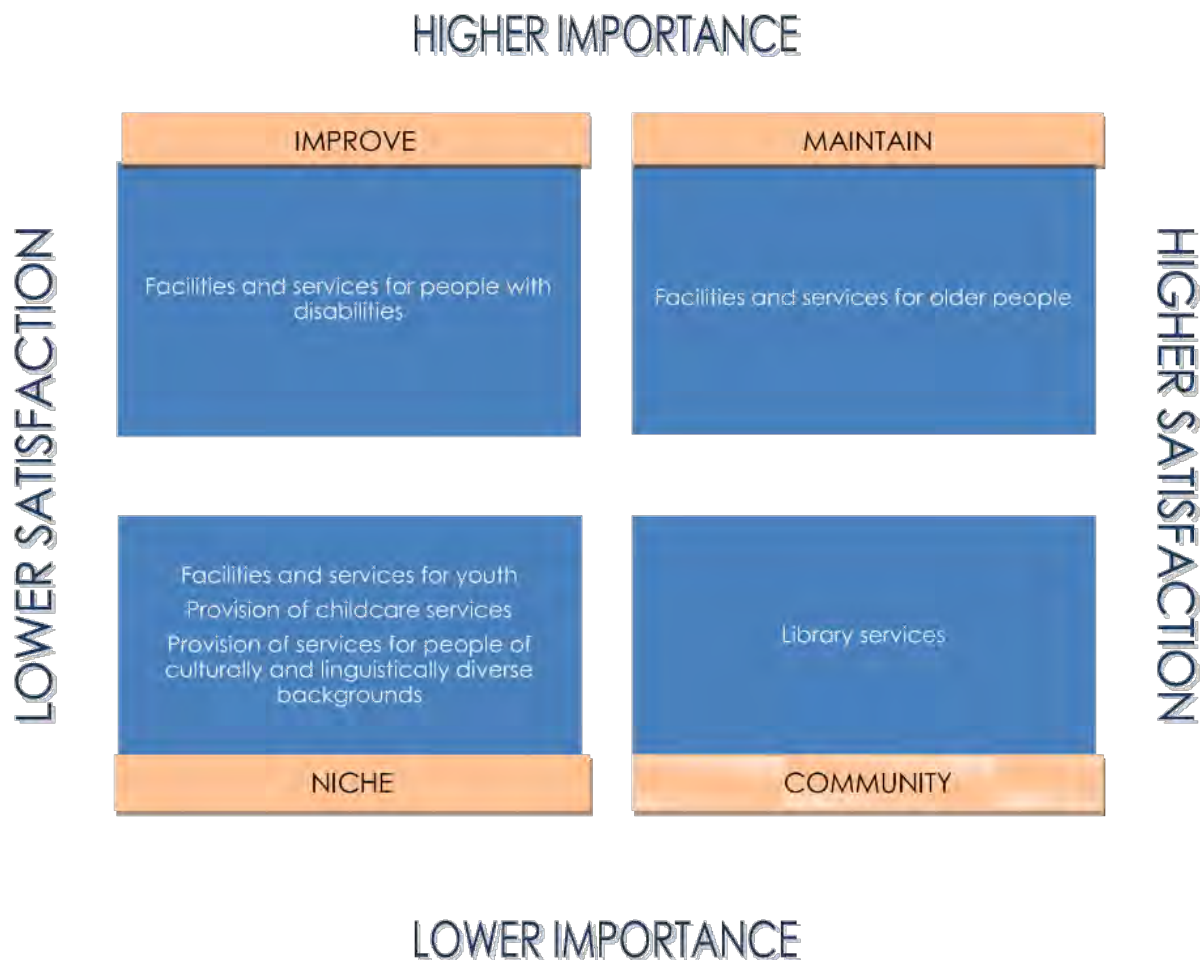
Residents of Ward A were more satisfied with 'facilities and services for older people' than did those of Ward C. Residents of Ward B ascribed a higher level of satisfaction with 'facilities and services for youth' and 'library services' than did those of Ward A and Ward C.

#### Satisfaction – compared to 2013

Residents were significantly less satisfied with 'facilities and services for people with a disability' and 'provision of childcare services' compared to 2013 whilst significantly more satisfied with 'provision of services for people of culturally and linguistically diverse backgrounds'

## Importance/Satisfaction – Community Services

### Quadrant Analysis



### Recommendations

Based on the stated outcomes analysis, Warringah Council needs to improve:

- Facilities and services for people with disabilities

Warringah Council also needs to maintain resident satisfaction with:

- Facilities and services for older people

## Importance/Satisfaction – Planning & Development Services

### Services and facilities explored included:

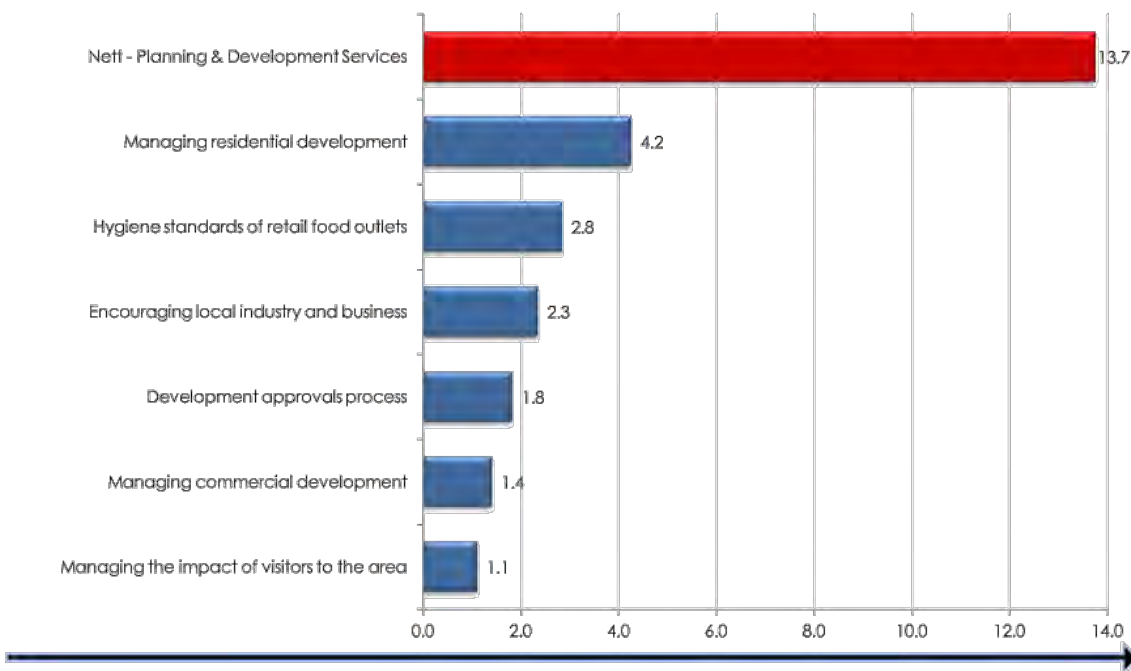
- Development approvals process
- Encouraging local industry and business
- Hygiene standards of retail food outlets
- Managing commercial development
- Managing residential development
- Managing the impact of visitors to the area

### Contribution to Overall Satisfaction with Council (Regression Data)

Council's performance in the areas below accounts for almost 14% of overall satisfaction, based on the regression analysis.

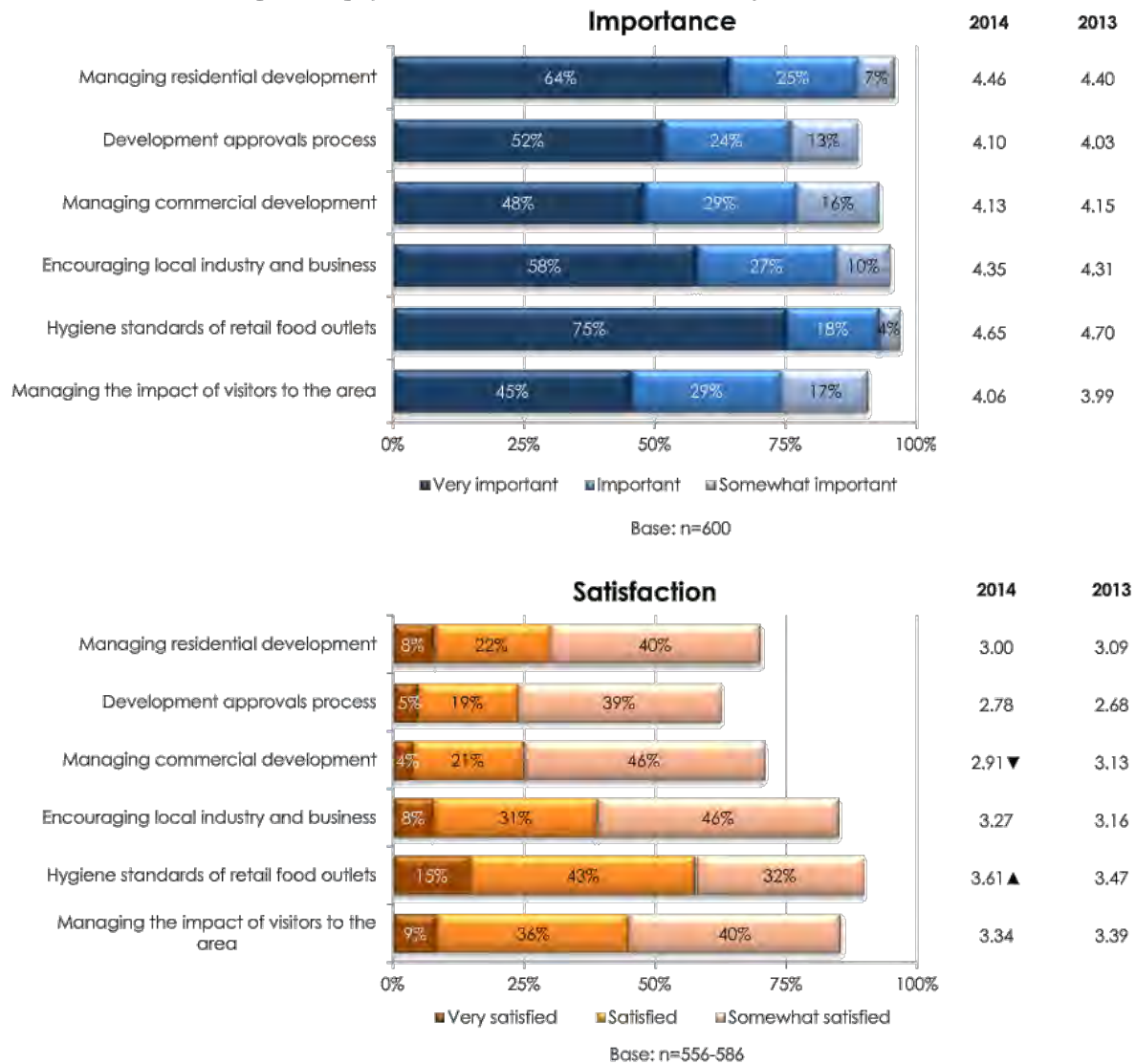


## Planning & Development Services – Contributes To Almost 14% Of Overall Satisfaction With Council



## Importance/Satisfaction – Planning & Development Services

**Note:** The hierarchal sorting of each graph is relative to the criteria's Performance Gap.



Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

▼▲= A significantly lower/higher level of importance/satisfaction (by group)

	Performance Gap		Year on year difference
	2014	2013	
Managing residential development	1.46	1.31	-0.15
Development approvals process	1.32	1.35	0.03
Managing commercial development	1.22	1.02	-0.2
Encouraging local industry and business	1.08	1.15	0.07
Hygiene standards of retail food outlets	1.04	1.23	0.19
Managing the impact of visitors to the area	0.72	0.6	-0.12



## **Importance/Satisfaction – Planning & Development Services**

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### **Overview of Rating Scores**

#### **Importance – overall**

Extremely high	Hygiene standards of retail food outlets
Very high	Managing residential development
	Encouraging local industry and business
High	Managing commercial development
	Development approvals process
	Managing the impact of visitors to the area

#### **Importance – by age**

There were no significant differences between ages.

#### **Importance – by gender**

Females assigned a higher level of importance to 'encouraging local industry and business', 'hygiene standards of retail food outlets', 'managing residential development', and 'managing the impact of visitors to the area'.

#### **Importance – by ward**

There were no significant differences between wards.

#### **Importance – compared to 2013**

There were no significant differences compared to 2013.

#### **Satisfaction – overall**

Moderately high	Hygiene standards of retail food outlets
Moderate	Managing the impact of visitors to the area
	Encouraging local industry and business
	Managing residential development
Moderately low	Managing commercial development
	Development approvals process

#### **Satisfaction – by age**

Residents aged 45-64 were less satisfied with 'managing residential development' than were those aged 18-44 and 65+.

#### **Satisfaction – by gender**

Females ascribed a higher level of satisfaction to 'encouraging local industry and business'.

#### **Satisfaction – by ward**

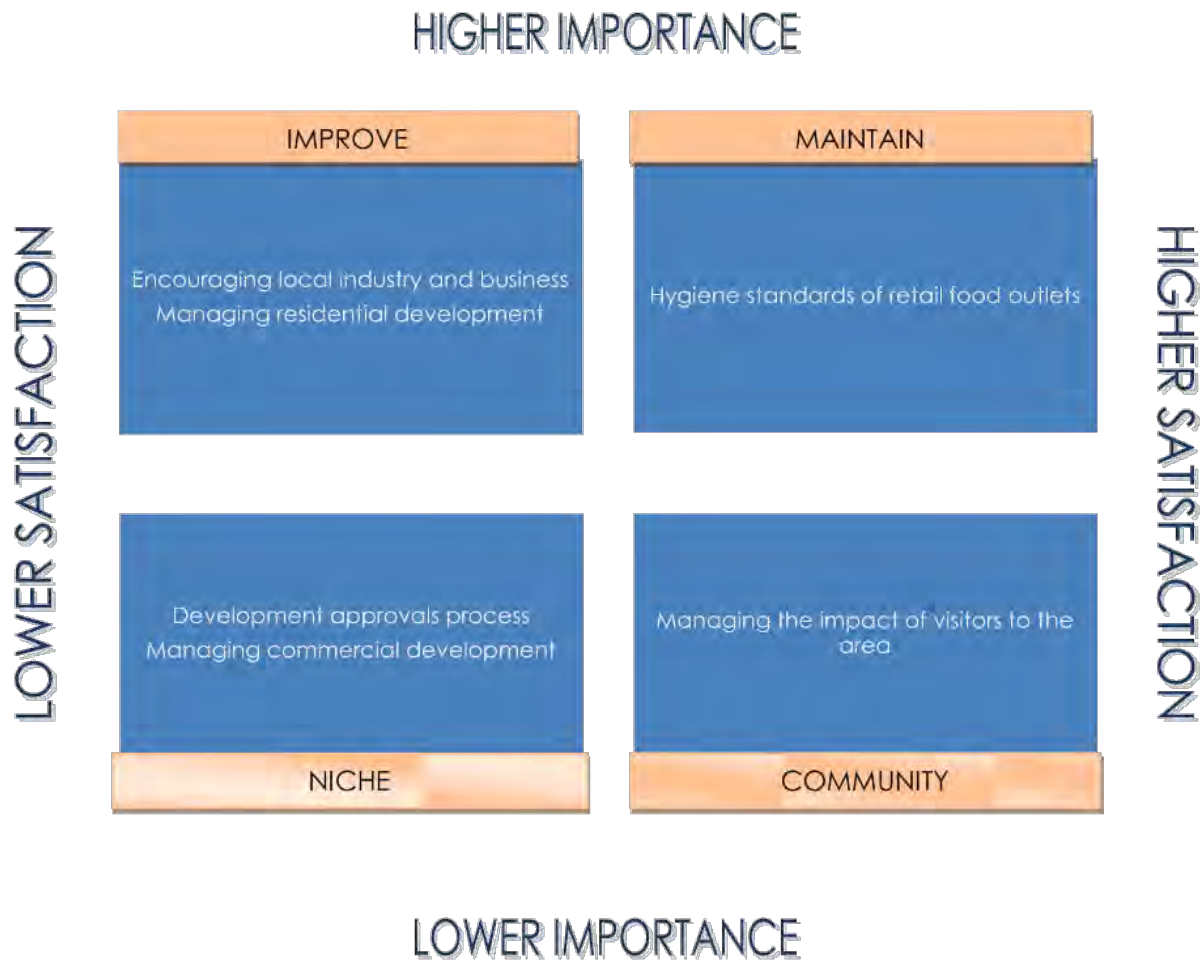
There were no significant differences between wards.

#### **Satisfaction – compared to 2013**

Residents were significantly more satisfied with 'hygiene standards of retail food outlets' than in 2013 whilst significantly less satisfied with 'managing commercial development'.

## Importance/Satisfaction – Planning & Development Services

### Quadrant Analysis



### Recommendations

Based on the stated outcomes analysis, Warringah Council needs to improve:

- Encouraging local industry and business
- Managing residential development

Warringah Council also needs to maintain resident satisfaction with:

- Hygiene standards of retail food outlets

## Importance/Satisfaction – Recreation Facilities & Services

### Services and facilities explored included:

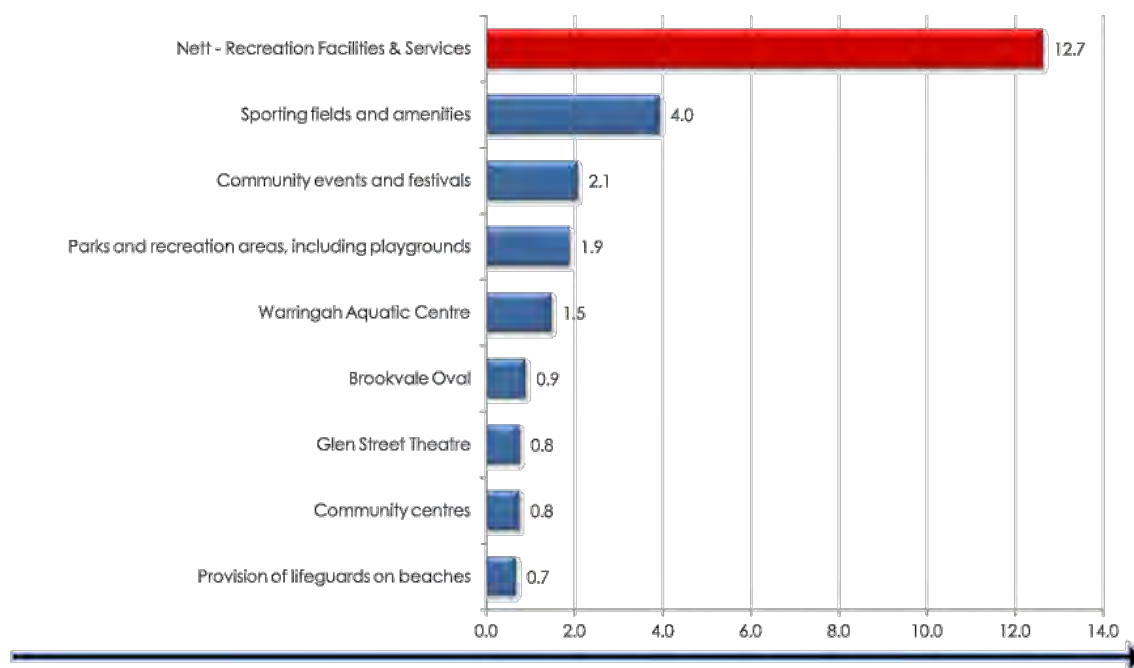
- Provision of lifeguards on beaches
- Brookvale Oval
- Community events and festivals
- Glen Street Theatre
- Parks and recreation areas (including playgrounds)
- Sporting fields and amenities
- Warringah Aquatic Centre
- Community centres

### Contribution to Overall Satisfaction with Council (Regression Data)

Council's performance in the areas below accounts for almost 13% of overall satisfaction, based on the regression analysis.

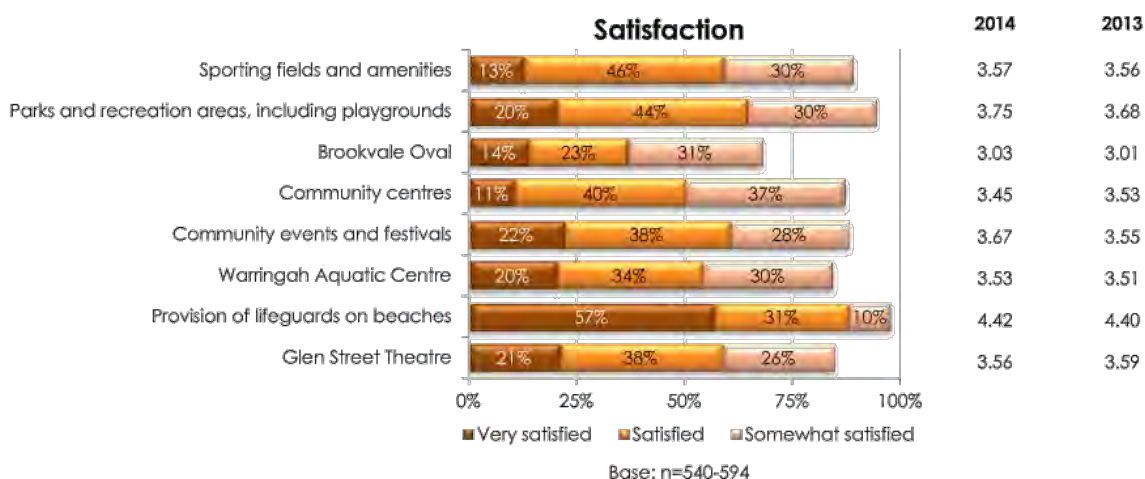
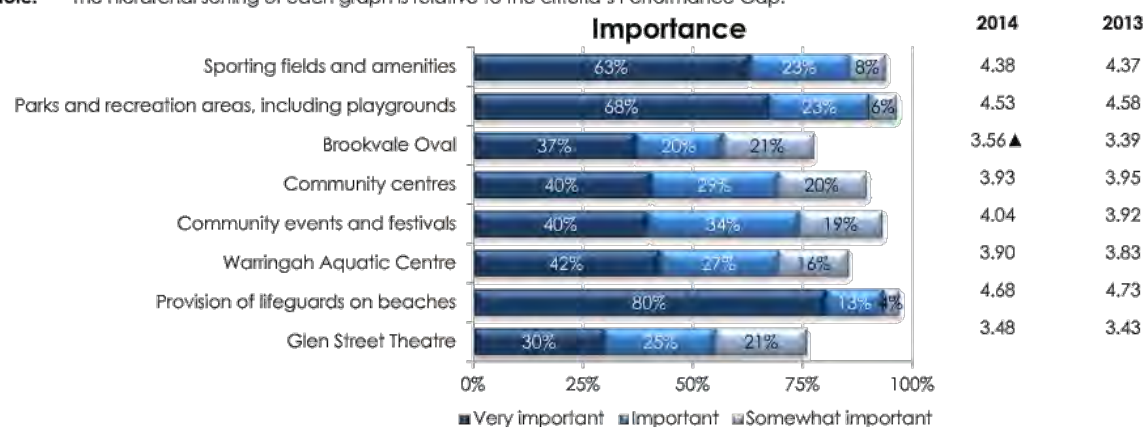


## Recreation Facilities & Services – Contributes To Almost 13% Of Overall Satisfaction With Council



## Importance/Satisfaction – Recreation Facilities & Services

**Note:** The hierarchical sorting of each graph is relative to the criteria's Performance Gap.



Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

▼▲ = A significantly lower/higher level of importance/satisfaction (by group)

	Performance Gap		Year on year difference
	2014	2013	
Sporting fields and amenities	0.81	0.81	0.00
Parks and recreation areas, including playgrounds	0.78	0.90	0.12
Brookvale Oval	0.53	0.38	-0.15
Community centres	0.48	0.42	-0.06
Community events and festivals	0.38	0.37	0.00
Warringah Aquatic Centre	0.37	0.32	-0.05
Provision of lifeguards on beaches	0.26	0.33	0.07
Glen Street Theatre	-0.08	-0.16	-0.08

## **Importance/Satisfaction – Recreation Facilities & Services**

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### **Overview of Rating Scores**

#### **Importance – overall**

Extremely high	Provision of lifeguards on beaches
	Parks and recreation areas, including playgrounds
Very high	Sporting fields and amenities
High	Community events and festivals
	Community centres
	Warringah Aquatic Centre
Moderate	Brookvale Oval
	Glen Street Theatre

#### **Importance – by age**

Residents aged 75+ considered 'Brookvale Oval' to be of higher importance than did those aged 18-74. Residents aged 65+ expressed a higher level of importance with 'community centres' and 'Glen Street Theatre' than did those aged 18-64.

#### **Importance – by gender**

Females assigned a higher level of importance to 'community centres' and 'community events and festivals'.

#### **Importance – by ward**

Residents of Ward C attributed a higher level of importance to 'Glen Street Theatre' than did those of Ward A and B.

#### **Importance – compared to 2013**

The importance of the 'Brookvale Oval' has significantly increased since 2013.

#### **Satisfaction – overall**

Very high	Provision of lifeguards on beaches
Moderately high	Parks and recreation areas, including playgrounds
	Community events and festivals
Moderate	Sporting fields and amenities
	Glen Street Theatre
	Warringah Aquatic Centre
	Community centres
	Brookvale Oval

#### **Satisfaction – by age**

Residents aged 18-24 were more satisfied with 'provision of lifeguards on beaches' than were those aged 25+ and those aged 65+ expressed a higher level of satisfaction with 'Glen Street Theatre' than were those aged 18-64.

#### **Satisfaction – by gender**

Females ascribed a higher level of satisfaction with 'community events and festivals' than males.

#### **Satisfaction – by ward**

There were no significant differences between wards.

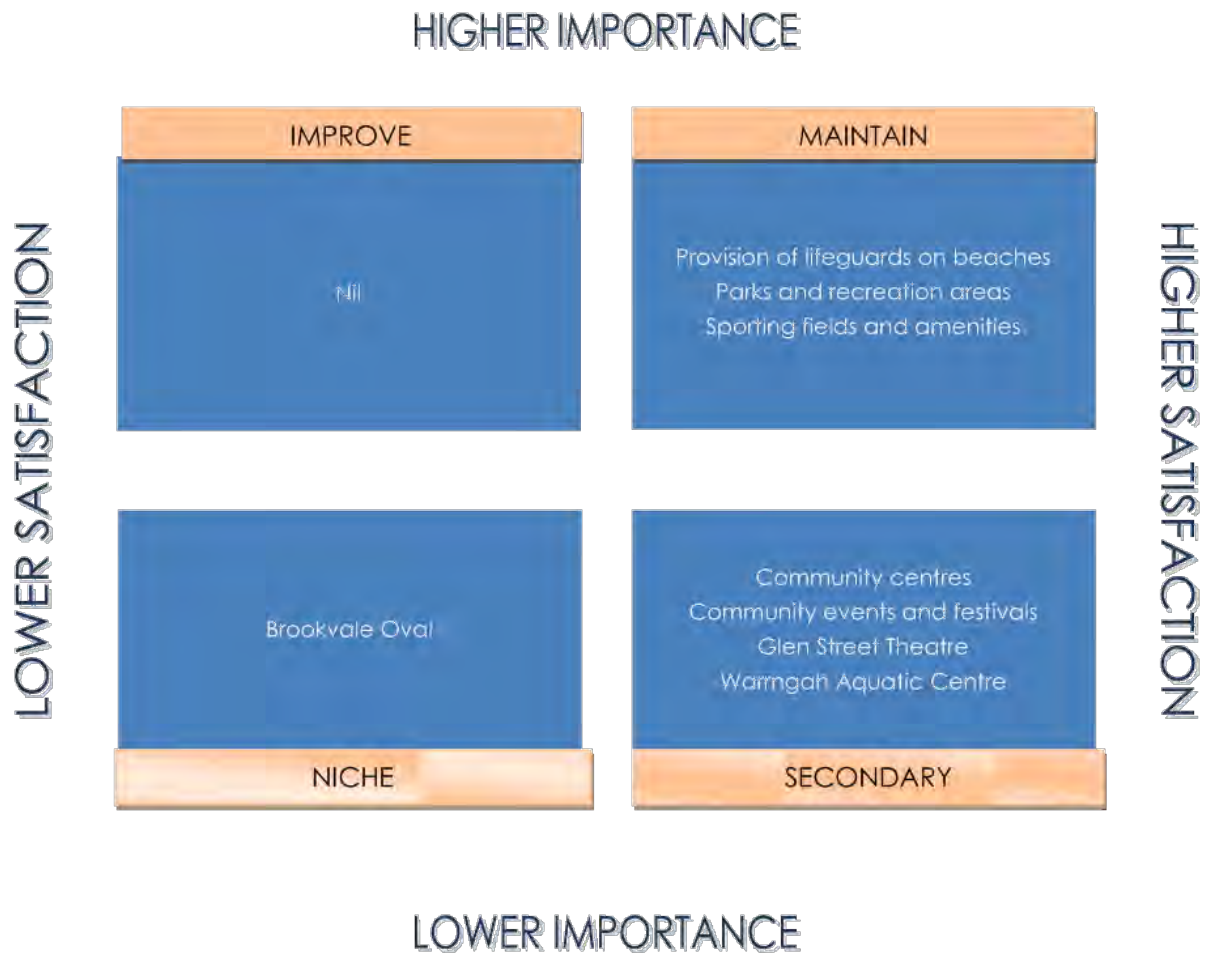
#### **Satisfaction – compared to 2013**

There were no significant differences in comparison to 2013.



## Importance/Satisfaction – Recreation Facilities & Services

### Quadrant Analysis



### Recommendations

Based on the stated outcomes analysis, Warringah Council needs to maintain resident satisfaction with:

- Provision of lifeguards on beaches
- Parks and recreation areas
- Sporting fields and amenities

## Importance/Satisfaction – Community Engagement

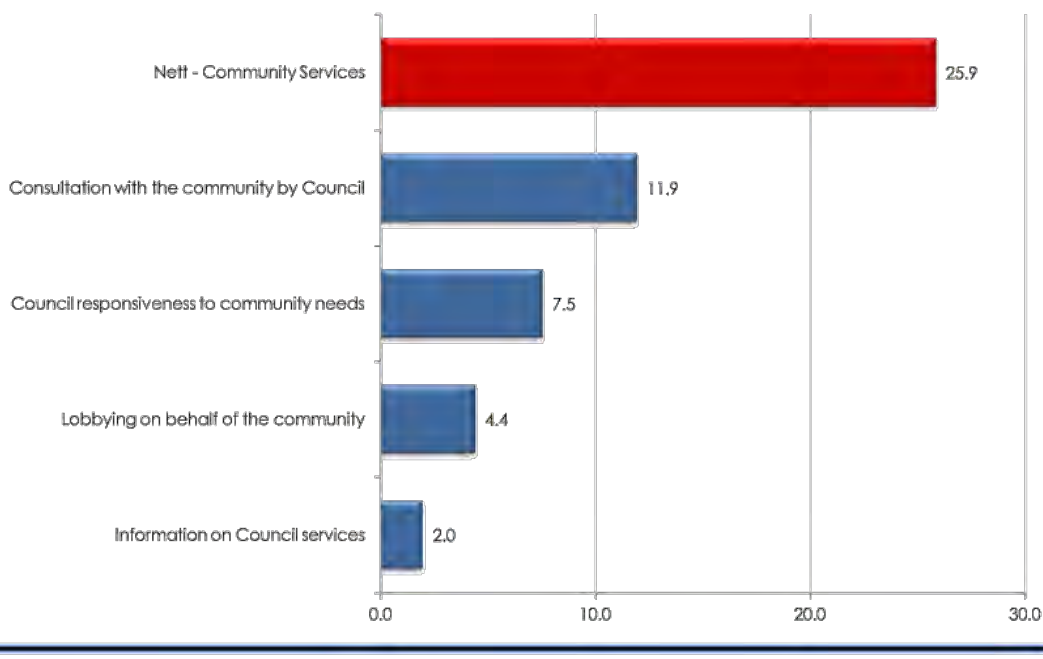
### Services and facilities explored included:

- Consultation with the community by Council
- Council responsiveness to community needs
- Information on Council services
- Lobbying on behalf of Council services

### Contribution to Overall Satisfaction with Council (Regression Data)

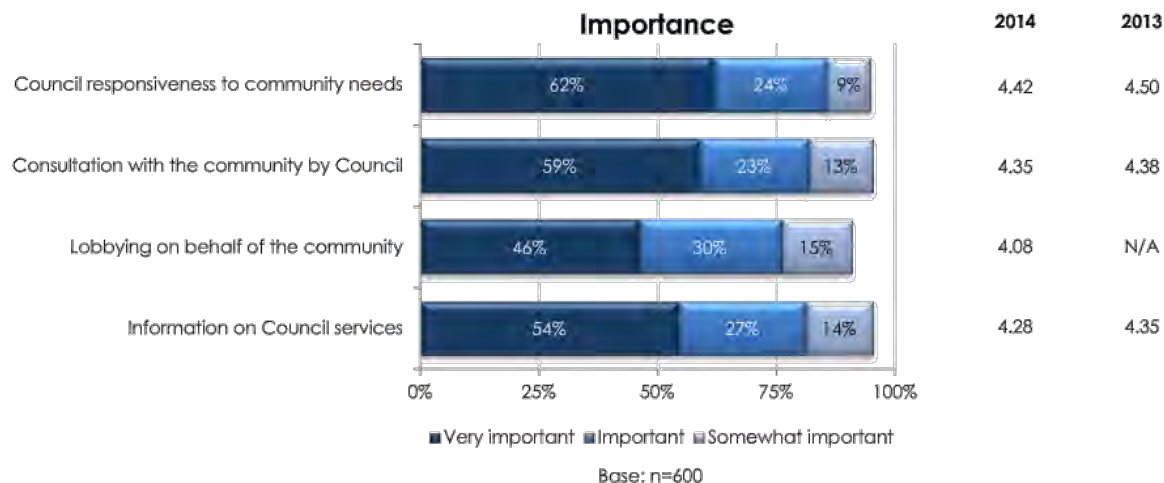
Council's performance in the areas below accounts for almost 26% of overall satisfaction, based on the regression analysis.

## Community Engagement – Contributes To Almost 26% Of Overall Satisfaction With Council



## Importance/Satisfaction – Community Engagement

**Note:** The hierarchal sorting of each graph is relative to the criteria's Performance Gap.



Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

▼▲ = A significantly lower/higher level of importance/satisfaction (by group)

	Performance Gap		Year on year difference
	2014	2013	
Council responsiveness to community needs	1.37	1.55	0.18
Consultation with the community by Council	1.34	1.35	0.01
Lobbying on behalf of the community	1.05	N/A	N/A
Information on Council services	0.90	0.91	0.01

## **Importance/Satisfaction – Community Engagement**

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### **Overview of Rating Scores**

#### **Importance – overall**

Very high	Council responsiveness to community needs Consultation with the community by Council Information on Council services
High	Lobbying on behalf of the community

#### **Importance – by age**

Residents aged 75+ expressed a higher level of importance with 'information on Council services' than did those aged 18-74.

#### **Importance – by gender**

Females assigned a higher level of importance to 'information on Council services'.

#### **Importance – by ward**

There were no significant differences between wards.

#### **Importance – compared to 2013**

There were no significant differences compared to 2013.

#### **Satisfaction – overall**

Moderate	Information on Council services Council responsiveness to community needs Lobbying on behalf of the community Consultation with the community by Council
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#### **Satisfaction – by age**

Residents aged 55-64 were less satisfied with 'Council responsiveness to community needs' than were those aged 18-54 and 65+.

Residents aged 75+ were more satisfied with 'information on Council services' than were those aged 18-74.

#### **Satisfaction – by gender**

There were no significant differences between genders.

#### **Satisfaction – by ward**

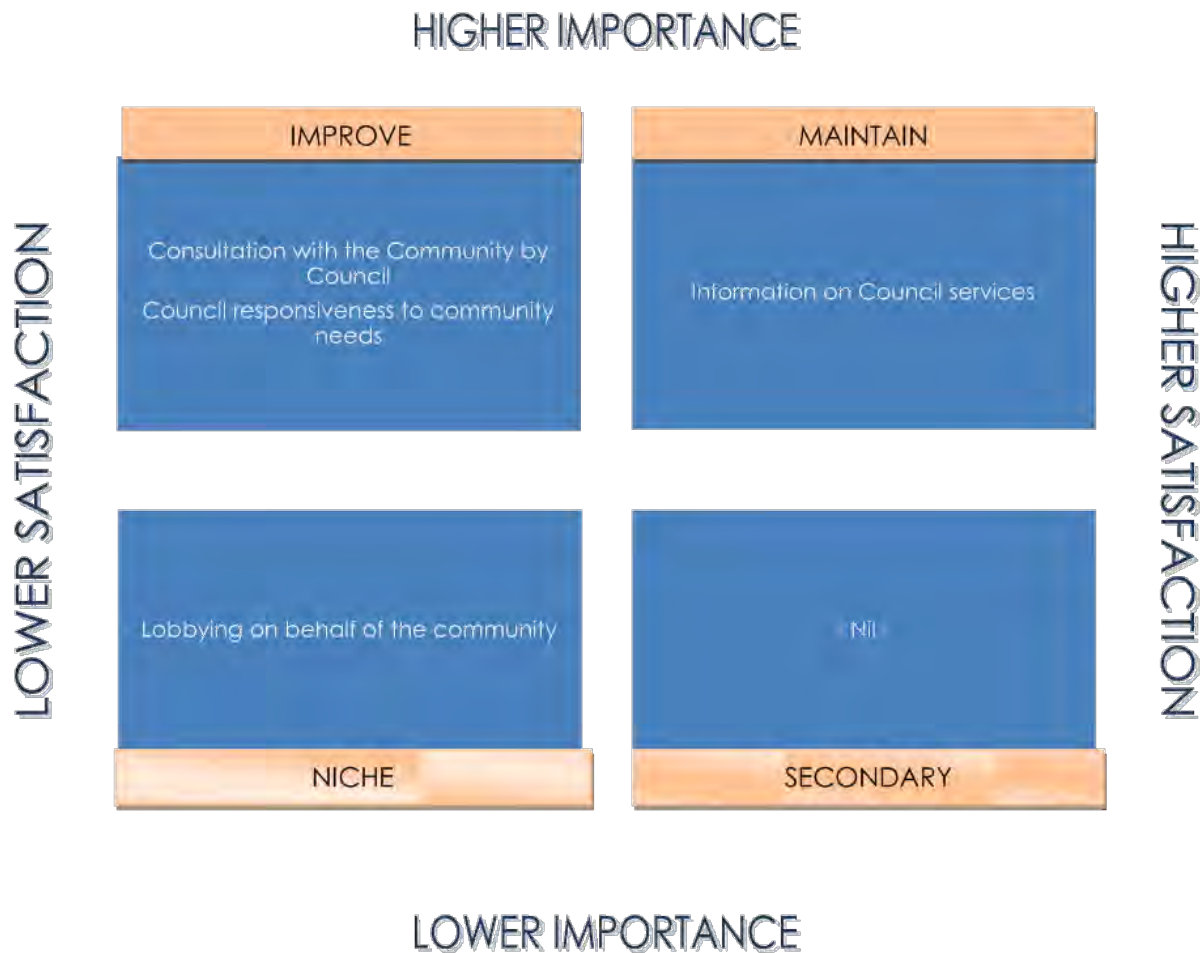
There were no significant differences between wards.

#### **Satisfaction – compared to 2013**

There were no significant differences compared to 2013.

## Importance/Satisfaction – Community Engagement

### Quadrant Analysis



### Recommendations

Based on the stated outcomes analysis, Warringah Council needs to improve:

- Consultation with the Community by Council
- Council responsiveness to community needs

Warringah Council also needs to maintain resident satisfaction with:

- Information on Council services



## Performance Gap Analysis

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### Identifying Priorities via Specialised Analysis (Explanation)

The specified research outcomes required us to measure both community importance and community satisfaction with a range of specific service delivery areas. In order to identify core priorities, we undertook a 2 step analysis process on the stated importance and rated satisfaction data, after which we conducted a third level of analysis. This level of analysis was a Shapley Regression on the data in order to identify which facilities and services are the actual drivers of overall satisfaction with Council.

By examining both approaches to analysis we have been able to:

1. Identify and understand the hierarchy of community priorities
2. Inform the deployment of Council resources in line with community aspirations

### Step 1. Performance Gap Analysis (PGA)

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Warringah Council and the expectation of the community for that service/facility.

In the table on the following page, we can see the 46 services and facilities that residents rated by importance and then by satisfaction.

When analysing the performance gaps, it is important to recognise that, for the most part, a gap of up to 1.0 is acceptable when the initial importance rating is 4.0+, as it indicates that residents consider the attribute to be of 'high' to 'very high' importance and that the satisfaction they have with Warringah Council performance on that same measure, is 'moderate' to 'moderately high'.

For example, 'facilities and services for people with a disability' was given an importance score of 4.19, which indicates that it is considered an area of 'extremely high' importance by residents. At the same time it was given a satisfaction score of 3.24, which indicates that residents have a 'moderate' satisfaction with Warringah Council performance and focus on that measure.

In the case of a performance gap such as for the 'Glen Street Theatre' (3.48 importance vs. 3.56 satisfaction), we can identify that the facility/service has 'moderate' importance to the broader community, but for residents who feel that this facility is important, it is providing a 'moderate' level of satisfaction.

## Performance Gap Analysis

When analysing performance gap data it is important to consider both stated satisfaction and the absolute size of the performance gap.

### Performance Gap Ranking

2013 Ranking	2014 Ranking	Service/Facility	Importance mean	Satisfaction mean	Performance gap
1	1	Traffic management	4.44	2.89	1.55
7	2	Managing residential development	4.46	3.00	1.46
3	3	Maintaining major roads	4.62	3.24	1.38
2	4	Council responsiveness to community needs	4.42	3.05	1.37
4	5	Consultation with the community by Council	4.35	3.01	1.34
5	6	Development approvals process	4.10	2.78	1.32
6	7	Maintaining local roads	4.50	3.19	1.31
16	8	Managing commercial development	4.13	2.91	1.22
12	9	Provision of car parking	4.17	2.97	1.20
9	9	Management of street trees	4.13	2.93	1.20
8	11	Condition of public toilets	3.90	2.75	1.15
17	12	Footpaths	4.23	3.10	1.13
11	13	Facilities and services for youth	4.14	3.05	1.09
14	14	Encouraging local industry and business	4.35	3.27	1.08
15	15	Environmental protection & enforcement	4.35	3.28	1.07
N/A	16	Lobbying on behalf of the community	4.08	3.03	1.05
9	17	Hygiene standards of retail food outlets	4.65	3.61	1.04
13	18	Management of waterways & lagoons	4.38	3.36	1.02
22	19	Facilities and services for people with disabilities	4.19	3.24	0.95
23	20	Facilities and services for older people	4.28	3.37	0.91
18	21	Information on Council services	4.28	3.38	0.90
26	22	Provision of street lighting	4.23	3.39	0.84
25	23	Sporting fields and amenities	4.38	3.57	0.81
20	23	Cleaning of public areas	4.39	3.58	0.81
19	25	Parks and recreation areas, including playgrounds	4.53	3.75	0.78
27	25	Council operates in an environmentally friendly way	4.30	3.52	0.78
32	27	Managing the impact of visitors to the area	4.06	3.34	0.72
28	28	Caring for bush areas	4.30	3.60	0.70
30	29	Cleaning of streets	4.08	3.39	0.69
37	30	Provision of childcare services	3.82	3.14	0.68
24	31	Management of local flooding	3.96	3.30	0.66
39	32	Bike paths	3.23	2.61	0.62
21	32	Maintenance of beaches and rock pools	4.53	3.91	0.62
34	34	Management and control of domestic pets	3.88	3.31	0.57
31	35	Household bulky item clean ups, including metals	4.25	3.70	0.55
35	36	Brookvale Oval	3.56	3.03	0.53
29	37	Household waste collection	4.77	4.25	0.52
33	38	Community centres	3.93	3.45	0.48
35	39	Community events and festivals	4.04	3.67	0.37
40	39	Warringah Aquatic Centre	3.90	3.53	0.37
41	41	Walking trails and tracks	3.70	3.40	0.30
42	42	Provision of services for people of culturally and linguistically diverse backgrounds	3.47	3.20	0.27
44	43	Bus shelters	3.55	3.29	0.26
38	43	Provision of lifeguards on beaches	4.68	4.42	0.26
43	45	Library services	4.05	3.94	0.11
45	46	Glen Street Theatre	3.48	3.56	-0.08

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

**Note:** Mean scores of previous years have been recalculated to a 1-5 scale to compare with the 2014 results

## Performance Gap Analysis

### Key Performance Gaps

When we examine the 15 largest performance gaps, we can identify that all the services or facilities have been rated as 'high' to 'extremely high' in importance. Resident satisfaction for all of these areas is between 3.28 and 2.75, which indicates that Warringah Council's perceived performance for these measures is considered to be 'moderately low' to 'moderate'.

Ranking	Service / Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Traffic management	4.44	2.89	1.55
2	Managing residential development	4.46	3.00	1.46
3	Maintaining major roads	4.62	3.24	1.38
4	Council responsiveness to community needs	4.42	3.05	1.37
5	Consultation with the community by Council	4.35	3.01	1.34
6	Development approvals process	4.10	2.78	1.32
7	Maintaining local roads	4.50	3.19	1.31
8	Managing commercial development	4.13	2.91	1.22
9	Provision of car parking	4.17	2.97	1.20
10	Management of street trees	4.13	2.93	1.20
11	Condition of public toilets	3.90	2.75	1.15
12	Footpaths	4.23	3.10	1.13
13	Facilities and services for youth	4.14	3.05	1.09
14	Encouraging local industry and business	4.35	3.27	1.08
15	Environmental protection & enforcement	4.35	3.28	1.07

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

The key outcomes of this analysis would suggest that, while there are opportunities for improvement in all areas, 'traffic management', 'managing residential development' and 'maintaining major roads' are the areas of least relative satisfaction.

**Note:** Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level.

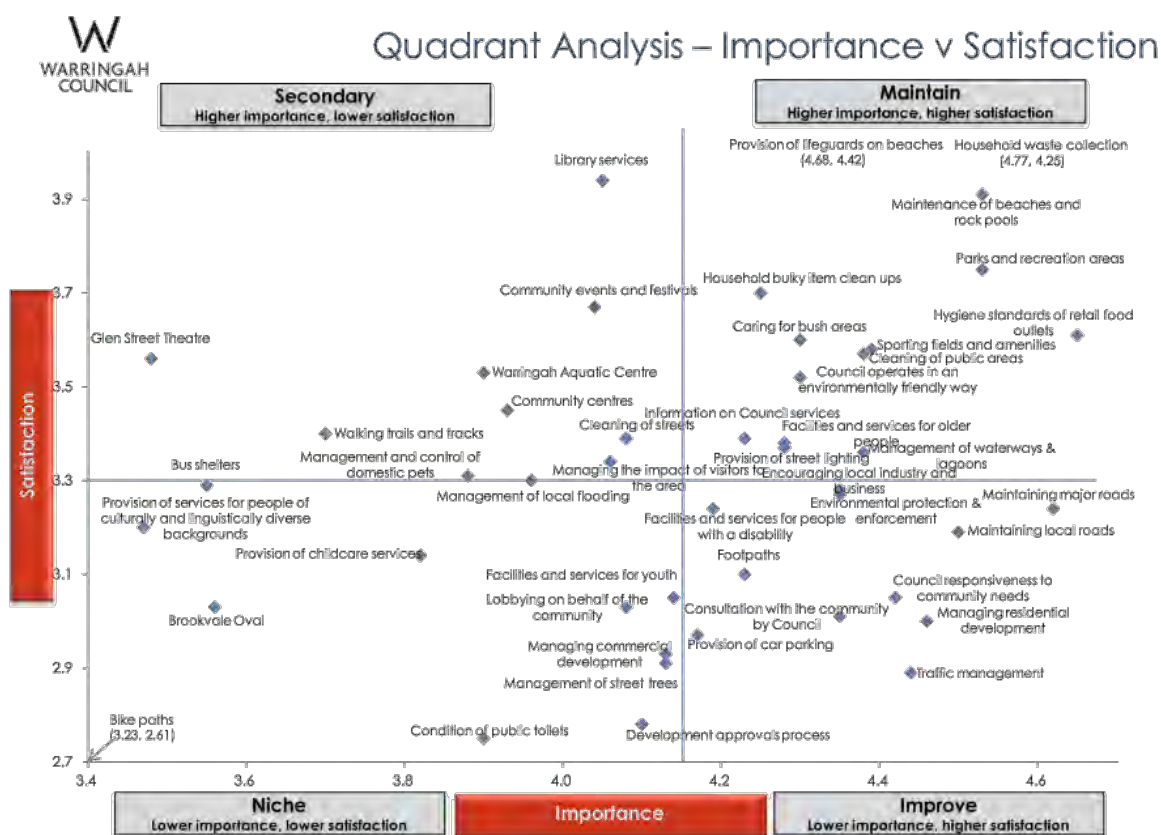
This is when we undertake step 2 of the analysis.

## Quadrant Analysis

### Step 2. Quadrant Analysis

Quadrant analysis combines the stated needs of the community and assesses Warringah Council's performance in relation to these needs.

This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the mean scores for stated importance and rated satisfaction to identify where the facility or service should be plotted. For these criteria, the average stated importance score was 4.16 and the average rated satisfaction score was 3.33. Therefore, any facility or service that received a mean stated importance score of  $\geq 4.16$  would be plotted in the higher importance section and, conversely, any that scored  $< 4.16$  would be plotted into the lower importance section. The same exercise is undertaken with the satisfaction ratings above, equal to, or below 3.33. Each service or facility is then plotted in terms of satisfaction and importance, resulting in its placement in one of four quadrants.





## Quadrant Analysis

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### Explaining the 4 quadrants

Attributes in the top right quadrant, **MAINTAIN**, such as 'household waste collection', are Council's core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

Attributes in the bottom right quadrant, **IMPROVE**, such as 'traffic management', are areas where Council is perceived to be currently under-performing and are key areas of concerns in the eyes of your residents. In the vast majority of cases you should aim to improve your performance in these areas to better meet the community's expectations.

Attributes in the bottom left quadrant, **NICHE**, such as the 'bike paths', are of a relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the top left quadrant, **SECONDARY**, such as 'Glen Street Theatre' are core strengths, but in relative terms they are less important than other areas and Council's servicing in these areas may already be exceeding expectation. Consideration could be given to rationalising focus in these areas as they are not community priorities for improvement.

Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially 'silos' facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of Council performance.

Residents' priorities identified in stated importance/satisfaction analysis often tend to be in areas that are problematic. No matter how much focus a Council dedicates to 'maintaining local roads', it will often be found in the **IMPROVE** quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to change the community's perception of Council's overall performance.

Therefore, in order to identify how Warringah Council can actively drive overall community satisfaction, we conducted further analysis.



## Regression Analysis

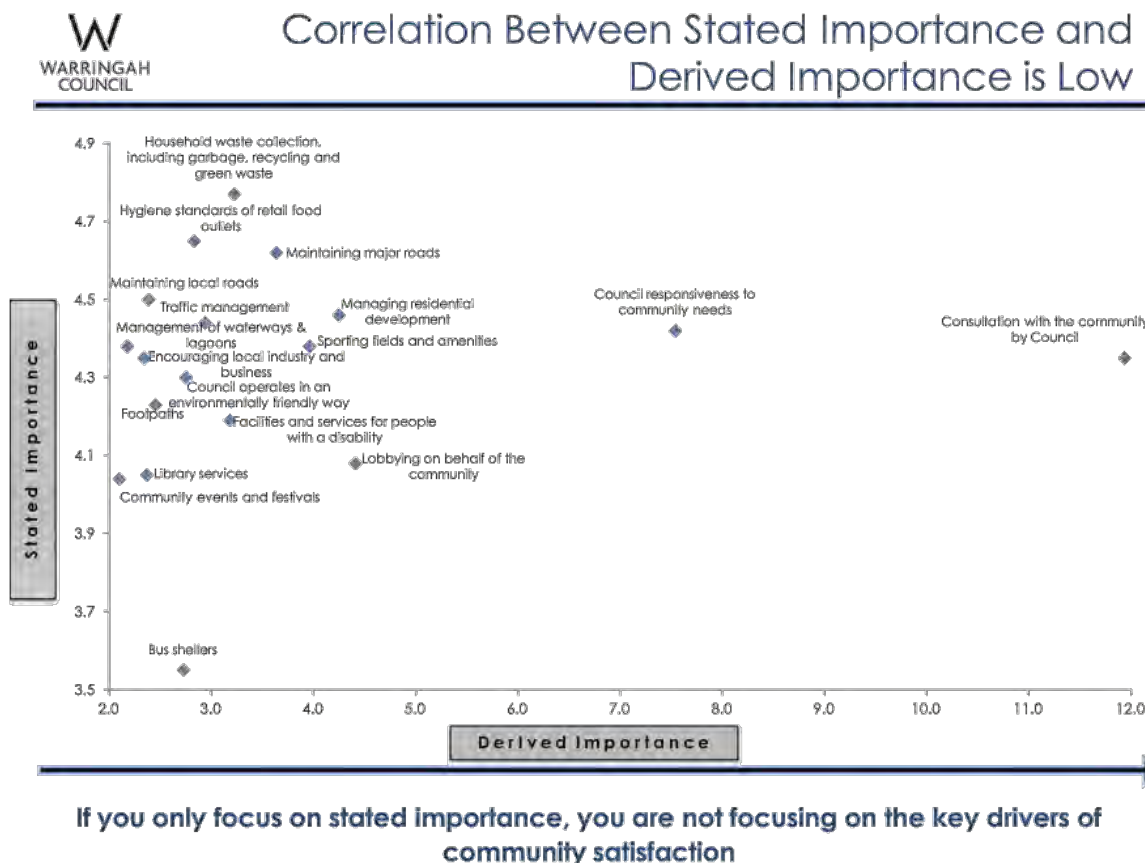
### The Shapley Value Regression

We recently finalised the development of a Council Satisfaction Model, to identify priorities that will drive overall satisfaction with Council.

This model was developed by conducting specialised analysis from over 30,000 LGA interviews conducted since 2005. In essence, it proved that increasing resident satisfaction by actioning the priorities that they stated as being important does not necessarily positively impact on overall satisfaction with the council. This regression analysis is a statistical tool for investigating relationships between dependent variable and explanatory variables.

### What Does This Mean?

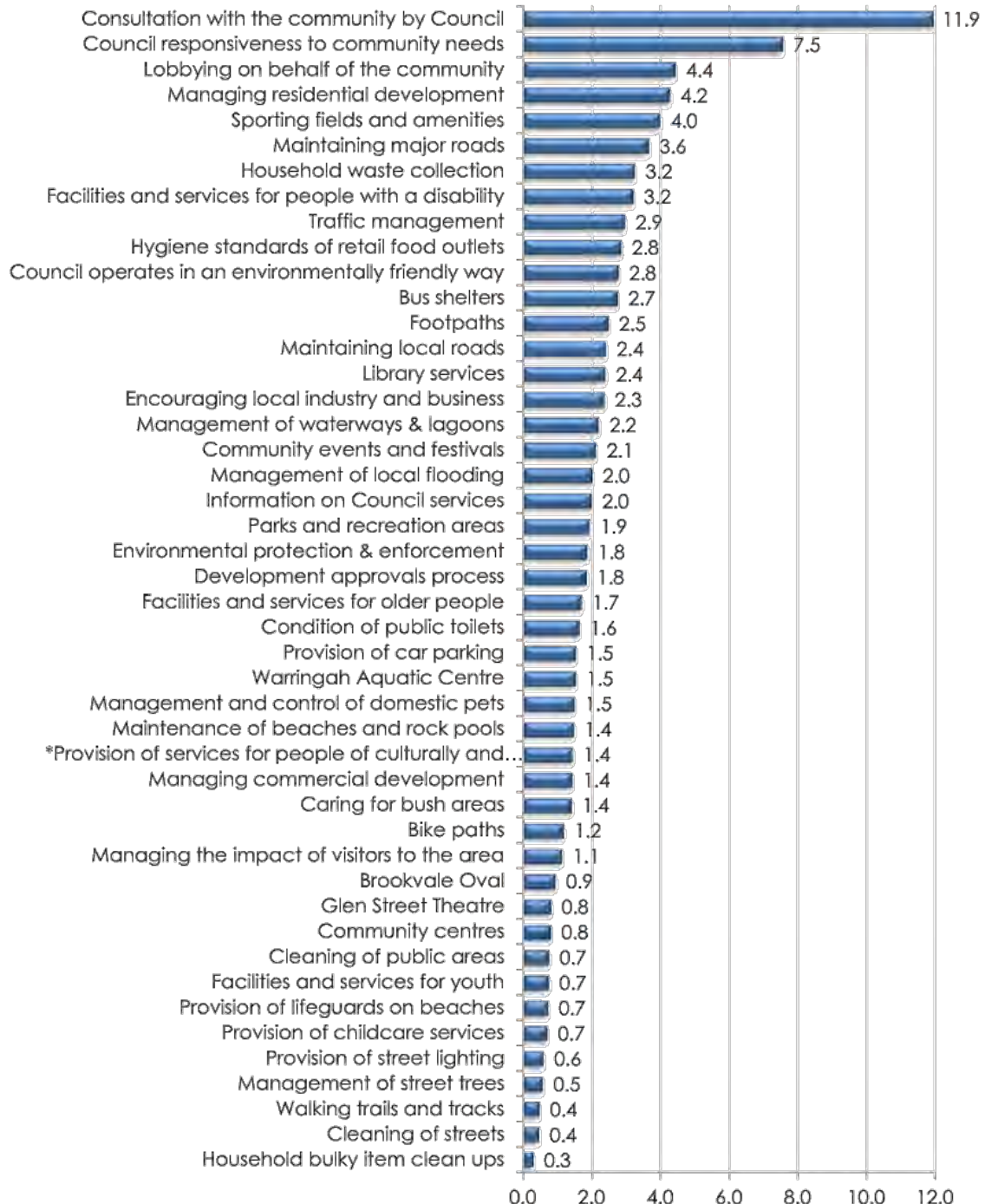
The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis we can identify the attributes that essentially build overall satisfaction. We call the outcomes 'derived importance'.



In the chart above, on the vertical axis of 'stated importance', all the facilities/services fall in relatively close proximity to each other (i.e. between approximately 3.5 & 4.9), however, on the horizontal axis the attributes are spread between 2.0 and 12.0. The further an attribute is found to the right of the horizontal axis of 'derived importance', the more it contributes in driving overall satisfaction with Council.

## Driving Overall Satisfaction with Council

Using regression analysis, we identified the variables that have the greatest influence on driving positive overall satisfaction with Council.



\*Provision of services for people of culturally and linguistically diverse backgrounds

## Driving Overall Satisfaction with Council

Using regression analysis, we identified the variables that have the greatest influence on driving positive overall satisfaction with Council.

### Summary

Whilst all 46 of the services/facilities are important to residents, the first 5 have an influence of more than 4% on how residents rate the performance of Council overall.

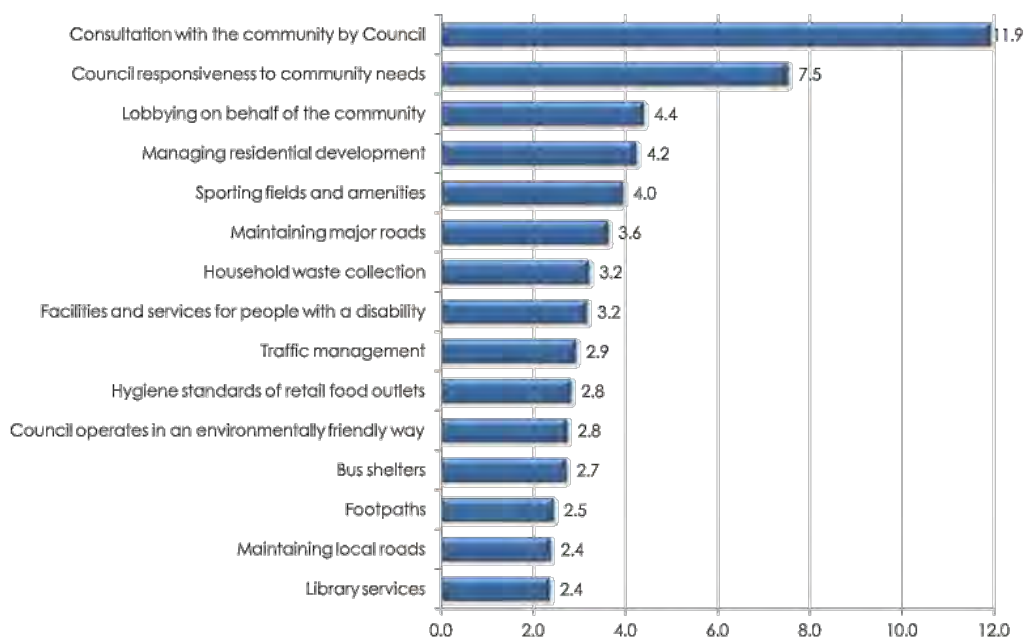
'Consultation with the community by Council' is the core driver, contributing to 11.9% of overall satisfaction with Council, but by comparison, the influence of the 'household bulky item clean ups' is only 0.3%.

These 15 services/facilities are the key community priorities and by addressing these, Warringah Council will improve community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council. For example, in the chart below 'consultation with the community by Council' contributes 11.9% towards overall satisfaction.

Based on the regression analysis, Council performance in the areas listed above contributes over 60% to overall satisfaction.



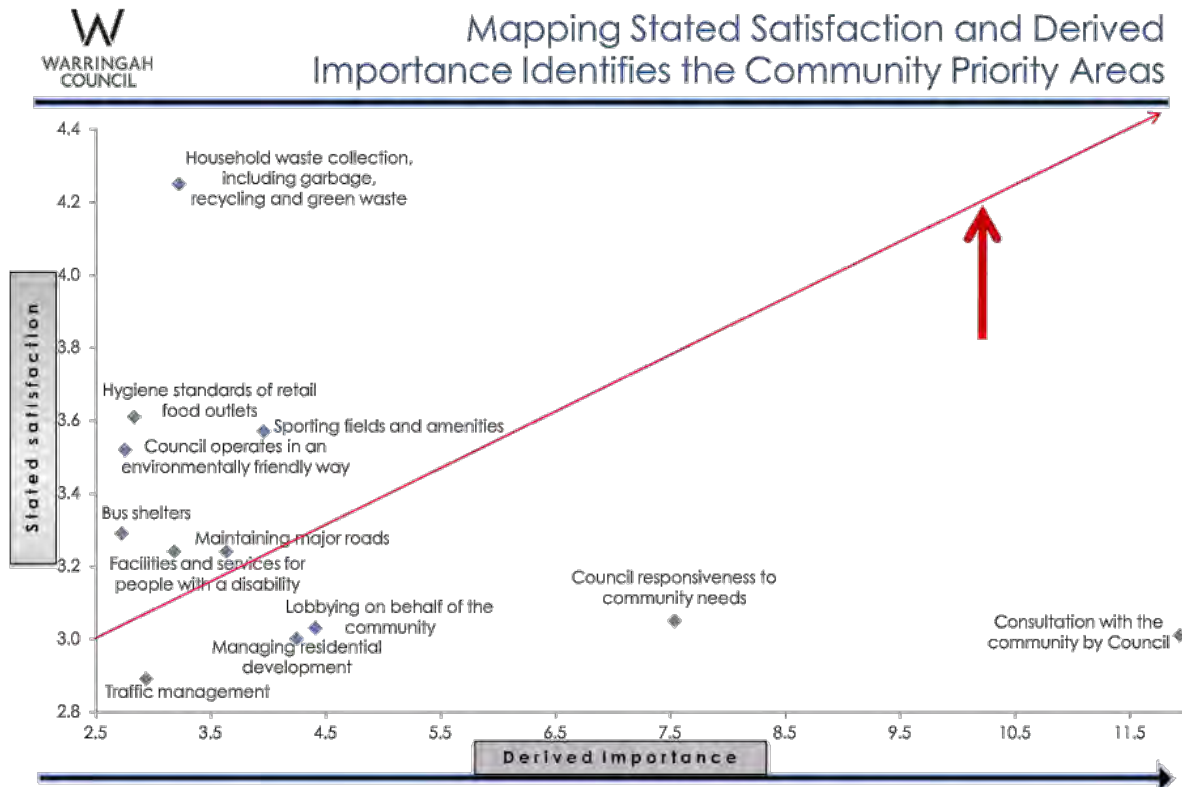
### These Top 15 Indicators Contribute To Over 60% Of Overall Satisfaction With Council



**The contributors to satisfaction are not to be misinterpreted as an indication of current dissatisfaction**

## Driving Overall Satisfaction with Council

If Warringah Council can address these core drivers, they will be able to improve resident satisfaction with their performance. In the chart below we can see that, for many of the core drivers, Council is already performing reasonably well. There are clear opportunities, however, to improve satisfaction with the services/facilities that fall below the diagonal line.



**The key driver of overall community satisfaction with Council revolves around consultation with the community by Council**

From a resident perspective, this analysis suggests that 'Council responsiveness to community needs' and the 'consultation with the community by Council' are priority areas that require attention and focus.

### Outcome

If Warringah Council can develop strategies to address the core drivers, they will be able to improve resident satisfaction with their performance.



## **Section C**

# **Communications**



## Sourcing Information on Council Services and Facilities

### Summary

Residents' predominant source of Council information were from the Manly Daily (88%)

Compared to 2013 there has been a significant decrease in Manly Daily readership however, information on Council services and facilities through social media has increased.

Residents aged 35-54 were significantly more likely to access information from the 'Council website' than were those aged 65+.

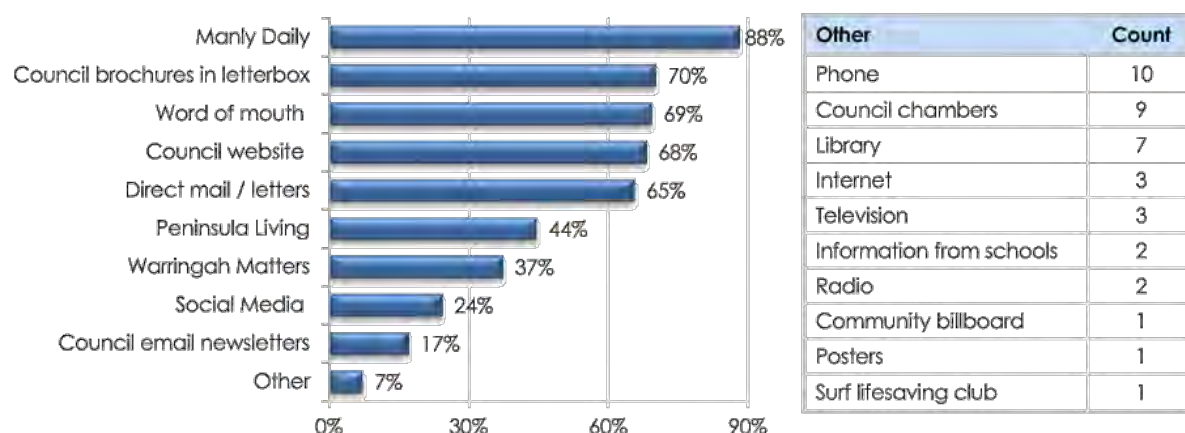
Residents aged 65-74 were significantly more likely to source information from 'Warringah Matters' than were those aged 18-24, from 'Peninsula Living' than those aged 18-64, and from 'Council brochures in letterbox' than were those aged 18-24.

Residents aged 75+ were significantly more likely to have sourced information from the 'Manly Daily' than were those aged 18-74.

Residents aged 18-24 were significantly more likely than were those aged 55-64 and 75+ to use 'Social Media' as a means of informing themselves of Council services and facilities.

Females were significantly more likely to source information on Council services and facilities from the 'Manly Daily'.

Q. Where do you source information on Council services and facilities?



Base: n=600

	2011	2012	2013	2014
Manly Daily	77%	94%	94%	88%▼
Council brochures in letterbox	51%	65%	69%	70%
Word of mouth	46%	53%	67%	69%
Council website	68%	60%	68%	68%
Direct mail / letters	39%	60%	61%	65%
Peninsula Living	32%	45%	48%	44%
Warringah Matters	19%	34%	35%	37%
Social Media	N/A	13%	13%	24%▲
Council email newsletters	N/A	N/A	14%	17%
Other	9%	3%	8%	9%
None	2%	0%	0%	0%

▼▲= A significantly lower/higher level (by group)

## Importance of Communications

### Summary

There has been a significant increase in the importance of 'Council website', 'Council brochures via letterbox', 'word of mouth', 'direct mail/letters', 'Warringah Matters', 'Council email newsletters' and 'social media' in comparison to 2013.

Residents aged 18-24 and 65+ were believed the importance of the 'Manly Daily' to be higher than did those aged 25-64.

Residents aged 75+ rated the importance of the 'Council website' significantly higher than did those aged 35-44.

Residents aged 65+ expressed a higher level of importance with 'Warringah Matters' and the 'Peninsula Living' than did those aged 18-64.

Residents aged 18-24 assigned a higher level of importance than did those aged 55-64 to 'social media'.

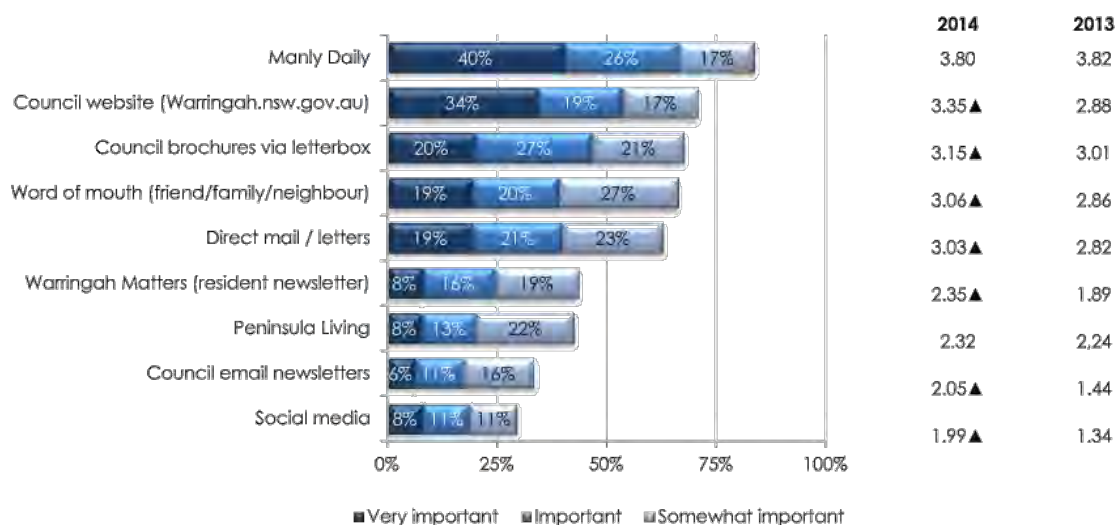
Females ascribed a higher level of importance to the 'Manly Daily', the 'Peninsula Living', 'direct mail/letters', 'word of mouth' and 'social media'.

Residents of Ward C attributed a significantly higher level of importance to the 'Council website' than those of Ward A and B and to 'Warringah Matters' than did those of Ward B.

Residents of Ward A believed the 'Peninsula Living' to be of a higher level of importance than did those of Ward B and C.

Residents of Ward A expressed a higher level of importance than those of Ward C with 'social media'.

*Q. How important a role do the following have in influencing your opinion on the performance of Council?*



Base: n=600

Scale: 1 = not at all important, 5 = very important

▼▲ = A significantly lower/higher level (by group)

**Note:** Mean scores of previous years have been recalculated to a 1-5 scale to compare with the 2014 results



## **Section D**

# **Contact with Council**

## Contact with Council Staff

### Summary

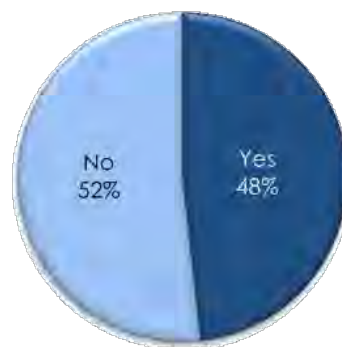
48% of residents claimed to have had contact with a Council staff member in the past 12 months.

Residents predominantly made contact with a Council employee by telephone (51%), followed by visiting Council office (17%) and face to face (outside of Council premises) (15%).

Residents aged 75+ contacted Council significantly more with visits to the Council office than did those aged 18-74.

Residents visited Council office significantly less in 2014 than in 2013 while making significantly more contact via e-mail.

Q. Have you had contact with a Council staff member in the past 12 months?

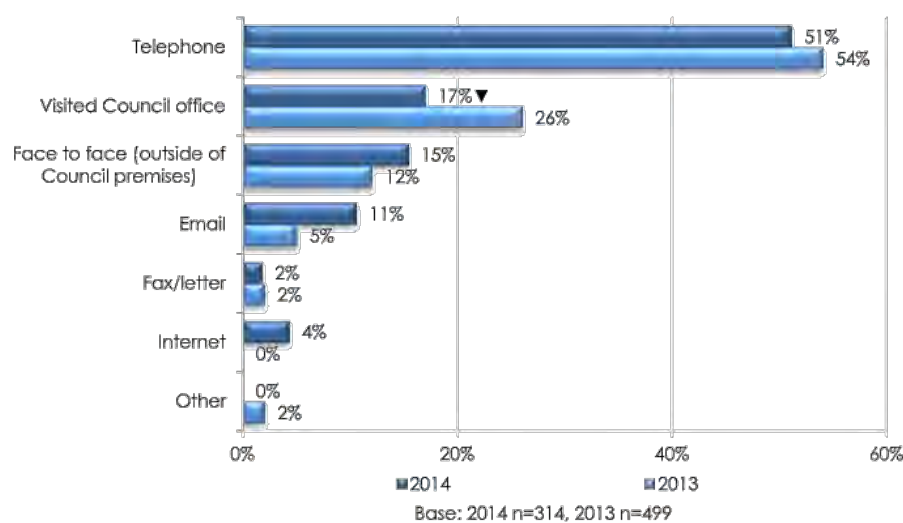


Base: n=600

	2013	2014
Yes	48%	48%
No	52%	52%

▼▲= significantly lower/higher level (by group)

Q. Thinking of your last interaction with a Council employee, how did you make contact?



## Nature of Contact

### Summary

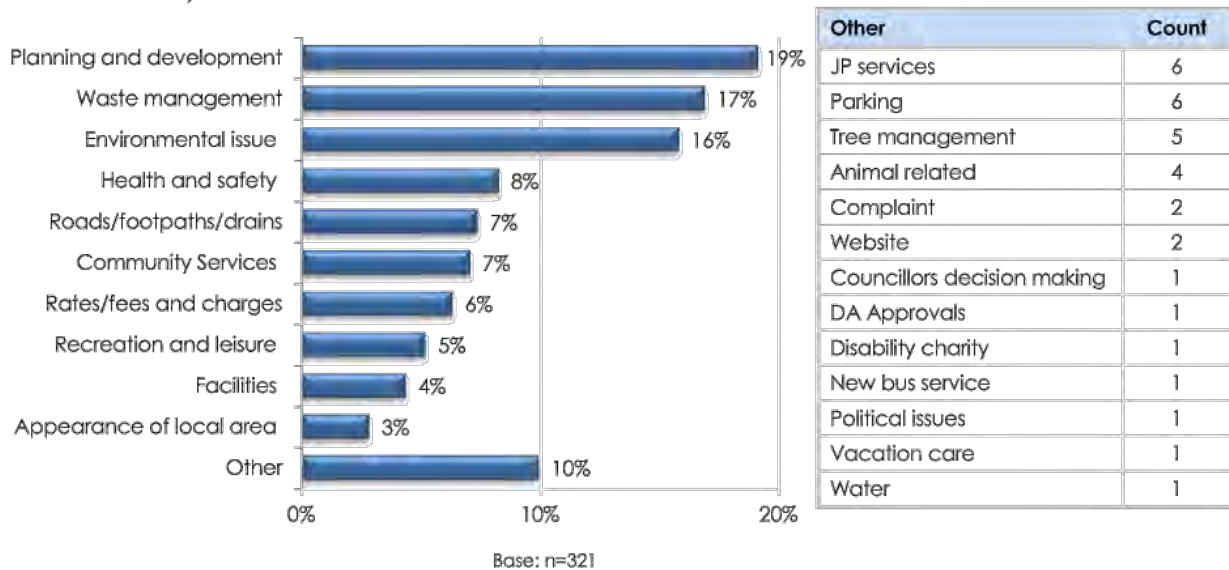
19% of residents contacted Council in regards to 'planning and development', followed by 'waste management' (17%) and 'environmental issue' (16%).

Residents aged 75+ were significantly more likely to contact Council than were those aged 18-74 in regards to 'rates/fees and charges'.

Residents of Ward A were significantly more likely to contact Council in relation to 'appearance of local area' than were residents of Ward B and C.

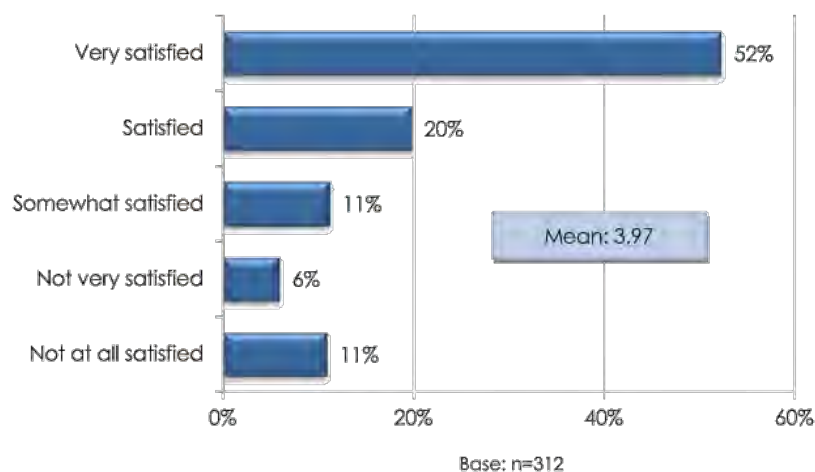
83% of residents were at least 'somewhat satisfied' with the outcome of their contact.

Q. What was your contact in relation to?



Q. How satisfied were you with the outcome of this contact?

Scale: 1 = Not at all satisfied, 5 = very satisfied





## Performance of Council Staff

### Summary

90% residents were 'somewhat satisfied', 'satisfied' and 'very satisfied with the overall performance of Council's staff in dealing with their enquiry.

The average satisfaction score has increased significantly from 3.96 to 4.14 and is above the Benchmark.

Residents aged 75+ were significantly more satisfied with the overall performance of Council staff than were those aged 55-64.

Females were significantly more satisfied with the overall performance of Council staff.

Q. How satisfied were you with the overall performance of Council's staff in dealing with your enquiry?

	Overall 2010	Overall 2011	Overall 2012	Overall 2013	Overall 2014	Micromex Benchmark
Mean ratings	3.64	3.73	3.87	3.81	4.14▲	3.90▼

**Note:** Mean scores of previous years have been recalculated to a 1-5 scale to compare with the 2014 results

	18 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65 – 74	75+
Mean ratings	4.41	4.12	4.11	4.17	3.62▼	4.34	4.46▲

	Male	Female	Ward A	Ward B	Ward C
Mean ratings	4.04▼	4.23▲	4.13	4.21	4.08

	2014
T2B Satisfaction %	78%
T3B Satisfaction %	90%

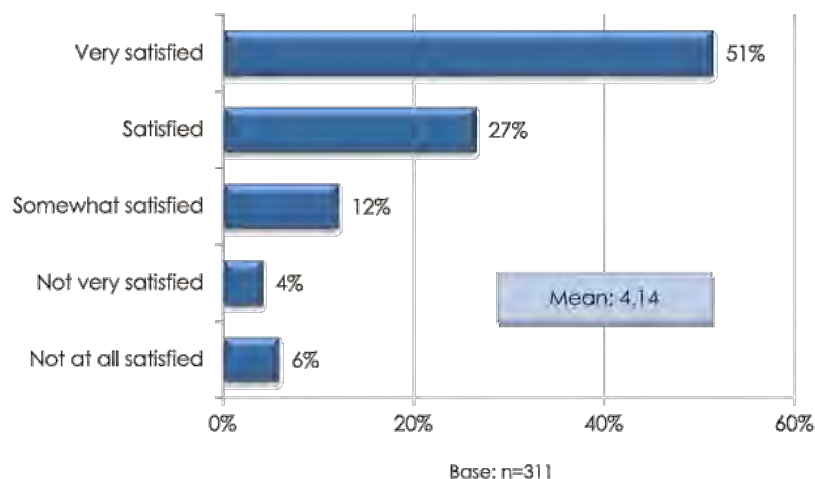
T2B = Top 2 Box (Satisfied, very satisfied)

T3B = Top 3 Box (Somewhat satisfied, satisfied, very satisfied)

**Note:** The 2014 percentage is the result of the top 3 satisfaction ratings

Scale: 1 = Not at all satisfied, 5 = very satisfied

▼▲= A significantly lower/higher level of satisfaction (by group)



## Performance of the Mayor and Councillors

### Summary

88% of residents indicated they were 'somewhat satisfied', 'satisfied' or 'very satisfied' with the overall performance of the Mayor and Councillors.

The mean satisfaction rating with the Mayor and Councillor performance improved from 3.22 in 2013 to 3.35 in 2014 which is on a par with the Micromex benchmark of 3.24.

Residents aged 18-24 were significantly more satisfied with the performance of Council than were those aged 25+.

Q. How satisfied are you with the overall performance of the Mayor and Councillors?

	Overall 2010	Overall 2011	Overall 2012	Overall 2013	Overall 2014	Micromex Benchmark
Mean ratings	2.82	3.00	3.36	3.22	3.35▲	3.24

**Note:** Mean scores of previous years have been recalculated to a 1-5 scale to compare with the 2014 results

	18 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65 – 74	75+
Mean ratings	3.57▲	3.27▼	3.29▼	3.38▼	3.31▼	3.39▼	3.41▼

	Male	Female	Ward A	Ward B	Ward C
Mean ratings	3.30	3.40	3.30	3.36	3.39

	2014
T2B Satisfaction %	43%
T3B Satisfaction %	88%

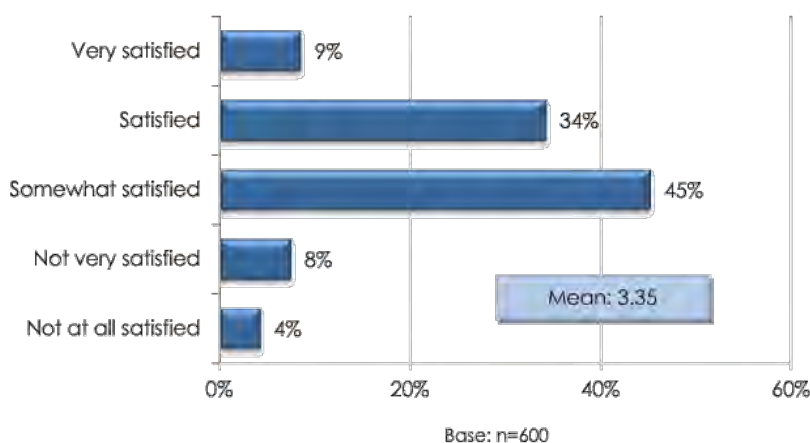
T2B = Top 2 Box (Satisfied, very satisfied)

T3B = Top 3 Box (Somewhat satisfied, satisfied, very satisfied)

**Note:** The 2014 percentage is the result of the top 3 satisfaction ratings

Scale: 1 = Not at all satisfied, 5 = very satisfied

▼▲= A significantly lower/higher level of satisfaction (by group)





## **Section E**

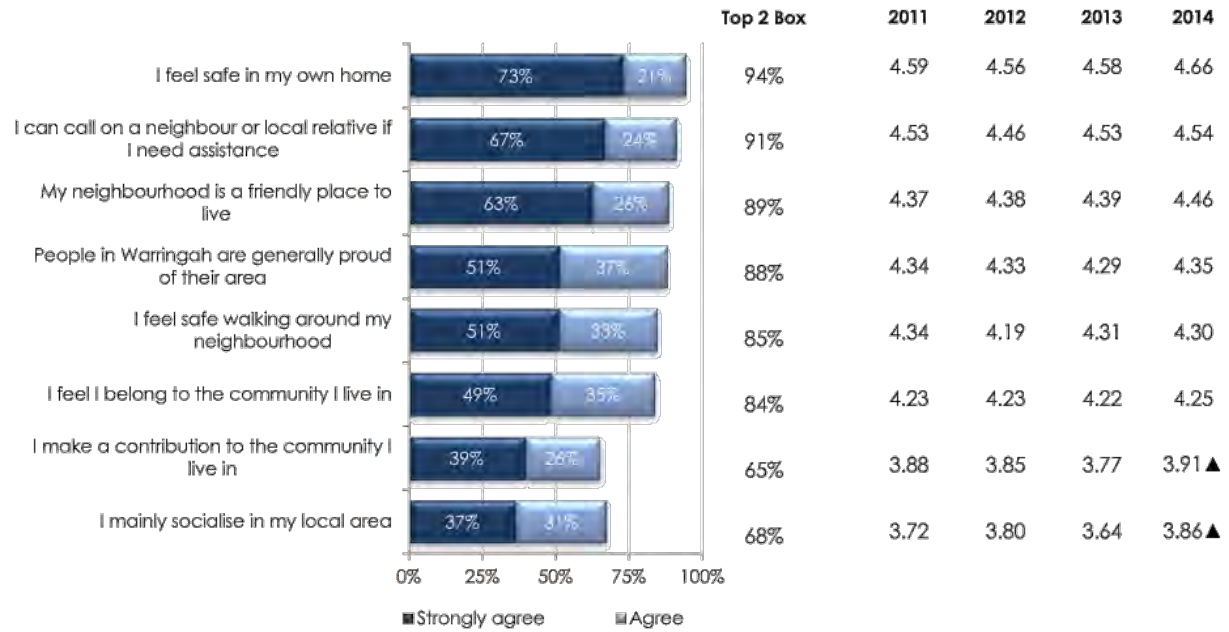
# **Community Pride and Connectedness**

## Community Pride and Connectedness

### Summary

There has been a significant increase in agreement with the statements 'I make a contribution to the community I live in' and 'I mainly socialise in my local area' compared to 2013 results.

Q. In this section I'd like to ask you a number of questions about your perceptions of your neighbourhood and Warringah as a place to live. Please rate the following statements:



Top 2 Box %: Strongly Agree & Agree  
 Scale: 1 = strongly disagree, 5 = strongly agree

## Community Pride and Connectedness

### Agreement – by age

Residents aged 55-64 were significantly less likely to agree with the statement 'I feel I belong to the community I live in' than those aged 18-54 and 65+.

### Agreement – by gender

Males were significantly more likely to agree with the statement 'I feel safe walking around my neighbourhood'.

Females were significantly more likely to agree with the statement 'I can call on a neighbour or local relative if I need assistance' and 'people in Warringah are generally proud of their area'.

### Agreement – by ward

There were no significant differences by ward.

	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
I feel safe in my own home	4.89	4.65	4.69	4.59	4.59	4.67	4.65
I feel safe walking around my neighbourhood	4.46	4.10	4.43	4.32	4.26	4.23	4.31
I can call on a neighbour or local relative if I need assistance	4.48	4.69	4.63	4.45	4.38	4.59	4.53
I feel I belong to the community I live in	4.12▲	4.21	4.39	4.20	3.97▼	4.39▲	4.49▲
My neighbourhood is a friendly place to live	4.56	4.52	4.47	4.39	4.32	4.51	4.54
I make a contribution to the community I live in	3.88	4.04	3.94	3.99	3.64	3.93	3.84
I mainly socialise in my local area	3.75	3.98	3.88	3.85	3.68	3.87	3.94
People in Warringah are generally proud of their area	4.41	4.40	4.34	4.28	4.30	4.37	4.41

	Male	Female	Ward A	Ward B	Ward C
I feel safe in my own home	4.71	4.62	4.65	4.68	4.65
I feel safe walking around my neighbourhood	4.47▲	4.14▼	4.28	4.27	4.35
I can call on a neighbour or local relative if I need assistance	4.47▼	4.62▲	4.56	4.56	4.52
I feel I belong to the community I live in	4.20	4.30	4.32	4.23	4.20
My neighbourhood is a friendly place to live	4.47	4.46	4.46	4.43	4.50
I make a contribution to the community I live in	3.83	3.98	3.79	3.90	4.03
I mainly socialise in my local area	3.76	3.95	3.95	3.86	3.75
People in Warringah are generally proud of their area	4.23▼	4.47▲	4.22	4.42	4.42

▼▲ = A significantly lower/higher level (by group)

Scale: 1 = strongly disagree, 5 = strongly agree





## **Section F**

# **Demographics**

## Demographics

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Q. Please stop me when I read out your age group.

	2014
18 – 24	9%
25 – 34	17%
35 – 44	22%
45 – 54	18%
55 – 64	14%
65 – 74	10%
57+	10%

Q. Which suburb do you live in?

	2014
French Forest	12%
Dee Why	11%
Collaroy / Collaroy Plateau	10%
North Curl Curl	6%
Beacon Hill	6%
Allambie / Allambie Heights	6%
Cromer	6%
Forestville	5%
Narrabeen	5%
Belrose	4%
North Balgowlah	4%
North Manly	4%
Narraweena	4%
Killamey Heights	3%
Terrey Hills	3%
Manly Vale	3%
Freshwater	2%
Curl Curl / South Curl Curl	2%
Queenscliff	2%
Wheeler Heights	1%
Davidson	1%
Brookvale	1%

Q. How long have you lived in the Warringah area?

	2014
6 months to 2 years	1%
3 – 5 years	6%
5 – 10 years	16%
More than 10 years	77%

Q. Gender.

	2014
Male	48%
Females	52%



## **Appendix A**

### **Data and Correlation Tables**

## Summary of Services

	Importance	Satisfaction
Household waste collection	4.77	4.25
Provision of lifeguards on beaches	4.68	4.42
Hygiene standards of retail food outlets	4.65	3.61
Maintaining major roads	4.62	3.24
Parks and recreation areas, including playgrounds	4.53	3.75
Maintenance of beaches and rock pools	4.53	3.91
Maintaining local roads	4.50	3.19
Managing residential development	4.46	3.00
Traffic management	4.44	2.89
Council responsiveness to community needs	4.42	3.05
Cleaning of public areas	4.39	3.58
Sporting fields and amenities	4.38	3.57
Management of waterways & lagoons	4.38	3.36
Consultation with the community by Council	4.35	3.01
Encouraging local industry and business	4.35	3.27
Environmental protection & enforcement	4.35	3.28
Council operates in an environmentally friendly way	4.30	3.52
Caring for bush areas	4.30	3.60
Information on Council services	4.28	3.38
Facilities and services for older people	4.28	3.37
Household bulky item clean ups, including metals	4.25	3.70
Footpaths	4.23	3.10
Provision of street lighting	4.23	3.39
Facilities and services for people with disabilities	4.19	3.24
Provision of car parking	4.17	2.97
Facilities and services for youth	4.14	3.05
Managing commercial development	4.13	2.91
Management of street trees	4.13	2.93
Development approvals process	4.10	2.78
Lobbying on behalf of the community	4.08	3.03
Cleaning of streets	4.08	3.39
Managing the impact of visitors to the area	4.06	3.34
Library services	4.05	3.94
Community events and festivals	4.04	3.67
Management of local flooding	3.96	3.30
Community centres	3.93	3.45
Warringah Aquatic Centre	3.90	3.53
Condition of public toilets	3.90	2.75
Management and control of domestic pets	3.88	3.31
Provision of childcare services	3.82	3.14
Walking trails and tracks	3.70	3.40
Brookvale Oval	3.56	3.03
Bus shelters	3.55	3.29
Glen Street Theatre	3.48	3.56
Provision of services for people of culturally and linguistically diverse backgrounds	3.47	3.20
Bike paths	3.23	2.61

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

## Importance/Satisfaction – Infrastructure and Basic Services

Importance mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Bus shelters	3.94	3.08	3.42	3.48	3.39	4.13	4.03
Traffic management	4.58	4.44	4.43	4.59	4.36	4.35	4.27
Provision of car parking	4.26	3.80	4.16	4.32	4.32	4.26	4.16
Footpaths	4.00	4.17	4.23	4.23	4.29	4.29	4.43
Condition of public toilets	3.77	3.69	4.11	3.86	3.87	4.01	3.93
Maintaining major roads	4.76	4.75	4.54	4.60	4.59	4.62	4.53
Maintaining local roads	4.48	4.46	4.44	4.56	4.58	4.49	4.53
Bike paths	2.91	3.29	3.64	3.55	2.92	2.66	2.96
Walking trails and tracks	3.49	3.41	3.92	3.92	3.67	3.71	3.47
Provision of street lighting	4.37	4.04	4.11	4.17	4.31	4.35	4.52

Importance mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Bus shelters	3.53	3.57	3.51	3.47	3.67	3.55
Traffic management	4.34	4.53	4.25	4.56	4.51	4.44
Provision of car parking	4.01	4.32	4.13	4.04	4.33	4.17
Footpaths	4.00	4.45	4.24	4.22	4.24	4.23
Condition of public toilets	3.62	4.17	3.97	3.85	3.89	3.90
Maintaining major roads	4.52	4.72	4.57	4.61	4.67	4.62
Maintaining local roads	4.38	4.62	4.43	4.52	4.55	4.50
Bike paths	3.20	3.26	3.29	3.27	3.12	3.23
Walking trails and tracks	3.64	3.75	3.81	3.78	3.50	3.70
Provision of street lighting	4.13	4.32	4.20	4.14	4.33	4.23

Scale: 1 = not at all important, 5 = very important



## Importance/Satisfaction – Infrastructure and Basic Services

Satisfaction mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Bus shelters	3.35	3.14	3.24	3.22	3.09	3.64	3.64
Traffic management	3.09	2.81	2.94	2.82	2.60	3.00	3.16
Provision of car parking	3.38	2.67	3.15	2.96	2.87	2.93	2.85
Footpaths	3.98	3.12	3.04	2.98	2.81	2.92	3.20
Condition of public toilets	2.84	2.54	2.93	2.70	2.66	2.79	2.74
Maintaining major roads	3.64	2.97	3.27	3.18	3.13	3.33	3.42
Maintaining local roads	3.46	3.00	3.19	3.15	3.10	3.25	3.40
Bike paths	2.69	2.56	2.86	2.61	2.41	2.29	2.64
Walking trails and tracks	3.65	2.86	3.68	3.52	3.34	3.41	3.28
Provision of street lighting	3.82	3.00	3.36	3.35	3.33	3.55	3.65

Satisfaction mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Bus shelters	3.30	3.28	3.30	3.26	3.31	3.29
Traffic management	2.89	2.90	2.92	2.88	2.88	2.89
Provision of car parking	2.88	3.06	2.99	2.98	2.95	2.97
Footpaths	3.11	3.09	3.22	3.11	2.98	3.10
Condition of public toilets	2.79	2.71	2.83	2.87	2.55	2.75
Maintaining major roads	3.26	3.23	3.19	3.22	3.31	3.24
Maintaining local roads	3.15	3.23	3.23	3.07	3.27	3.19
Bike paths	2.55	2.66	2.85	2.65	2.35	2.61
Walking trails and tracks	3.44	3.36	3.42	3.44	3.34	3.40
Provision of street lighting	3.42	3.36	3.39	3.43	3.35	3.39

Scale: 1 = not at all satisfied, 5 = very satisfied

### Importance/Satisfaction – Infrastructure and Basic Services

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Bus shelters	10%	13%	18%	28%	31%	100%	600
Traffic management	1%	4%	8%	24%	63%	100%	600
Provision of car parking	5%	4%	12%	27%	52%	100%	600
Footpaths	1%	5%	15%	28%	51%	100%	600
Condition of public toilets	7%	9%	16%	24%	44%	100%	600
Maintaining major roads	1%	1%	7%	18%	73%	100%	600
Maintaining local roads	0%	1%	8%	30%	61%	100%	600
Bike paths	21%	13%	18%	18%	30%	100%	600
Walking trails and tracks	8%	8%	21%	32%	31%	100%	600
Provision of street lighting	2%	3%	16%	29%	50%	100%	600

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Bus shelters	8%	10%	38%	31%	13%	100%	563
Traffic management	11%	20%	43%	21%	5%	100%	591
Provision of car parking	11%	18%	39%	27%	5%	100%	588
Footpaths	10%	18%	34%	28%	10%	100%	588
Condition of public toilets	15%	21%	41%	20%	3%	100%	545
Maintaining major roads	9%	12%	35%	35%	9%	100%	599
Maintaining local roads	7%	12%	40%	36%	5%	100%	597
Bike paths	22%	21%	35%	17%	5%	100%	536
Walking trails and tracks	7%	9%	34%	38%	12%	100%	555
Provision of street lighting	5%	14%	30%	40%	11%	100%	589

## Importance/Satisfaction – Waste Services

Importance mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Household waste collection	4.51	4.75	4.79	4.82	4.78	4.89	4.82
Household bulky item clean ups	3.93	3.89	4.17	4.48	4.24	4.53	4.67
Cleaning of streets	4.12	4.06	3.89	4.07	4.06	4.18	4.38
Cleaning of public areas	4.59	4.32	4.35	4.40	4.37	4.40	4.46

Importance mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Household waste collection	4.68	4.86	4.72	4.79	4.81	4.77
Household bulky item clean ups	4.15	4.35	4.09	4.38	4.29	4.25
Cleaning of streets	3.99	4.15	4.08	4.20	3.96	4.08
Cleaning of public areas	4.25	4.53	4.50	4.40	4.29	4.39

Scale: 1 = not at all important, 5 = very important

Satisfaction mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Household waste collection	4.46	4.01	4.20	4.22	4.27	4.42	4.38
Household bulky item clean ups	3.53	3.13	3.86	3.92	3.63	3.82	4.05
Cleaning of streets	4.01	3.40	3.60	3.24	3.27	2.96	3.18
Cleaning of public areas	3.89	3.54	3.81	3.49	3.34	3.38	3.52

Satisfaction mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Household waste collection	4.12	4.36	4.23	4.34	4.17	4.25
Household bulky item clean ups	3.60	3.79	3.69	3.84	3.58	3.70
Cleaning of streets	3.33	3.44	3.40	3.49	3.28	3.39
Cleaning of public areas	3.59	3.57	3.49	3.76	3.50	3.58

Scale: 1 = not at all satisfied, 5 = very satisfied

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Household waste collection	0%	0%	4%	14%	82%	100%	600
Household bulky item clean ups	2%	5%	14%	24%	55%	100%	600
Cleaning of streets	1%	5%	20%	33%	41%	100%	600
Cleaning of public areas	0%	2%	10%	33%	55%	100%	600

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Household waste collection	2%	3%	13%	33%	49%	100%	598
Household bulky item clean ups	5%	10%	21%	38%	26%	100%	594
Cleaning of streets	8%	11%	31%	34%	16%	100%	591
Cleaning of public areas	3%	8%	33%	42%	14%	100%	592

## Importance/Satisfaction – Environmental Services

Importance mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Caring for bush areas	4.39	4.06	4.13	4.44	4.34	4.35	4.58
Council operates in an environmentally friendly way	4.29	4.23	4.26	4.40	4.20	4.36	4.42
Environmental protection & enforcement	4.35	4.21	4.22	4.43	4.38	4.41	4.56
Maintenance of beaches and rock pools	4.59	4.35	4.59	4.62	4.51	4.60	4.47
Management and control of domestic pets	3.87	3.92	3.68	3.84	3.85	3.95	4.23
Management of local flooding	4.04	3.68	3.89	3.96	4.06	4.13	4.15
Management of waterways & lagoons	4.37	4.08	4.36	4.51	4.52	4.43	4.47
Management of street trees	4.10	3.85	4.00	4.24	4.23	4.28	4.45

Importance mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Caring for bush areas	4.12	4.46	4.18	4.41	4.29	4.30
Council operates in an environmentally friendly way	4.19	4.40	4.31	4.45	4.15	4.30
Environmental protection & enforcement	4.18	4.50	4.34	4.42	4.28	4.35
Maintenance of beaches and rock pools	4.39	4.67	4.59	4.67	4.34	4.53
Management and control of domestic pets	3.57	4.16	3.99	3.79	3.86	3.88
Management of local flooding	3.82	4.08	4.07	3.87	3.93	3.96
Management of waterways & lagoons	4.24	4.51	4.38	4.42	4.34	4.38
Management of street trees	3.94	4.31	4.05	4.14	4.21	4.13

Scale: 1 = not at all important, 5 = very important

Satisfaction mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Caring for bush areas	3.77	3.60	3.66	3.57	3.51	3.43	3.64
Council operates in an environmentally friendly way	3.70	3.58	3.59	3.40	3.39	3.55	3.48
Environmental protection & enforcement	3.74	3.02	3.34	3.35	3.13	3.13	3.35
Maintenance of beaches and rock pools	4.13	4.00	3.91	3.82	3.82	3.86	3.92
Management and control of domestic pets	3.93	3.05	3.35	3.26	3.20	3.27	3.36
Management of local flooding	3.91	3.02	3.35	3.32	3.19	3.17	3.31
Management of waterways & lagoons	3.66	3.23	3.47	3.34	3.09	3.27	3.52
Management of street trees	3.32	2.90	3.01	2.90	2.63	2.83	2.98

Satisfaction mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Caring for bush areas	3.58	3.61	3.62	3.50	3.66	3.60
Council operates in an environmentally friendly way	3.53	3.52	3.59	3.45	3.52	3.52
Environmental protection & enforcement	3.34	3.22	3.30	3.24	3.29	3.28
Maintenance of beaches and rock pools	3.89	3.93	3.94	3.93	3.87	3.91
Management and control of domestic pets	3.12	3.50	3.35	3.37	3.23	3.31
Management of local flooding	3.35	3.26	3.22	3.32	3.38	3.30
Management of waterways & lagoons	3.34	3.37	3.42	3.06	3.57	3.36
Management of street trees	2.92	2.93	3.01	2.90	2.86	2.93

Scale: 1 = not at all satisfied, 5 = very satisfied



### Importance/Satisfaction – Environmental Services

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Caring for bush areas	1%	4%	11%	34%	50%	100%	600
Council operates in an environmentally friendly way	1%	4%	13%	29%	53%	100%	600
Environmental protection & enforcement	1%	4%	11%	27%	57%	100%	600
Maintenance of beaches and rock pools	1%	3%	6%	22%	68%	100%	600
Management and control of domestic pets	3%	9%	21%	32%	35%	100%	600
Management of local flooding	4%	7%	19%	28%	42%	100%	600
Management of waterways & lagoons	1%	3%	11%	27%	58%	100%	600
Management of street trees	2%	3%	18%	34%	43%	100%	600

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Caring for bush areas	3%	7%	32%	42%	16%	100%	582
Council operates in an environmentally friendly way	3%	8%	36%	40%	13%	100%	573
Environmental protection & enforcement	7%	8%	44%	33%	8%	100%	580
Maintenance of beaches and rock pools	1%	4%	25%	44%	26%	100%	590
Management and control of domestic pets	7%	12%	37%	31%	13%	100%	574
Management of local flooding	8%	10%	36%	35%	11%	100%	561
Management of waterways & lagoons	6%	10%	36%	39%	9%	100%	588
Management of street trees	16%	19%	31%	26%	8%	100%	583



## Importance/Satisfaction – Community Services

Importance mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Facilities and services for people with disabilities	4.58	3.73	3.99	4.24	4.29	4.47	4.50
Facilities and services for older people	4.36	4.15	3.99	4.22	4.47	4.55	4.66
Facilities and services for youth	4.31	3.77	4.06	4.29	4.08	4.29	4.44
Library services	4.21	3.81	4.02	3.91	3.95	4.31	4.50
Provision of childcare services	3.90	3.94	3.92	3.58	3.66	3.89	3.88
Provision of services for people of culturally and linguistically diverse backgrounds	3.92	3.12	3.24	3.42	3.55	3.53	4.04

Importance mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Facilities and services for people with disabilities	4.10	4.27	4.27	4.21	4.09	4.19
Facilities and services for older people	4.13	4.42	4.44	4.20	4.22	4.28
Facilities and services for youth	3.99	4.28	4.25	4.14	4.04	4.14
Library services	3.87	4.22	4.01	4.14	4.00	4.05
Provision of childcare services	3.60	4.02	3.87	3.84	3.74	3.82
Provision of services for people of culturally and linguistically diverse backgrounds	3.30	3.63	3.73	3.38	3.30	3.47

Scale: 1 = not at all important, 5 = very important

Satisfaction mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Facilities and services for people with disabilities	3.47	2.94	3.29	3.27	3.11	3.26	3.50
Facilities and services for older people	3.82	2.78	3.41	3.29	3.37	3.49	3.75
Facilities and services for youth	3.38	2.91	3.14	2.94	2.91	3.06	3.15
Library services	4.08	3.63	4.06	3.91	3.76	4.18	4.19
Provision of childcare services	3.51	2.73	3.14	3.20	3.13	3.16	3.27
Provision of services for people of culturally and linguistically diverse backgrounds	3.58	2.91	3.30	3.25	3.07	3.19	3.25

Satisfaction mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Facilities and services for people with disabilities	3.23	3.25	3.33	3.30	3.09	3.24
Facilities and services for older people	3.31	3.42	3.56	3.39	3.15	3.37
Facilities and services for youth	3.05	3.06	3.04	3.25	2.89	3.05
Library services	3.84	4.04	3.85	4.21	3.80	3.94
Provision of childcare services	3.11	3.17	3.04	3.20	3.19	3.14
Provision of services for people of culturally and linguistically diverse backgrounds	3.10	3.31	3.32	3.19	3.10	3.20

Scale: 1 = not at all satisfied, 5 = very satisfied

## Importance/Satisfaction – Community Services

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Facilities and services for people with disabilities	5%	5%	12%	21%	57%	100%	600
Facilities and services for older people	3%	5%	10%	25%	57%	100%	600
Facilities and services for youth	3%	6%	13%	29%	49%	100%	600
Library services	3%	7%	18%	25%	47%	100%	600
Provision of childcare services	11%	11%	12%	17%	49%	100%	600
Provision of services for people of culturally and linguistically diverse backgrounds	10%	14%	22%	27%	27%	100%	600

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Facilities and services for people with disabilities	7%	10%	43%	33%	7%	100%	553
Facilities and services for older people	6%	9%	39%	36%	10%	100%	562
Facilities and services for youth	8%	15%	48%	22%	7%	100%	551
Library services	5%	3%	20%	36%	36%	100%	570
Provision of childcare services	12%	10%	41%	26%	11%	100%	519
Provision of services for people of culturally and linguistically diverse backgrounds	8%	9%	48%	26%	9%	100%	513

## Importance/Satisfaction – Planning & Development Services

Importance mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Development approvals process	3.76	4.15	4.00	4.19	4.32	4.12	4.06
Encouraging local industry and business	4.58	4.46	4.11	4.36	4.43	4.37	4.36
Hygiene standards of retail food outlets	4.70	4.75	4.53	4.52	4.79	4.67	4.69
Managing commercial development	3.87	3.85	4.12	4.24	4.31	4.36	4.24
Managing residential development	4.16	4.46	4.37	4.60	4.58	4.48	4.52
Managing the impact of visitors to the area	4.35	4.19	3.83	4.04	3.92	4.15	4.23

Importance mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Development approvals process	3.95	4.24	3.93	4.12	4.23	4.10
Encouraging local industry and business	4.17	4.52	4.37	4.43	4.26	4.35
Hygiene standards of retail food outlets	4.51	4.78	4.56	4.70	4.68	4.65
Managing commercial development	4.01	4.25	4.15	4.00	4.25	4.13
Managing residential development	4.30	4.61	4.35	4.54	4.50	4.46
Managing the impact of visitors to the area	3.86	4.25	4.04	4.16	3.99	4.06

Scale: 1 = not at all important, 5 = very important

Satisfaction mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Development approvals process	3.13	2.84	2.80	2.53	2.67	2.76	2.89
Encouraging local industry and business	3.44	3.47	3.18	3.11	3.11	3.31	3.40
Hygiene standards of retail food outlets	3.79	3.85	3.53	3.48	3.45	3.57	3.66
Managing commercial development	2.93	3.18	2.94	2.74	2.74	2.90	2.92
Managing residential development	3.18	3.54	2.99	2.64	2.71	2.84	3.10
Managing the impact of visitors to the area	3.37	3.48	3.34	3.28	3.18	3.34	3.42

Satisfaction mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Development approvals process	2.79	2.76	2.75	2.73	2.83	2.78
Encouraging local industry and business	3.13	3.40	3.31	3.23	3.26	3.27
Hygiene standards of retail food outlets	3.62	3.59	3.44	3.70	3.68	3.61
Managing commercial development	2.92	2.90	2.93	2.87	2.93	2.91
Managing residential development	2.98	3.01	3.03	3.00	2.96	3.00
Managing the impact of visitors to the area	3.26	3.42	3.30	3.34	3.39	3.34

Scale: 1 = not at all satisfaction, 5 = very satisfaction

### Importance/Satisfaction – Planning & Development Services

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Development approvals process	6%	5%	13%	24%	52%	100%	600
Encouraging local industry and business	2%	3%	10%	27%	58%	100%	600
Hygiene standards of retail food outlets	0%	3%	4%	18%	75%	100%	600
Managing commercial development	4%	3%	16%	29%	48%	100%	600
Managing residential development	3%	1%	7%	25%	64%	100%	600
Managing the impact of visitors to the area	4%	5%	17%	29%	45%	100%	600

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Development approvals process	14%	23%	39%	19%	5%	100%	560
Encouraging local industry and business	6%	9%	46%	31%	8%	100%	556
Hygiene standards of retail food outlets	2%	8%	32%	43%	15%	100%	586
Managing commercial development	8%	21%	46%	21%	4%	100%	560
Managing residential development	8%	22%	40%	22%	8%	100%	580
Managing the impact of visitors to the area	5%	10%	40%	36%	9%	100%	560

## Importance/Satisfaction – Recreation Facilities & Services

Importance mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Provision of lifeguards on beaches	4.88	4.48	4.69	4.70	4.66	4.71	4.81
Brookvale Oval	3.68	3.06	3.56	3.63	3.38	3.86	4.05
Community centres	3.71	3.66	3.85	3.93	3.91	4.23	4.47
Community events and festivals	4.03	4.21	4.04	4.01	3.85	3.97	4.19
Glen Street Theatre	3.36	3.14	3.28	3.39	3.37	4.08	4.31
Parks and recreation areas	4.38	4.52	4.63	4.48	4.49	4.54	4.62
Sporting fields and amenities	4.22	4.15	4.58	4.48	4.28	4.44	4.42
Warringah Aquatic Centre	3.98	3.46	4.02	3.96	3.77	4.12	4.15

Importance mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Provision of lifeguards on beaches	4.57	4.79	4.64	4.78	4.64	4.68
Brookvale Oval	3.56	3.55	3.77	3.67	3.25	3.56
Community centres	3.76	4.09	4.01	3.91	3.86	3.93
Community events and festivals	3.85	4.23	4.09	4.11	3.93	4.04
Glen Street Theatre	3.30	3.65	3.33	3.34	3.77	3.48
Parks and recreation areas	4.44	4.62	4.65	4.48	4.47	4.53
Sporting fields and amenities	4.31	4.45	4.36	4.42	4.36	4.38
Warringah Aquatic Centre	3.77	4.02	3.79	3.97	3.93	3.90

Scale: 1 = not at all important, 5 = very important

Satisfaction mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Provision of lifeguards on beaches	4.76	4.42	4.30	4.38	4.30	4.48	4.51
Brookvale Oval	3.64	2.80	2.97	2.98	2.82	3.10	3.19
Community centres	3.65	3.05	3.51	3.45	3.29	3.70	3.71
Community events and festivals	3.66	3.70	3.73	3.62	3.44	3.80	3.73
Glen Street Theatre	3.59	3.00	3.59	3.60	3.44	3.96	3.96
Parks and recreation areas	3.89	3.80	3.68	3.71	3.63	3.81	3.84
Sporting fields and amenities	3.74	3.38	3.58	3.53	3.44	3.70	3.77
Warringah Aquatic Centre	4.01	3.30	3.43	3.54	3.34	3.63	3.78

Satisfaction mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Provision of lifeguards on beaches	4.33	4.50	4.44	4.45	4.36	4.42
Brookvale Oval	3.00	3.06	3.05	3.09	2.95	3.03
Community centres	3.37	3.52	3.47	3.50	3.38	3.45
Community events and festivals	3.49	3.83	3.79	3.72	3.49	3.67
Glen Street Theatre	3.41	3.69	3.46	3.61	3.59	3.56
Parks and recreation areas	3.70	3.80	3.82	3.70	3.73	3.75
Sporting fields and amenities	3.57	3.56	3.56	3.55	3.59	3.57
Warringah Aquatic Centre	3.50	3.56	3.46	3.60	3.53	3.53

Scale: 1 = not at all satisfied, 5 = very satisfied





### Importance/Satisfaction – Recreation Facilities & Services

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Provision of lifeguards on beaches	2%	1%	4%	13%	80%	100%	600
Brookvale Oval	15%	7%	21%	20%	37%	100%	600
Community centres	5%	6%	20%	29%	40%	100%	600
Community events and festivals	3%	4%	19%	34%	40%	100%	600
Glen Street Theatre	13%	11%	21%	25%	30%	100%	600
Parks and recreation areas	2%	1%	6%	23%	68%	100%	600
Sporting fields and amenities	4%	2%	8%	23%	63%	100%	600
Warringah Aquatic Centre	8%	7%	16%	27%	42%	100%	600

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Provision of lifeguards on beaches	1%	1%	10%	31%	57%	100%	594
Brookvale Oval	16%	16%	31%	23%	14%	100%	545
Community centres	5%	7%	37%	40%	11%	100%	567
Community events and festivals	4%	8%	28%	38%	22%	100%	584
Glen Street Theatre	9%	6%	26%	38%	21%	100%	540
Parks and recreation areas	3%	3%	30%	44%	20%	100%	594
Sporting fields and amenities	5%	6%	30%	46%	13%	100%	587
Warringah Aquatic Centre	6%	10%	30%	34%	20%	100%	562

## Importance/Satisfaction – Community Engagement

Importance mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Consultation with the community by Council	4.15	4.50	4.22	4.34	4.38	4.48	4.36
Council responsiveness to community needs	4.58	4.35	4.30	4.41	4.50	4.46	4.48
Information on Council services	3.98	4.42	4.16	4.21	4.27	4.46	4.60
Lobbying on behalf of the community	4.03	4.15	4.04	4.11	4.18	4.04	3.96

Importance mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Consultation with the community by Council	4.28	4.41	4.28	4.36	4.39	4.35
Council responsiveness to community needs	4.30	4.53	4.42	4.48	4.35	4.42
Information on Council services	4.11	4.45	4.17	4.37	4.32	4.28
Lobbying on behalf of the community	3.95	4.20	4.00	4.16	4.07	4.08

Scale: 1 = not at all important, 5 = very important

Satisfaction mean ratings	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Consultation with the community by Council	3.24	2.94	3.10	2.82	2.78	3.05	3.34
Council responsiveness to community needs	3.32	3.04	3.13	2.90	2.75	3.11	3.27
Information on Council services	3.42	2.94	3.47	3.36	3.29	3.63	3.81
Lobbying on behalf of the community	3.31	3.06	3.10	2.82	2.86	3.05	3.08

Satisfaction mean ratings	Male	Female	Ward A	Ward B	Ward C	Overall
Consultation with the community by Council	2.97	3.05	3.06	2.85	3.10	3.01
Council responsiveness to community needs	3.01	3.09	3.14	3.02	2.99	3.05
Information on Council services	3.33	3.43	3.35	3.35	3.43	3.38
Lobbying on behalf of the community	2.97	3.09	3.12	2.95	3.01	3.03

Scale: 1 = not at all satisfied, 5 = very satisfied

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Consultation with the community by Council	2%	3%	13%	23%	59%	100%	600
Council responsiveness to community needs	2%	3%	9%	24%	62%	100%	600
Information on Council services	3%	2%	14%	27%	54%	100%	600
Lobbying on behalf of the community	5%	4%	15%	30%	46%	100%	600

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Consultation with the community by Council	9%	19%	44%	20%	8%	100%	575
Council responsiveness to community needs	8%	15%	47%	24%	6%	100%	574
Information on Council services	7%	11%	31%	38%	13%	100%	592
Lobbying on behalf of the community	7%	14%	52%	23%	4%	100%	556

## Overall Satisfaction with Council's Performance

Q. How would you rate the overall performance of Warringah Council as an organisation over the past 12 months?

	2010	2011	2012	2013	2014
Satisfaction %	57%	67%	79%	78%	91%*

**Note:** 2014 results are on a different scale and are not directly comparable

\*The 2014 percentage is the result of the top 3 satisfaction ratings

	Overall 2010	Overall 2011	Overall 2012	Overall 2013	Overall 2014	All of NSW LGA Benchmark
Mean ratings	3.05	3.10	3.40	3.35	3.50	3.31

18 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65 – 74	75+
3.88	3.40	3.49	3.51	3.35	3.48	3.54

Male	Female	Ward A	Ward B	Ward C
3.49	3.51	3.55	3.35	3.59

**Note:** Satisfaction scores of previous years have been recalculated to a 1-5 scale to compare with the 2014 results

Scale: 1= not at all satisfied, 5 = very satisfied

	2014
Very satisfied	9%
Satisfied	44%
Somewhat satisfied	38%
Not very satisfied	5%
Not at all satisfied	4%
Total	100%

Q. Over the last 12 months, what is your view of the direction of Warringah Council's overall performance? Has it improved, stayed the same or deteriorated?

	2014
Improved	27%
Stayed the same	66%
Deteriorated	7%
Total	100%

## Contact with Council

Q. Have you had contact with a Council staff member in the past 12 months?

	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Yes	25%	37%	57%	56%	48%	51%	54%
No	75%	63%	43%	44%	52%	49%	46%

	Male	Female	Ward A	Ward B	Ward C	Overall
Yes	50%	46%	43%	50%	52%	48%
No	50%	54%	57%	50%	48%	52%

Q. Thinking of your last interaction with a Council employee, how did you make contact?

	2014
Telephone	51%
Visited Council office	17%
Face to face (outside of Council premises)	15%
Email	11%
Fax/letter	2%
Internet	4%
Total	0%

## Performance of Council Staff

Q. How satisfied were you with the overall performance of Council's staff in dealing with your enquiry??

	2010	2011	2012	2013	2014
Satisfaction %	67%	74%	76%	75%	90%*

**Note:** \*2014 results are on a different scale and are not directly comparable  
The 2014 percentage is the result of the top 3 satisfaction ratings

	Overall 2010	Overall 2011	Overall 2012	Overall 2013	Overall 2014	Micromex Benchmark
Mean ratings	3.64	3.73	3.87	3.81	4.14	3.90

**Note:** Mean scores of previous years have been recalculated to a 1-5 scale to compare with the 2014 results

	18 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65 – 74	75+
Mean ratings	4.41	4.12	4.11	4.17	3.62	4.34	4.46

	Male	Female	Ward A	Ward B	Ward C
Mean ratings	4.04	4.23	4.13	4.21	4.08

Scale: 1= not at all satisfied, 5 = very satisfied

	2014
Very satisfied	51%
Satisfied	27%
Somewhat satisfied	12%
Not very satisfied	4%
Not at all satisfied	6%
Total	100%



## Performance of Mayor and Councillors

Q. How satisfied are you with the overall performance of the Mayor and Councillors?

	2010	2011	2012	2013	2014
Satisfaction %	29%	44%	59%	53%	88%*

**Note:** \*2014 results are on a different scale and are not directly comparable  
The 2014 percentage is the result of the top 3 satisfaction ratings

	Overall 2010	Overall 2011	Overall 2012	Overall 2013	Overall 2014	Micromex Benchmark
Mean ratings	2.82	3.00	3.36	3.22	3.35	3.24

**Note:** Mean scores of previous years have been recalculated to a 1-5 scale to compare with the 2014 results

	18 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65 – 74	75+
Mean ratings	3.57	3.27	3.29	3.38	3.31	3.39	3.41

	Male	Female	Ward A	Ward B	Ward C
Mean ratings	3.30	3.40	3.30	3.36	3.39

Scale: 1= not at all satisfied, 5 = very satisfied

	2014
Very satisfied	9%
Satisfied	34%
Somewhat satisfied	45%
Not very satisfied	8%
Not at all satisfied	4%
Total	100%

## Communications

Q. *Where do you source information on Council services and facilities?*

	2014
Manly Daily	87%
Council brochures in letterbox	70%
Word of mouth	69%
Council website	68%
Direct mail / letters	65%
Peninsula Living	44%
Warringah Matters	37%
Social Media	24%
Council email newsletters	17%
Other	9%

Q. *How frequently do you read the Manly Daily?*

	2014
5 times per week	51%
2 – 3 times per week	26%
Once per week	10%
A few times per month	4%
Less often	2%
Never	8%
Total	100%

Q. *In an average week, how many minutes or hours would you spend reading the Manly Daily?*

	2013	2014
Average time in minutes	74	73

## Communications

Q. How important a role do the following have in influencing your opinion on the performance of Council?

	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
Council website	3.43	3.50	3.89	3.47	3.19	2.98	2.27
Warringah Matters	2.12	2.20	2.18	2.22	2.43	2.76	2.85
Manly Daily	4.32	3.61	3.69	3.70	3.51	4.12	4.17
Peninsula Living	2.53	1.73	2.20	2.22	2.44	2.74	3.00
Direct mail / letters	3.16	2.99	2.89	2.86	2.96	3.31	3.43
Council brochures in letterbox	2.88	2.75	3.17	3.16	3.23	3.55	3.53
Word of mouth	3.18	3.21	3.06	3.05	2.85	2.98	3.05
Social Media	3.05	2.15	1.97	1.77	1.65	1.72	1.93
Council email newsletters	2.13	1.87	2.10	2.02	1.98	2.21	2.09

	Male	Female	Ward A	Ward B	Ward C	Overall
Council website	3.30	3.40	3.29	3.12	3.65	3.35
Warringah Matters	2.33	2.36	2.37	2.04	2.61	2.35
Manly Daily	3.54	4.05	3.94	3.65	3.82	3.80
Peninsula Living	2.17	2.47	2.59	2.17	2.21	2.32
Direct mail / letters	2.84	3.21	3.14	2.86	3.09	3.03
Council brochures in letterbox	3.10	3.21	3.19	3.00	3.26	3.15
Word of mouth	2.88	3.22	3.21	3.04	2.92	3.15
Social Media	1.79	2.19	2.33	1.91	1.75	3.06
Council email newsletters	2.13	1.97	2.08	1.93	2.12	2.05

Scale: 1= not at all important, 5 = very important

Q. How important a role do the following have in influencing your opinion on the performance of Council?

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Council website	23%	6%	17%	19%	34%	100%	600
Warringah Matters	41%	15%	19%	16%	8%	100%	600
Manly Daily	10%	6%	17%	26%	40%	100%	600
Peninsula Living	39%	19%	22%	13%	8%	100%	600
Direct mail / letters	19%	18%	23%	21%	19%	100%	600
Council brochures in letterbox	19%	13%	21%	27%	20%	100%	600
Word of mouth	19%	15%	27%	20%	19%	100%	600
Social Media	57%	13%	11%	11%	8%	100%	600
Council email newsletters	52%	14%	16%	11%	6%	100%	600

## Community Pride and Connectedness

*Q. In this section I'd like to ask you a number of questions about your perceptions of your neighbourhood and Warringah as a place to live. Please rate the following statements:*

	18 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75+
I feel safe in my own home	4.89	4.65	4.69	4.59	4.59	4.67	4.65
I feel safe walking around my neighbourhood	4.46	4.10	4.43	4.32	4.26	4.23	4.31
I can call on a neighbour or local relative if I need assistance	4.48	4.69	4.63	4.45	4.38	4.59	4.53
I feel I belong to the community I live in	4.12	4.21	4.39	4.20	3.97	4.39	4.49
My neighbourhood is a friendly place to live	4.56	4.52	4.47	4.39	4.32	4.51	4.54
I make a contribution to the community I live in	3.88	4.04	3.94	3.99	3.64	3.93	3.84
I mainly socialise in my local area	3.75	3.98	3.88	3.85	3.68	3.87	3.94
People in Warringah are generally proud of their area	4.41	4.40	4.34	4.28	4.30	4.37	4.41

	Male	Female	Ward A	Ward B	Ward C
I feel safe in my own home	4.71	4.62	4.65	4.68	4.65
I feel safe walking around my neighbourhood	4.47	4.14	4.28	4.27	4.35
I can call on a neighbour or local relative if I need assistance	4.47	4.62	4.56	4.56	4.52
I feel I belong to the community I live in	4.20	4.30	4.32	4.23	4.20
My neighbourhood is a friendly place to live	4.47	4.46	4.46	4.43	4.50
I make a contribution to the community I live in	3.83	3.98	3.79	3.90	4.03
I mainly socialise in my local area	3.76	3.95	3.95	3.86	3.75
People in Warringah are generally proud of their area	4.23	4.47	4.22	4.42	4.42

	Overall 2011	Overall 2012	Overall 2013	Overall 2014
I feel safe in my own home	4.59	4.56	4.58	4.66
I feel safe walking around my neighbourhood	4.53	4.46	4.53	4.54
I can call on a neighbour or local relative if I need assistance	4.37	4.38	4.39	4.46
I feel I belong to the community I live in	4.34	4.33	4.29	4.35
My neighbourhood is a friendly place to live	4.34	4.19	4.31	4.30
I make a contribution to the community I live in	4.23	4.23	4.22	4.25
I mainly socialise in my local area	3.88	3.85	3.77	3.91
People in Warringah are generally proud of their area	3.72	3.80	3.64	3.86

Scale: 1 = not at all satisfied, 5 = very satisfied

## Community Pride and Connectedness

Q. In this section I'd like to ask you a number of questions about your perceptions of your neighbourhood and Warringah as a place to live. Please rate the following statements:

	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	Total %	Base
I feel safe in my own home	0%	1%	5%	21%	73%	100%	600
I feel safe walking around my neighbourhood	2%	2%	12%	33%	51%	100%	600
I can call on a neighbour or local relative if I need assistance	1%	1%	6%	24%	67%	100%	600
I feel I belong to the community I live in	2%	2%	12%	35%	49%	100%	600
My neighbourhood is a friendly place to live	2%	2%	7%	26%	63%	100%	600
I make a contribution to the community I live in	4%	6%	25%	26%	39%	100%	600
I mainly socialise in my local area	4%	10%	18%	31%	37%	100%	600
People in Warringah are generally proud of their area	0%	3%	10%	37%	51%	100%	600





## **Appendix B**

# **Questionnaire**

**Warringah Council  
Community Survey  
May 2014**

Good morning/afternoon/evening, my name is \_\_\_\_\_ from Micromex Research and we are conducting a survey on behalf of Warringah Council on services and facilities they provide.

May I speak to the person in your household who is 18 years or older and had the most recent birthday?

The information provided by respondents is completely confidential and will help Council to better understand and meet the diverse needs of its residents.

**QS1. Before we start, I would like to check whether you or an immediate family member works for Warringah Council?**

Yes ☐ No ☐ (If yes, terminate survey)

**QS2. Which suburb do you live in? (terminate if outside area)**

**Ward A – Quota 200**

- |   |                                       |
|---|---------------------------------------|
| <input type="radio"/> Collaroy / Collaroy Plateau | <input type="radio"/> Narrabeen       |
| <input type="radio"/> Cromer                      | <input type="radio"/> Wheeler Heights |
| <input type="radio"/> Dee Why                     |                                       |

**Ward B – Quota 200**

- |   |                                       |
|---|---------------------------------------|
| <input type="radio"/> Allambie / Allambie Heights | <input type="radio"/> Narrabeena      |
| <input type="radio"/> Brookvale                   | <input type="radio"/> North Balgowlah |
| <input type="radio"/> Curl Curl / South Curl Curl | <input type="radio"/> North Curl Curl |
| <input type="radio"/> Freshwater                  | <input type="radio"/> North Manly     |
| <input type="radio"/> Manly Vale                  | <input type="radio"/> Queenscliff     |

**Ward C – Quota 200**

- |                                      |   |
|--------------------------------------|---|
| <input type="radio"/> Beacon Hill    | <input type="radio"/> Frenchs Forest    |
| <input type="radio"/> Belrose        | <input type="radio"/> Ingleside         |
| <input type="radio"/> Cottage Point  | <input type="radio"/> Killarney Heights |
| <input type="radio"/> Davidson       | <input type="radio"/> Ku-Ring-Gai Chase |
| <input type="radio"/> Duffy's Forest | <input type="radio"/> Oxford Falls      |
| <input type="radio"/> Forestville    | <input type="radio"/> Terrey Hills      |

**QS3. How long have you lived in the Warringah area?**

- ☐ Less than 6 months (If less than 6 months, terminate the survey)
- ☐ 6 months to 2 years
- ☐ 3 – 5 years
- ☐ 5 – 10 years
- ☐ More than 10 years

### Section 1 – Council Services and Facilities

**Q1. In this first section I will read out a list of services and facilities provided by Warringah Council. For each of these could you please rate the importance of the following services/facilities to you, and in the second part, your level of satisfaction with the performance of that service/facility?**

**The scale is from 1 to 5, where 1 is not at all important and not at all satisfied and 5 is very important or very satisfied.**

**(Note: These criteria will be randomised)**

#### **A1. Infrastructure and Basic Services**

	Importance					Satisfaction					
	1	2	3	4	5	1	2	3	4	5	DK
Bus shelters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of car parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Footpaths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining major roads (Pittwater/ Warringah Rds)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining local roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bike paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walking trails and tracks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of street lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### **B1. Waste Services**

	Importance					Satisfaction					
	1	2	3	4	5	1	2	3	4	5	DK
Household waste collection (including garbage, recycling and green waste)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Household bulky item clean ups (including metals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleaning of streets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleaning of public areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**C1. Environmental Services**

	Importance					Satisfaction					
	1	2	3	4	5	1	2	3	4	5	DK
Caring for bush areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council operates in an environmentally friendly way	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental protection & enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of beaches and rock pools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management and control of domestic pets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of local flooding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of waterways & lagoons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of street trees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**D1. Community Services**

	Importance					Satisfaction					
	1	2	3	4	5	1	2	3	4	5	DK
Facilities and services for people with disabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities and services for older people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities and services for youth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of childcare services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of services for people of culturally and linguistically diverse backgrounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**E1. Planning & Development Services**

	Importance					Satisfaction					
	1	2	3	4	5	1	2	3	4	5	DK
Development approvals process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging local industry and business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hygiene standards of retail food outlets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing commercial development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing residential development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing the impact of visitors to the area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**F1. Recreation Facilities & Services**

	Importance					Satisfaction					
	1	2	3	4	5	1	2	3	4	5	DK
Provision of lifeguards on beaches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brookvale Oval	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community events and festivals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glen Street Theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks and recreation areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sporting fields and amenities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Warringah Aquatic Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**G1. Community Engagement**

	Importance					Satisfaction					
	1	2	3	4	5	1	2	3	4	5	DK
Consultation with the community by Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council responsiveness to community needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information on Council services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lobbying on behalf of the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Section 2 – Communications**
**Q2. Where do you source information on Council services and facilities? Prompt**

- ☐ Council website (Warringah.nsw.gov.au)
- ☐ Warringah Matters (resident newsletter)
- ☐ Manly Daily
- ☐ Peninsula Living
- ☐ Direct mail / letters
- ☐ Council brochures in letterbox
- ☐ Word of mouth (friend/family/neighbour)
- ☐ Social Media (Facebook, twitter, etc)
- ☐ Council email newsletters
- ☐ Other (please specify) .....
- ☐ None

**Q3a. How frequently do you read the Manly Daily? Prompt**

- ☐ 5 times per week
- ☐ 2 – 3 times per week
- ☐ Once per week
- ☐ A few times per month
- ☐ Less often (If 'less often', go to Q4)
- ☐ Never (If 'never', go to Q4)

**Q3b. In an average week, how many minutes or hours would you spend reading the Manly Daily?**

.....(insert as minutes)



**Q4. How important a role do the following have in influencing your opinion on the performance of Council? Please rate on a scale of 1 to 5, where 1 is not at all important and 5 is very important.**  
**Prompt**

	Not at all important 1	Not very important 2	Somewhat important 3	Important 4	Very important 5
Council website (Warringah.nsw.gov.au)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Warringah Matters (resident newsletter)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manly Daily	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peninsula Living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct mail / letters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council brochures via letterbox	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Word of mouth (friend/family/neighbour)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council email newsletters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Section 3 – Performance of staff and Councillors**

**Q5a. Have you had contact with a Council staff member in the past 12 months**

Yes ☐ No ☐ (Go to Q6)

**Q5b. Thinking of your last interaction with a Council employee, how did you make contact? Prompt**

- ☐ Telephone
- ☐ Internet
- ☐ Email
- ☐ Fax/letter
- ☐ Visited Council office
- ☐ Face to face (outside of Council premises)
- ☐ Other (please specify).....

**Q5c. What was your contact in relation to?**

- ☐ Appearance of local area (e.g. litter/graffiti/vandalism)
- ☐ Community Services (e.g. childcare, youth services)
- ☐ Environmental issue (e.g. noise/pollution/ abandoned or illegally parked vehicles)
- ☐ Health and safety (e.g. food premises/animal control)
- ☐ Facilities (e.g. Libraries/Theatre/ Community Centres/ Amenities)
- ☐ Planning and development
- ☐ Rates/fees and charges
- ☐ Recreation and leisure (e.g. pools, parks, sportsgrounds, mowing /maintenance)
- ☐ Roads/footpaths/drains
- ☐ Waste management
- ☐ Trees
- ☐ Other (please specify).....

**Q5d. How satisfied were you with the outcome of this contact?**

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

**Q5e. How satisfied were you with the overall performance of Council's staff in dealing with your enquiry? *Prompt***

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

**Q6. This next question is about the Mayor and Councillors, who are responsible for all policy making decisions and the strategic direction of Council. How satisfied are you with the overall performance of the Mayor and Councillors? *Prompt***

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

**Section 4 – Overall Performance**

**Q7a. How would you rate the overall performance of Warringah Council as an organisation over the past 12 months? *Prompt***

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

**Q7b. In giving your rating, has any particular issue/s strongly influenced your view, either in a positive or a negative way?**

- ☐ Yes - Positive
- ☐ Yes - Negative
- ☐ No (If no, go to Q8)

**Q7c. (If yes), please describe the major issue/s that strongly influenced your rating? (up to 2)**

.....

.....

**Q7d Over the last 12 months, what is your view of the direction of Warringah Council's overall performance? Has it improved, stayed the same or deteriorated?**

- ☐ Improved
- ☐ Stayed the same
- ☐ Deteriorated

### Section 6 – Community Pride and Connectedness

In this section I'd like to ask you a number of questions about your perceptions of your neighbourhood and Warringah as a place to live.

**Q8.** I'm going to read out some statements and I'd like you to rate them on a scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agree

	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
<b>A. Safety</b>					
I feel safe in my own home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe walking around my neighbourhood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can call on a neighbour or local relative if I need assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>B. Social</b>					
I feel I belong to the community I live in	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My neighbourhood is a friendly place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make a contribution to the community I live in	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I mainly socialise in my local area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>C. Local Identity</b>					
People in Warringah are generally proud of their area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Section 7 – Demographics

**Q9.** Please stop me when I read out your age group. Prompt

- ☐ 18 - 24
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 - 54
- ☐ 55 - 64
- ☐ 65 - 74
- ☐ 75+
- ☐ Refused

As a participant in this research, you may be invited to participate in further community consultation, such as focus groups, about specific issues.

At this stage we are developing a register of interest in this and other consultation coming up in the future.

**Q10a. Would you be interested in registering your interest?**

Yes ☐ No ☐ (If no, go to end)

**Q10b. (If yes), May I please confirm your contact details?**

Title (Mr/Mrs/Ms etc) .....  
First name .....  
Surname .....  
Email .....  
Mobile .....  
Home telephone .....  
Street address .....  
Suburb .....  
Postcode .....

Thank you. You will receive a regular update from Council.

That completes our interview. Thank you very much for your time, enjoy the rest of your day/evening.

**Q11. Gender (determine by voice):**

☐ Male  
☐ Female

Council contact – Kate Lewis 02 9942 2731

## 1 Purpose

- To support the development and commissioning of a diverse range of permanent, temporary and ephemeral artworks in public places which contribute to the social, cultural, environmental and economic value of the area
- To support integration of public art into Council's capital works program to create high quality, innovative, distinctive and relevant public places
- To support local established and emerging artists and facilitate community participation
- To improve the quality of the built environment and enhance the relationship between the community and their urban landscape providing an increased sense of identity, place and pride
- To improve funding opportunities for public art including incorporation into capital works projects and private developments.

## 2 Aim

Warringah is a place where art and cultural activity are integrated into the public domain:

- Where local residents and visitors can participate and be engaged in their urban environment in a way that contributes to their understanding of the places and spaces in which they interact
- Where places are distinctive and reflect the history of the area while fostering the contemporary culture and ideas of the community
- Where places are injected with qualities such as imagination, creativity, magic, humanity and heart.

## 3 Principles

### a) Integration

Council recognises that public art is an integral part of the development of projects within the public domain. Integration means the identification and scoping of projects in the development phase of capital works projects.

Integration also refers to the public art itself – the artworks do not need to be an exclusive 'layer' in the design process and can be functional: for example, paving, seating, building design, lighting, play equipment etc

### b) Sense of Place

Council recognises that public art plays an important role in enhancing a sense of place for the Warringah community.

A sense of place is central to feelings of community identity and belonging. A sense of place captures and creates our desire to belong, not just to a community, but to the places around us. Public art contributes to a sense of place by humanising spaces and giving them a human voice and scale.

### c) Distinctiveness and Diversity

Public art can be a powerful medium to reflect diversity, share stories and connect us to the history of a place. These elements contribute to the uniqueness and individuality that make places distinct.

Council recognises that experiencing a diverse range of opinions and ideas that might be different from our own contributes to a strong and cohesive community. Public art can contribute to the richness and meaning of public spaces by offering experiences and values from a different perspective.

d) Imagination and Creativity

Public art provides an opportunity to celebrate the imagination and creativity not only of artists, but also of our community. There will be opportunities for monuments and memorials, but there is also room for colour, movement, originality, inspiration, and whimsy.

e) Community and Collaboration

Council recognises that public art is most effective when it is a collaboration. Collaboration in this sense could be between artist and designer, landscape architects, architects, planners and developers, or artist and the community.

The active participation of the community in the creation of public spaces can make a positive contribution to the development of public spaces, by enhancing a sense of belonging and place, and can be a factor in the reduction of vandalism.

f) Access and Equity

Public art should be accessible to all members of the community, irrespective of their age, ability or socioeconomic status.

Public art is usually considered to be a primarily visual experience, but it can also provide a range of sensory experiences. It can be tactile, aural, and/or aromatic as well as visual.

Artworks can be interactive and can include elements of play for adults and children.

g) Learning and Discovery

Public art has a unique opportunity to be able to educate and inspire people about the natural and urban environments and the history of the places around them.

Where appropriate, public art should contain an element of learning and discovery of the local picture through interactive and inspiring artworks.



#### h) Busking and Public Performance

Council recognises the valuable contribution public performance makes to enjoyment of public space and culture. Busking and public performance should be encouraged and facilitated where appropriate.

### 3 Planning and Commissioning Public Art

Public art is an important aspect of major public space design projects. Where appropriate public art will be considered in the preparation of concepts for streetscape and open space improvements.

Public art within or on Council owned or controlled land requires approval.

Council will support the development and commissioning of a diverse range of artworks in public places that adds to the social, cultural, environmental and economic value of the area. Consideration will be made to:

- Integrity of the work;
- relevance and appropriateness of the work to the context of the site;
- consistency with planning and environmental policies, design guidelines and Plans of Management;
- public safety and public access;
- sustainability of funding including ongoing maintenance; and
- maintenance and durability.

Council will encourage the provision of artworks in private developments where there is significant publicly accessible space.

The commissioning of local artists will be supported and encouraged.

Where appropriate, suitable levels of consultation will be held.

### 4 Maintenance and decommissioning of Public Art

Council will carry out regular cleaning and maintenance work of public art where required, allowing for normal wear and tear. Any minor repairs which can be carried out by Council without interfering with the integrity of the original works will be undertaken without reference to the artist. Where Council determines the original artist's involvement is required, the artist will provide their services for a fair and reasonable fee. Where Council considers the proposed fee is not fair and reasonable, Council will have the right to seek the services of another artist.

Where the work has been severely damaged or has lost the original intent or relevance, or Council is redeveloping the area, Council has the right to decommission the work and make reasonable effort to contact artist.

Where appropriate, suitable levels of consultation will be held.

## 5 Risk Assessment

When applying this policy, Council will consider the Enterprise Risk Management Framework Policy PL 700.

## 6 Authorisation

1. This revised Policy was adopted by Council on XXXXXX
2. It is due for review on XXXXXX

## 7 Amendments

Amendments to this Policy were reported to Council at their meeting 26 August 2014.

## 8 Who is responsible for implementing this Policy?

Group Manager, Community Services

## 9 Document owner

Group Manager, Community Services

## 10 Related Council Policies

- a) Grants and Sponsorship Policy - PL 011
- b) Memorials, Plaques and Naming of Assets Policy - PL 360
- c) Public Space - Warringah Design Guidelines STR-PR 350
- d) Enterprise Risk Management Framework Policy - PL 700
- e) Graffiti Policy 2010 - PL 810

## 11 Related Council Strategies and Plans

*Creative Warringah Strategy – in draft (2014)*

*Reconciliation Action Plan (2008)*

*Youth Strategy 2013*

## 12 Definitions

### *Public Art*

In its widest sense, public art is defined as artistic works created for, or located in part of, a public space or facility and/or accessible to the public. The site may be built, landscaped or natural or in parts of buildings frequented by the public.

### *Permanent Artworks*

Permanent artworks are generally considered to be made from materials and construction methods that guarantee a lifespan of at least 10 years in external conditions. The artwork should be made to withstand wear and tear and, as far as possible, withstand vandalism.

### *Temporary Artworks*

Temporary artworks are pieces that have a defined lifespan of no more than five years

– or much less. Temporary artworks might be:

- Sculptures made from found objects
- Artworks on walls, hoardings, amenities, public infrastructure etc.

### *Ephemeral Artworks*

Ephemeral art has an even shorter lifespan in the public domain than temporary art and may last for only a few hours or less. Ephemeral art may include

- Chalk artworks
- Performances
- Busking
- Projection images



## Warringah Council Policy

### Policy No. CCS-PL 210

### Cultural Policy

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#### 1 Purpose of Policy

- Enhance existing and develop new cultural services and activities
- Include cultural considerations as an integral part of the management and development of Warringah's natural and built environment
- Foster a vibrant and creative community as the foundation for improving the cultural wellbeing of the Warringah community
- Foster and celebrate local identity
- Establish partnerships between Council, the community, the private sector, and with other local governments and government agencies to promote cultural development in Warringah
- Integrate culture throughout Warringah Council including Council's Management Planning tool
- Demonstrate the current and potential economic benefits of cultural development

#### 2 Policy statement

Warringah will be a place where culture and art are recognised as an essential ingredient in community wellbeing.

The Warringah community will enjoy a vibrant, creative and distinctive environment in both its natural and built forms.

An integrated approach to the management of culture across Council will enhance the quality of life for the Warringah community.

#### 3 Principles

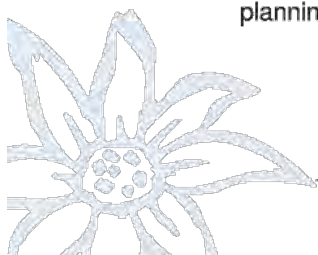
Warringah Council will be guided by the following principles in implementing and managing cultural development:

- Creativity

Warringah Council believes that creativity and innovation are central to creating cultural vitality. Creativity allows us to imagine, understand, interpret and discover our community and each other. Creativity allows us to explore solutions through other means. It can include artistic expression, innovation in business, problem solving as well as cultural development.

- Integration

Warringah Council is committed to providing a 'whole-of-council' approach to cultural planning and development.



Policy No.

Cultural planning affects many aspects of Council's activities and operations. This policy recognises that effective cultural planning cannot take place in isolation, but will be most effective where collaboration and collective action occur.

- **Identity and Sense of Place**

Globalisation has affected the way we interact and experience our community. For many of us, it is becoming increasingly important to feel like we belong, both within the community and in the places around us.

Warringah Council recognises the importance of humanising spaces by creating distinctive, meaningful places. These places may include town squares, markets, meeting places, sacred sites, beaches, bushland, headlands, neighbourhoods, and localities.

Creating meaningful places includes reflecting local identity, stories, emotions and the history of places. Without these, places mean nothing to the community who inhabit them.

- **Acknowledging our Past**

Warringah Council recognises that culture is an evolving and fluid concept. It is important to recognise and record the stories, histories and achievements of those who have gone before us. This can be done in many different ways through (although not limited to) art and public art projects, signage, oral histories, stories and songs.

- **Diversity**

Diversity is recognised as an important element in the cultural life of the Warringah community. By diversity we mean a multiplicity of interests and differences in people including age, cultural background, gender, socio-economic status, ability or disability, interests and experiences.

- **Opportunity**

Culture is not just created by a selected few for the consumption of others. Culture is a reflection of who we are as a community. It is made up of all of us, our interactions, expressions and reactions.

Warringah Council believes that the opportunity to access and participate in the cultural life of the community is fundamental to our wellbeing. This means knowledge, affordability, accessibility, safety and availability of cultural activities.

#### **4 Authorisation**

This Policy was adopted by Council on 28 August 2007.

It is effective from 29 August 2007.

It is due for review on August 2012.

#### **5 Amendments**

Previous Policy CCS – PL 210 was adopted by Council in March 2002

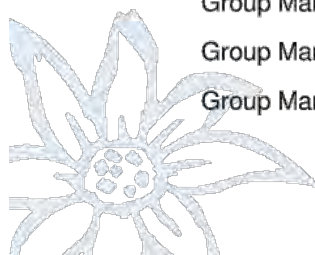
#### **6 Who is responsible for implementing this Policy?**

Group Manager Community Services

Group Manager Buildings Property and Spatial Information

Group Manager Parks Reserves and Foreshores

Group Manager Glen Street Theatre



Policy No.

Group Manager Customer Support and Library Services

**7 Document owner**

Deputy General Manager, Community

**8 Related Council Policies**

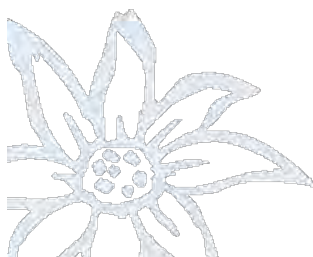
Nil

**9 Legislation and references**

- a) Department of Local Government and Ministry for the Arts Cultural Planning Guidelines –2004
- b) Third Cultural Accord 2006-2008

**10 Definitions**

Nil







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Bettina Kingsma, *Looking Up*, 2014 – Certain Nature Exhibition 2014

## Executive Summary

We often think about creativity as making something, but in fact the original meaning of the word is 'to grow'. When we are creative we feel as if the world and all that is in it is vibrantly alive.

Creativity expands our perceptions and brings new ways of thinking to problem solving - whether it's making art from waste, or assembling a building from recycled materials. Scarcity and obstacles can be turned into opportunities instead of becoming roadblocks.

Nurturing creativity is not only good for individual wellbeing and personal growth. It is also good for society. The by-products of creativity – the cultural expressions, the interesting ideas and places – help shape the identity and spirit of our community and inject colour, depth, magic, and humour into our lives and landscapes.

This is important. As our population grows and ages and housing density increases, our public domain becomes increasingly important to the wellbeing of our community.



### WHY THIS STRATEGY?

There is a growing creative momentum in Warringah that we want to nurture in seeking to create more vibrant, colourful and connected communities.

Council is already contributing to our creative life through cultural events and celebrations, theatre productions, youth events, the community grants programs, the recently established Warringah Creative Space, and we have achieved most of the things we set out to do in our Cultural Plan from 2007.

With this Strategy we shift our focus to fine-grained and community driven creative activities rather than large scaled Council driven events and initiatives – though this still plays a part in the Strategy.

We want to encourage collaborative projects and ideas that are quirky, whimsical, thought-provoking, beautiful and fun, and where community members are active participants in a creative process rather than silent recipients of cultural entertainment.

### OVERVIEW OF OUR VISION AND GOALS

Our vision is:

***Our community is enhanced in its cultural life, connections and wellbeing – catering for all generations and needs***

This Strategy sets goals and strategic directions for how we may achieve this vision, which the community have told us is a priority for our wellbeing. This is one of six key outcomes in our long term Community Strategic Plan (CSP).

An overview of our goals is provided below. Strategic directions that will guide the implementation are detailed in the last section of this strategy.



Lorry Bentham, *Piscons*, 2014 - Dee Why Art Bomb 2014

Our goals are the result of extensive research and consultation for this strategy. They express the hopes, dreams and desires of our community in enhancing the cultural life of Warringah.

**Goal 1: Creative confidence**

To empower our community members and Council staff to be adventurous and open to new possibilities, ideas and perspectives.

**Goal 2: Creative spaces and places**

To create environments which are welcoming, surprising and good for people.

**Goal 3: Celebration and activation**

To create a sense of life and vibrancy in our communities through cultural events, celebrations and 'happenings'.

**Goal 4: Collaboration and networks**

Strengthen partnerships with artists, creatives, community members, the local business community and other stakeholders to promote cultural development in Warringah

**Goal 5: Public art and creative expressions**

To integrate public art and creative expressions into our places, projects and programs.







## Setting the scene

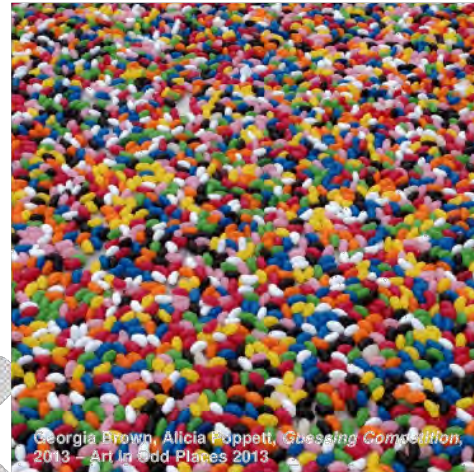
We want to invite and encourage creativity in its many expressions. We want to bring people together. We want to create unusual and welcoming places where people want to go – whether for quiet reflection, recreation, movement and dance, creative pursuits or simply for a good time. We want to celebrate Aboriginal cultural heritage and contemporary art, to recognise our multicultural mix of people and backgrounds.

We envision a diverse, vibrant Warringah that is alive with colour, light, music and art in its many shapes and forms. We envision a Warringah that values not only our stunning coast and breathtaking bushland, but also our mix of urban and suburban places.

Warringah is changing. Our population is growing and ageing. There will be more people living on less space and the quality of the public domain will become increasingly important to the overall wellbeing of our community – and especially in terms of how we look after our more vulnerable population groups: our elders, young people and people who are not very mobile.

We need to embrace these changes and think outside of the box. We need to harness creativity not just for the sake of individual and personal wellbeing, but for the sake of creating a better, stronger and more connected community.

This strategy is an invitation to challenge the status quo.



### What is ...

**Creativity** is about connecting often strange and disparate elements and information in a process that yields surprising and novel results. It's the application of imagination and skill to develop new ways of thinking, being and doing. Creativity can be learnt and practised and is intrinsic to everyone and everything.

**"Creatives"** are people who are creative in their spare time. We use this term to broaden our scope and include people who are not necessarily artists, but who contribute to the cultural life in Warringah.

## PURPOSE

The purpose of our Creative Warringah Strategy is to provide long term direction and a shared reference for encouraging vibrant, more colourful and connected communities.

We have chosen a relatively narrow focus on creativity rather than the broader conceptual basis of culture because we want a strategy that is targeted at motivating positive and deliberate change.

Creative, vibrant communities don't just happen – nor are they the causal, isolated result of detailed masterplans, engineering blueprints or expensive civic improvements, though this is part of it. Rather, they are the result of collaborative thinking, innovation, coordination and commitment across all levels of society and within local government.

This is not just about Council providing events and activities for the community to attend, although civic events play a part. It is about the community actively participating in the community building process – from ideas generation to design and implementation. Indeed, there is so much creative potential and innovative thinking in the wider community, so how does council enhance, encourage and embrace those ideas and actions?

This strategy sets a direction for how we can stimulate, support and actively invite community collaboration in building better, more connected communities. A large part of that involves setting a direction for how we as an organisation can shift our own culture-mindsets, routines, processes and policies – so we can be more creative, holistic and adaptable to change.

The last section in this strategy outlines our commitments to creating the right conditions for creativity and true collaboration.





## OBJECTIVES

The objectives of the Strategy are to:

- Encourage and support creativity activity, participation and interaction
- Promote cultural development as an integral part of community wellbeing
- Motivate and encourage change and innovation
- Build capacity of the community to manage creative and cultural events and activities

This strategy sets a compass direction rather than mapping a route, so to speak. The strategic directions (see the last section of this Strategy) are purposefully broad and non-prescriptive to allow flexibility over time and dialogue with the community.

The implementation of our Creative Warringah Strategy will be driven by an action plan that will be updated and reviewed annually as part of Council's overall business planning. The action plan will outline specific tasks, roles, responsibilities and timelines.

The Strategy will support and complement other key strategies, policies and plans (as indicated in the text box) and be guided by our Community Engagement Framework.

**FIND OUT MORE** ... click on the titles in bold to see the documents that relate to this strategy

**Community Strategic Plan 2023** sets out the long term aspirations of the Warringah community. It reflects where we want to be in ten years and is the key reference point for decision making during this period. The Delivery Program 2013 is where Council takes ownership of the Community Strategic Plan and outlines what we will do over the next four years

**Dee Why Town Centre Draft MasterPlan 2014** The Draft Masterplan will guide the creation of an attractive, liveable and thriving town centre

Our **Economic Development Plan 2012** commits us to develop a strong local economy which promotes enterprise and innovation, builds a skilled and educated workforce, and contributes to a high quality of life for the community

**Youth Strategy 2013** Our vision is for a generation of valued, connected and resilient young people to be supported in being the best that they can be

**Living Well – Healthy Ageing Strategy 2014** This is our long term vision for ensuring the health and wellbeing of our growing population of aged people

**Public Art Policy** (revised draft 2014) This policy sets a broad framework for encouraging public art as part of our everyday lives

**Recreation Strategy 2009** provides a long term strategic direction for the future provision and management of recreational assets, programs and services in Warringah

**Social Plan 2010** provides directions on how to tackle some of the social issues facing Warringah

## **FROM CULTURAL PLAN TO CREATIVE STRATEGY**

Our Cultural Plan from 2007 articulates community values of cultural vitality, identity and belonging; social cohesion and community engagement. While a review in 2013 found the majority of actions in the original plan had been completed or were obsolete, our consultation for this strategy reaffirms the values base of the original cultural plan.

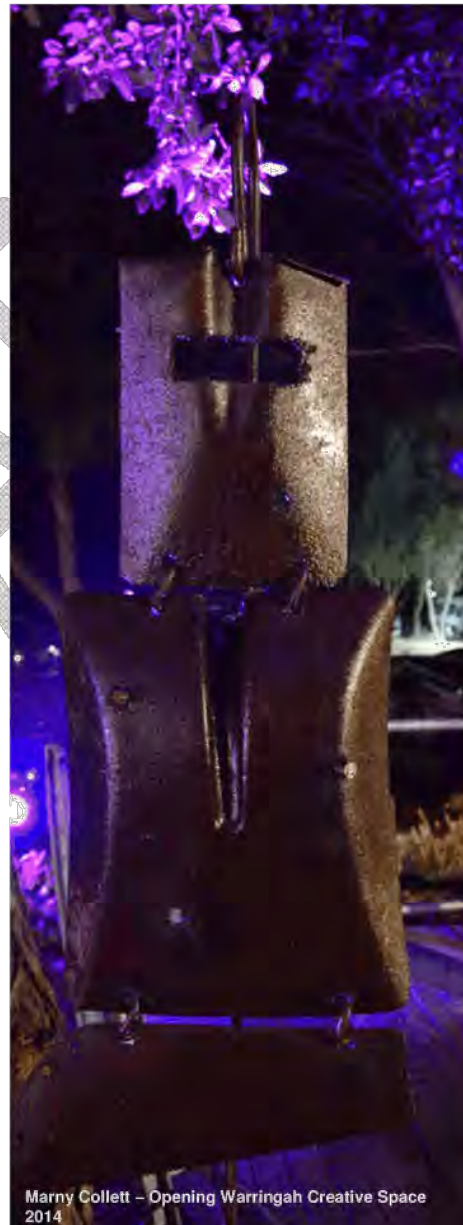
While the foundation for this strategy builds on the original values and vision of the cultural plan from 2007, it is still essentially about celebrating, inspiring and connecting. What has changed is our focus and approach.

This strategy is focussed on the creative aspects of cultural life more than cultural entertainment. The approach is open, non-prescriptive and collaborative. This is not about Council delivering a set of pre-defined actions and cultural services, but about creating the hard infrastructure (places, spaces) as well as soft infrastructure (changing organisational culture, mindsets and routines) that can enable creative thinking and action.

The change in focus and approach is driven by, on the one hand, a community that is motivated to seize and drive creative opportunities, and on the other hand, Council as an organisation has changed quite significantly, especially over the past 3 to 5 years. Many community members have commented that Council appears to be more open, flexible and approachable – but that there is still room for improvement, particularly in terms of reducing red tape and being more open-minded to new ideas and ways of doing things.

The other key motivator for our Creative Strategy has been the recent completion of the Warringah Creative Space in North Curl Curl – itself the product of creative thinking and collaboration in building an exciting space, containing studios and a gallery, almost exclusively from reused materials.

The Warringah Creative Space is the first dedicated facility in Warringah where artists, creatives and aspiring community members can get together, hire studios and hold exhibitions in an affordable gallery space. This has been a fantastic catalyst for artists to emerge and connect with Council in ways not seen previously, and holds exciting possibilities for the future.



Marny Collett – Opening Warringah Creative Space  
2014



## CREATIVITY AND WELLBEING

On an individual level, creativity is intimately connected to personal dignity, well-being and personal development. For example, Abraham Maslow placed creativity at the pinnacle of his famous hierarchy of needs, within the realm of 'self-actualisation'.

According to Albert Einstein, imagination, intuition and creativity are the source of all new insights, thinking and artistic expression. Einstein himself worked intuitively and expressed himself logically. That's why he said that great scientists were also artists.<sup>1</sup>

To Einstein it wasn't the content of an idea, or its subject, that determined whether something was art or science, but how the idea was expressed. *"If what is seen and experienced is portrayed in the language of logic, then it is science. If it is communicated through forms whose constructions are not accessible to the conscious mind but are recognized intuitively, then it is art".*

We want to facilitate more opportunities for creative activity – not just for artists and those already involved with arts but for business owners, entrepreneurs and community members broadly.

Creativity is something that can be learnt – it comes with practice and with connection to new experiences, people and perspectives.

*"Imagination is more important  
than knowledge"*

**Albert Einstein**

Creativity hinges on opportunities for collaboration, groups, role models, and social support. The relationship between creativity and the environment is reciprocal: the environment (physical and social) permits or stimulates creativity – but creativity also changes the environment.<sup>2</sup>

The works of Mihaly Csikszentmihalyi argued that we need to look at creativity on a societal scale because *"original thought does not exist in a vacuum"*.<sup>3</sup> Making a contribution to society is what immediately sets a creative person apart from one who is original, innovative or artistic.

Creativity is not just about wellbeing. It is also about economic growth and business potential. Many of the world's most successful businesses put creativity at the centre of their management approach. Companies such as Google place immense value on their staff being creative and having fun to keep them at the forefront of their business field.

The benefits of creativity for society are clear. Yet it is often overlooked that creativity does not just come about by itself: it takes the investment of time, resources and effort – and a willingness to embrace risk – to create the right conditions for creativity to blossom.



<sup>1</sup> Root-Bernstein 2013

<sup>2</sup> Cropley 2006: p4

<sup>3</sup> Csikszentmihalyi quoted in Cropley, 2006



Michael Donohue and Noel McLaughlin, *Pull*, La Lune 2014



## Our community

Warringah is a mix of natural bush, watercourses and coastal areas, urban development, suburban housing, and expansive semi-rural areas and is home to people from all across the world.

Warringah has changed significantly and rapidly since the proclamation of "Warringah Shire" on 7 March 1906<sup>4</sup> and we are still changing. Population growth has been, and continues to be, a major driver of change: it has implications for how we live, the built landscapes we create, and the natural environment we work to protect – and in turn for who may be attracted to come live, work or play here.

So who exactly are we? What characterises our ways of living that we can draw on in seeking to enhance our cultural life and create better, more cohesive communities?

### An artistic colony

From about the 1920s, painters, musicians, writers and creative people settled in Dee Why, or visited over the weekend, in a bid to get away from the increasing hustle and bustle of inner Sydney life and enjoy the natural beauty of the bush, beach, ocean and lagoons. A group of artists and writers established a tent colony at Griffith Park on the road to Collaroy at this time, in a grove of banksias and ti-trees while working on tables made from driftwood. (Pauling 2010: p13)

### LOOKING BACK

The Guringai people of the Garigal clan were the original people of Warringah and there is rich evidence of Aboriginal culture and heritage throughout our landscapes. The name Warringah is thought to mean "sign of rain", "across the waves" or "sea".

Warringah was explored early - only a few weeks after the arrival of the First Fleet in 1788. However, it remained rural for most of the 1800s, with only small settlements in the valleys between headlands, namely at Dee Why, Brookvale and Freshwater.

Warringah – and Dee Why in particular – was still considered a far-away holiday destination at the start of the 20th century and it is believed that only approximately 5,000 of Sydney's 750,000 people lived on the northern beaches in 1914. Even though Warringah geographically was close to the city, it was a long journey of 100 km to travel by road to Dee Why from Sydney.<sup>5</sup>

Large infrastructure projects improved the accessibility to Warringah: the tramline from Brookvale to Dee Why was extended in 1912 (with further extension to the tramshed in Narrabeen in 1934); the Spit and Roseville bridges opened in 1924; and the Sydney Harbour Bridge opened in 1932.

With improved accessibility the population gradually grew, especially in the Brookvale, Dee Why and to some extent Freshwater centres. However the biggest changes took place in the post-war years of the 1950s and 1960s – subdivisions and land releases expanded existing suburbs and brand new residential areas such as Killarney Heights were established.

<sup>4</sup> At this time the Warringah Shire covered 264km<sup>2</sup> from Broken Bay in the north to Manly Lagoon to the south, and by Middle Harbour Creek and Cowan Creek in the west.

<sup>5</sup> Pauling 2010: p11



### Our people<sup>9</sup>

At last Census count in 2011, a total of 140,741 people called Warringah home:

- The median age was 38 years
- 20.1% were children aged 0 - 14 years
- 10.7% were young people aged 15 to 24
- 2.8% were aged 85 and over (which is significantly higher than the average for Greater Sydney at 1.8%)
- 15.4% were aged 65 years and over (compared to 12.7% for Greater Sydney)
- 50.9% were women.

Anecdotal information suggests that many parents of children with disabilities choose to live in Warringah to take advantage of the specialist services available here.

We have a growing small to medium business sector (SME) which provides over 45,000 jobs (full time and part time).<sup>10</sup> Compared to other parts of Sydney our economy is self-contained – over 59% of our workforce live and work locally and 76% work within the region.

The local creative industry – for example IT based businesses, designers, artists, architects, fashion, publishing and advertising – plays an increasingly pronounced role in the local economy.

### How we live

In 2011, the population density in Warringah was 9.29 per hectare. This figure was substantially higher compared to Greater Sydney, which had a population density of 3.54 persons per hectare (the Greater Sydney however, does include very large areas of non-residential land).

Population density ranged from a low of 0.50 persons per hectare in the Terrey Hills/Duffys Forest/Cottage Point area to a high of 69.26 persons per hectare in Queenscliff.

The five suburbs with the highest population densities were:

- o Queenscliff (69.26 persons per ha)
- o Dee Why (63.15 persons per ha)
- o Freshwater (45.71 persons per ha)
- o Manly Vale (35 persons per ha)
- o Narraweena (34.17 persons per ha)

In 2011 there were 55,956 dwellings in Warringah, out of which 58.7% were separate houses.

The total number of dwellings in Warringah increased by approximately 1,500 between 2006 and 2011, with the biggest growth in high density housing (+96%).<sup>11</sup>



<sup>9</sup> The information in this section is sourced from Australian Bureau of Statistics 2011 Census data as well as Id. Community atlas (which is based on the ABS Census data).

<sup>10</sup> Warringah Economic Development Plan 2012: p12

<sup>11</sup> Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data) Compiled and presented in profile.id



## LOOKING TO THE FUTURE

Warringah has changed dramatically over the course of its relatively short European history – and it is continuing to change. There is a growing, ageing population and increased housing density being some of the key challenges ahead, particularly in terms of protection of environmental values, planning for transport, infrastructure, recreation planning, asset management, community services, open-space planning and urban (private) development.

The table below shows the forecasted population age structure for Warringah from 2011 to 2031. It shows that our population will grow, and that the demographic age structure will change: we will have a higher proportion of aged people.

### Population growth

Our population is projected to grow by approximately 25,900 over the next 20 years or so to 173,500 by 2031. This is an increase of 17.5% and equates to an annual growth rate of 0.8% across the whole of Warringah.<sup>12</sup>

Warringah is the area with the 4th lowest projected relative population growth compared to the Sydney Metropolitan average. The average growth rate for the 41 local government areas in Sydney Metropolitan area is double that of Warringah's – at 34.9%.

The suburbs with the highest forecasted number of people in 2023 are Dee Why (24,137 people), Collaroy (16,311), Frenchs Forest (13,725), Freshwater (10,142).<sup>13</sup>

### Ageing population

By 2031 it is forecasted the proportion of Warringah's population who are 60 years or older will be 23.7% – or 38,358 people. This is nearly double the number of 60+ aged people compared to 1991 figures (20,896).

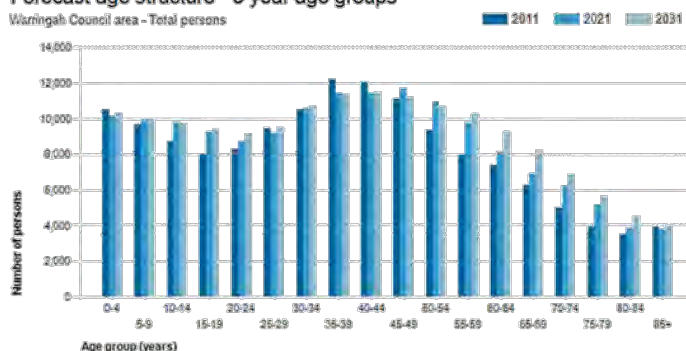
These trends pose significant challenges in terms of ensuring overall community wellbeing and environmental protection.

With a growing population, limited release of green field land (non-developed land), and hence higher density living, the public domain becomes increasingly important. This is particularly true for our urban centres, where space is restricted. It also affects our suburban areas where feelings of social isolation and lack of community cohesion is a reality for many people, especially those people who are not very mobile (namely seniors and people who have a disability).

Addressing these challenges requires an approach that is sensitive to the differences in how we live, work and play across Warringah. A uniform, one size fits all approach to harnessing creativity and enhancing our cultural life will not work.

**Forecast age structure - 5 year age groups**

Warringah Council area - Total persons



Population and Household Projections, 2011 to 2031, prepared by Delta Population Analytics, November 2013



<sup>12</sup> Preliminary 2013 Population Projections, NSW Department of Planning and Infrastructure 2013, [http://www.planning.nsw.gov.au/Portals/0/HousingDelivery/LGA-Sydney\\_Metro.pdf](http://www.planning.nsw.gov.au/Portals/0/HousingDelivery/LGA-Sydney_Metro.pdf)

<sup>13</sup> Warringah Asset Management Strategy 2013 – 2023

## CREATIVE POTENTIAL

*“Life isn’t about finding  
yourself. Life is about  
creating yourself”*  
**George Bernard Shaw**

Warringah’s cultural life is not homogenous. Our community is diverse and we need to identify and work with the unique characteristics and strengths of our landscapes and people.

The map below illustrates four cultural aspects of living in Warringah – urban, suburban, coastal and bushland characteristics – which may help inform a balanced and equitable approach to implementing this strategy. These cultural aspects have been identified on the basis of conversations with community members, demographic trends, land use characteristics and natural features.

The mapping is intentionally rough to provide a discussion point for identifying creative potential in our neighbourhoods – not seek to provide a spatial interpretation of something that is inherently subjective.

Sense of identity and belonging depends on individual interpretation and cannot be pigeon holed. For example, someone living in Cromer may identify more with a beachside culture than suburban living, and other people may identify with all four aspects at once. Also, one suburb may represent several different characteristics at the same time. For example, Dee Why can be characterised as being coastal, suburban and urban (for the purposes of this strategy we have defined Dee Why as urban). There are overlaps between the various profiles and they are by no means set in concrete.

Keeping this in mind, the map may provide a more nuanced picture on Warringah’s cultural life and creative potential.



### Bushland living

The areas of Duffys Forest, Oxford Falls, Terrey Hills, Belrose and Cottage Point are largely characterised by their natural environment, semi-rural settings, and general peace and quiet. Low density semi-rural residential areas predominate.

The natural environment and semi-rural ambience of the area attracts a mix of people who, it appears, enjoy the peace, quiet and relative solitude of the bush. These include artists, creatives, gardeners and landscape architects and horse-riders. There is also a mix of nationalities, namely Italians, Serbians, Japanese and Armenians. The area has a history of alternative living, including establishment of communes and even a nudist camp that opened in the early 1960s and ran through to the 1970s.<sup>14</sup>



### Major features:

- Garigal National Park
- Natural landscape dominated by dramatic ridges of angophoras, casuarinas and stringybark, blackbutt and white mahogany gums
- Equestrian tradition and centres
- Expansive network of multiuse tracks and trails for bike riding, horse riding and walking
- Independent schools (e.g. Japanese, German, Armenian language schools and Rudolf Steiner schools)
- Wharf and boating community
- Award winning golf course
- Bahai Temple, Serbian Church, and Christian City Church
- Kimbriki Resource Recovery Centre – and EcoHouse
- Gardening and permaculture tradition and landscaping outlets
- Oxford Falls Peace Park
- Sydney Wildflower Nursery
- Waratah Park Earth Sanctuary (formerly known as home to “Skippy”)

### Population<sup>15</sup>

Number:	12,202
Land area:	9,096
Housing density:	1.34

### Creative Potential – BUSHLAND

The unique natural environment, recreational opportunities and artistic and creative local population offer creative potential especially for exploring and celebrating “the Great Outdoors” and the serenity of the bush.

Some ideas that were raised during the consultation included nature sculptures, ‘pop-up’ outdoor studios, gardening and landscaping programs, Aboriginal culture and heritage, camping grounds, promotion of existing bike paths, outdoor movie theatre, outdoor opera or musical/dance events, meditation and artists trails, and creative hubs for artists, creatives or entrepreneurs.

<sup>14</sup> Boyce, J. 2006: 120

<sup>15</sup> Source: Australian Bureau of Statistics, Census of Population and Housing 2011.

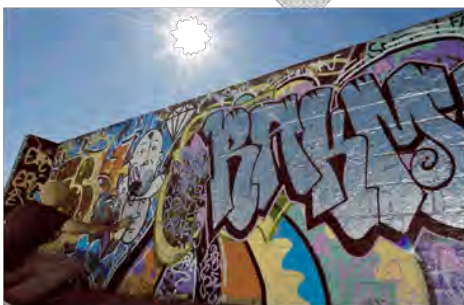


### Suburban living

The areas of Allambie Heights, Beacon Hill, Collaroy, Wheeler Heights, Cromer, Davidson, Forestville, Frenchs Forest, Killarney Heights, Manly Vale, Narrabeena and North Balgowlah can largely (but not solely) be characterised by residential, low density housing, quiet streets and family friendly neighbourhoods. There are also substantial seniors' residential developments in these areas.

Most of these areas would also have significant bushland reserves and corridors, recreational open space and small scaled deli style grocery shopping areas, which increasingly include a local "social watering hole" in the form of coffee shops and restaurants.

These areas tend to attract families with children who enjoy living in a house and having access to schools, daycare and other family orientated services and facilities. Due to continuous increases in house prices, there has been a trend towards gentrification of some of those suburbs that, relatively speaking, until recently were affordable (namely Narrabeena, Manly Vale and Wheeler Heights).



#### Major features:

- Manly Dam
- Allenby Park
- Lionel Watts Showground
- Local neighbourhood shops and cafés (e.g. Allambie Heights, Collaroy Plateau; Narrabeena; Wheeler Heights; Cromer, Cromer Heights; Forestville, and Killarney Heights)
- YOYOs Youth Centre
- War Veterans Village in Collaroy Plateau
- Organic Markets at Frenchs Forest
- Cromer Park (sportsfield)
- Bicycle paths
- Golf clubs
- Glen Street Theatre
- Governor Phillip Lookout
- Manly Vale Community Garden

#### Population<sup>16</sup>

Number:	77,334
Land area:	4,502
Housing density:	17.2

#### Creative Potential - SUBURBAN

Suburban living is, to a large extent, about families and neighbours – it's about creating a safe and social environment for our children to grow up in and our elders to be part of. These areas, with their local neighbourhood shops, cafés, playgrounds, recreational areas and sportsfields, offer creative potential especially in terms of people getting together to make their neighbourhoods liveable and sociable.

Our consultation raised ideas with the common theme of encouraging and building on the communal and social elements of suburban living, such as: promoting creative street parties, encouraging neighbourhood days, community members facilitating creative workshops in local public places, communities co-designing and creating vibrant and colourful public spaces to create 'social watering holes' (e.g. communal woodfired pizza-ovens in popular places, and small-scaled 'third places' (e.g. coffee shops, wine bars).

<sup>16</sup> Source: Australian Bureau of Statistics, Census of Population and Housing 2011.

## Coastal living

The areas of Curl Curl, North Curl Curl, Freshwater, Narrabeen, North Manly, Queenscliff and Dee Why Beach can all largely be characterised by their coastal environment and beach culture. Housing is generally low to medium density, with a significantly higher housing density than in the suburban areas of Warringah, especially in Queenscliff.

The beaches and surrounding natural environment and headlands attract people from far and wide. The rock pools are a big drawcard for local residents to meet up for a swim and a chat. The off leash dog areas are also popular social and recreational areas for local dog owners. Dee Why Strand, Freshwater village and Narrabeen village are popular 'cafe precincts' that attract people from all over Warringah and beyond – especially on weekend mornings.



Dee Why Beach



South Curl Curl to Freshwater Coastal Walk

### Major features:

- Warringah Creative Space
- Dee Why Strand and beach
- Coastal villages and cafes – Freshwater, Curl Curl, Narrabeen
- Coastal walks: namely Dee Why to North Curl Curl headland; Curl Curl Lagoon; South Curl Curl to Freshwater rock pool
- Narrabeen Lagoon: bike/walking track and kayaking
- Griffith Park – including coastal walk, golf course, boating ramp, tennis courts, off leash dog area
- Meehan Reserve

### Population<sup>17</sup>

Number:	27,426
Land area:	812
Housing density:	33.8

Note: Dee Why is not included in the population statistics above – instead the area has been included in the following Urban Living section.

### Creative Potential - COASTAL

Warringah is renowned for its stunning beaches, surf breaks and beautiful coastline. The beach culture has always played a dominant role in our sense of identity and belonging. There are opportunities to (continue to) use our beaches as backdrop for larger scaled family friendly cultural events – the beach area naturally draws a diverse crowd.

Community members have told us that they would like to see more initiatives like Art in Odd Places, informal creative events, more music, more wine bars and ambient places, music and talent contests, festivals and regular road closures, night time activities and events, and multicultural celebrations.

<sup>17</sup> Source: Australian Bureau of Statistics, Census of Population and Housing 2011.



## Urban living

The areas of Dee Why Town Centre and Brookvale are the main commercial and industrial centres of the northern beaches region.<sup>18</sup> Dee Why contains the majority of civic, cultural and social amenities, whilst Brookvale contains the major regional shopping mall, some medical and community services as well as the regional TAFE.

There is a broad range of residential development, from low to high density housing as well as large open properties; however, the majority of housing stock consists of separate houses. Under the new Dee Why Town Centre Masterplan, Dee Why will provide additional high density housing, retail and some commercial space in mixed use developments.

The Masterplan provides a planning approach to revitalising the town centre, making it more people-friendly, vibrant and welcoming.



Pittwater Road, Dee Why



Stephanie Powell, *Nature vs Culture* - Dee Why Site Art  
Borob 2014

<sup>18</sup> The Dee Why Town Centre is comprised of the area bounded by Pittwater Road, Avon Road, Dee Why Parade and Pacific Parade on the east side of Pittwater Road, as well as the Civic Centre on the western side of Pittwater Road which is bordered by the Kingsway, Fisher Road and St David's Ave.

### Major features:

- Dee Why shopping and retail precinct
- Brookvale Oval
- Warringah Mall
- TAFE
- Stony Range Regional Botanic Garden
- Walter Gors park
- "Triangle Park" in Dee Why Town Centre

### Population<sup>19</sup>

Number:	21,987
Land area:	526
Housing density:	41.8

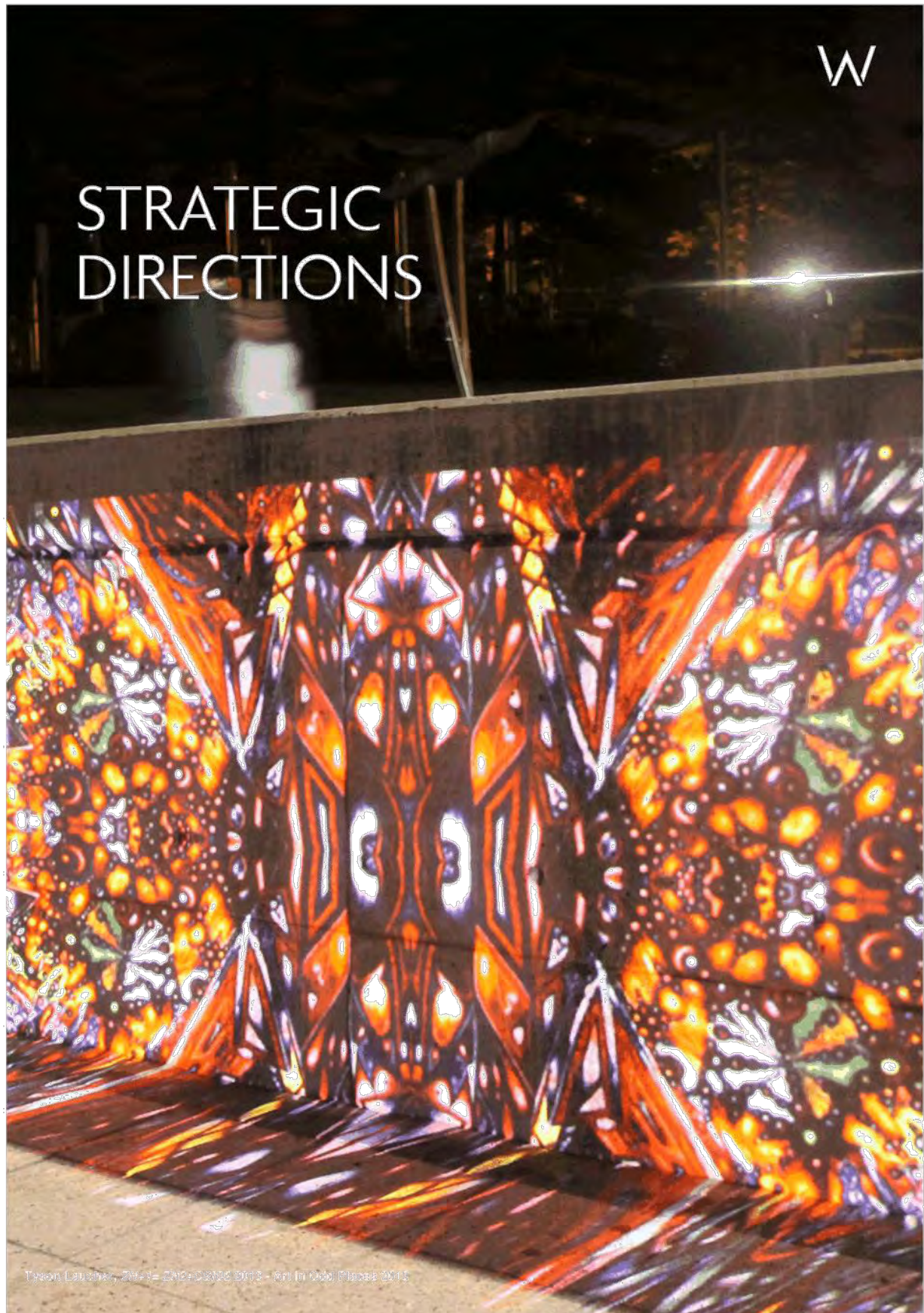
### Creative Potential – URBAN

Most people would agree that Dee Why Town Centre, in its present pre-revitalised state, is run-down, tired and not exactly an inspiring place to socialise. The streetscape is dominated by concrete and parking lots and buildings waiting to be redeveloped. People tend to get their sense of direction from where they are in relation to the four large scaled supermarkets. However Dee Why is central, densely populated and has access to good transport. It has great creative potential and community members and local businesses are keen to get involved.

Our consultation offers the following key words, themes and ideas: public art integrated into our streetscapes and buildings, colour, good communal areas with excellent coffee and food, music, singing and dancing, street art that makes you stop, think or laugh, place distinctiveness, family friendly creative activities, regular road closures and rollerblading, hula hooping and informal get togethers, community gardens and communal art projects, vibrant laneways and pop-up shops in unused spaces, ambient wine bars, markets and nocturnal cultural events, and creative hubs and entrepreneurial programs.

<sup>19</sup> Source: Australian Bureau of Statistics, Census of Population and Housing 2011.





## Strategic directions

### OUR VISION

*Our community is enhanced in its cultural life, connections and wellbeing – catering for all generations and needs*

This vision is a cornerstone of our Community Strategic Plan (CSP) – one of six key outcomes that the Warringah community have told us is crucial in shaping a better Warringah over the next ten years or so.

This strategy inevitably also touches on the other key outcomes in the CSP, namely the 'liveable neighbourhoods' priority.



### GUIDING PRINCIPLES

#### We will....

**COLLABORATE** with the community, creative industry and local businesses to inject places and projects with qualities such as imagination, creativity, magic, humanity and heart

**VALUE** the artistic and cultural life of our communities

**CELEBRATE** the diversity of creative and cultural expression across Warringah

**BUILD** on the unique strengths, characteristics, heritage and traditions of our communities

**EXPLORE** new and imaginative ways of doing things

**EMPOWER** community members to drive creative and cultural projects, programs and 'happenings'

**RECOGNISE** the varying levels of creative confidence and opportunity in the community and aim to ensure equity in access to programs and initiatives

**INTEGRATE** public art, creative expressions and cultural experiences into projects within the public domain to create high quality, innovative, distinctive and welcoming places

### OUR GOALS AND STRATEGIC DIRECTIONS

In consultation with the community, we have identified five goals that we want to achieve over the next five years or so.

The following section provides the context for the goals and our long term strategic directions – what the community members and the research have told us is important in realising our vision.

The strategic directions are Council's commitments to the community, and we have assembled a team within Council to drive the implementation of each goal. We have also documented how we will know how we have progressed towards these goals over the life of the strategy.

A specific action plan, which further defines priority projects, roles, responsibilities and timelines, will be developed once the strategy is adopted to support its implementation and hold us accountable to the community.



## **Goal 1: Creative confidence**

**To empower our community members and Council staff to be adventurous and open to new possibilities, ideas and perspectives**



The starting point for creativity is about changing mindset, encouraging positive attitudes and blending diverse capacities, abilities, gifts and ideas – marrying technical competencies with local wisdom and knowledge.

We believe that meaningful and lasting community change originates from within. Community members are the best experts on their own wellbeing, and how best to activate change in their neighbourhoods.

Strong communities have never been built by dwelling on their deficiencies, needs and problems. We wish to focus on the diverse mix of strengths, aspirations and resources and build the capacity of community members to shape their communities. We also want to shore up the confidence of Council staff to be curious in finding out more about the communities, to really listen, and to think outside the box.

### **What does creative confidence mean?**

Creative confidence is about believing in your ability to create change in the world around you, to not just accept things because 'that's the way they've always been'. It is the conviction that you can achieve what you set out to do and that you can make a positive difference. We think this self-assurance, this belief in your creative capacity, lies at the heart of innovation and deliberate change.



## STRATEGIC DIRECTIONS

- i. Through visionary leadership, stimulate an organisational culture within Council that embraces change, innovation and collaboration
- ii. Encourage, facilitate and support community members to take leadership on creative initiatives, programs and projects
- iii. Promote and facilitate events and opportunities for community members, businesses and Council staff to learn new techniques and tools for creative thinking and collaboration (e.g. place-making, design thinking)
- iv. Facilitate and support community forums and get-togethers for exchange of wild ideas, creative skills, stories and knowledge
- v. Encourage cross collaboration and knowledge sharing within Council, and with community members (e.g. through project forums, working groups, think tanks)
- vi. Review (using cost benefit analysis) Council's funding structure and resource allocation for community and cultural events and activities, hereunder Council's grants programs
- vii. Where relevant, review existing Council policies and protocols to ensure that these support and do not unduly hinder creative processes and initiatives

## IMPLEMENTATION

Community Services will be driving the implementation of this goal. Supporting teams will include Parks, Reserves and Foreshores; Strategic Planning; Marketing and Communications; and Business Excellence.

While cultural and behavioural change is difficult to measure, we will know that we have progressed when:

- o Community members comment that they feel that they are being heard and that Council is responsive to community ideas and requirements (e.g. through our Cultural Survey or through project based evaluations)
- o Council embarks on more innovative projects – such as the recent Warringah Creative Space project which clearly demonstrated a departure in existing ways of doing things
- o We can record an increase in the degree to which we delegate responsibility to the community on a project by project basis
- o We can demonstrate a reduction in red tape and changes to policies and procedures that allow greater flexibility and collaboration

## Goal 2: Creative spaces and places

**To create environments which are welcoming, surprising and good for people.**



*“Art needs to be valued as part of everyday life. It would be good to see more good art in public places, more colour on colourless buildings, better designed architectural complexes with open spaces which are safe and visually interesting.”*  
Survey participant

Community members have told us that they value our libraries and other communal places, but want more creative places to get together – places that are vibrant, where they can be creative, or where they can just be surrounded by other people. Our young people in particular have been vocal about Warringah’s lack of places to ‘hang out’ and where they can meet new and different people – and to dance, laugh and listen to music.

Creative places are all about people. In the words of the pioneering researcher on urban design and human behaviour, William H. Whyte: “What attracts people most [to places], it would appear, is other people.”

But how do we get people to our public places in the first place? How do we actually go about creating welcoming and surprising creative spaces and places?

The most important tenet is that the process of designing places must itself be creative and must start with a deep understanding of the people who may visit and use these places. We need to involve community members, businesses and other users of our spaces involved in the early stages of any project and use innovative approaches to collaboratively define the outcomes.

The end result should be spaces that are flexible enough to make room for many different users and uses – and that are welcoming and social enough to facilitate conversations and connections between them.



## STRATEGIC DIRECTIONS

- i. Improve the quality of the built environment and enhance the relationship between the community and their landscapes through an increased sense of belonging and place distinctiveness
- ii. Identify, encourage and promote localised 'villages' – local, welcoming places where people can socialise and connect (e.g. using cultural mapping techniques, partnerships with the business community, social activation initiatives)
- iii. Incorporate an element of surprise and humour into our built environment: promote the use of colour, light, green design and music to enliven our buildings and public places (e.g. street art in urban spaces; co-design and activate our laneways)
- iv. Ensure that public places and community buildings cater for a diverse range of needs and purposes and are accessible and appealing to people from different age groups and cultural backgrounds
- v. Develop hubs for creatives and artists to use as spaces for workshops, seminars or creative get-togethers and 'happenings' (e.g. using unused spaces)
- vi. Encourage, facilitate and support community members and local businesses to be actively involved in the design, development and care of our public spaces
- vii. Collaborate with the local business community to activate unused spaces (e.g. pop-up shops, temporary music venues and exhibition spaces)
- viii. Facilitate, promote, and support the creative industries, local galleries, exhibition spaces, music and performance spaces
- ix. Extend and promote the use of Council facilities and spaces for community purposes (e.g. libraries; Council Chambers at Civic Centre)

### IMPLEMENTATION

Creating good spaces and places requires collaboration across the whole of Council and with local business and community members. It requires bringing together good technical building design, art, music, creative and cultural events, engaging community programs, the support and engagement from local businesses.

Looking after and managing our built environment involves, in some shape or form, most of Council's departments. The responsibility for implementing this goal will be shared by the key asset owners, namely Parks, Reserves and Foreshores; Roads, Traffic and Waste; and Buildings, Property and Spatial Information.

The asset owners will be supported by Strategic Planning, Community Services; and Marketing and Communications.

We will know that we have progressed when:

- We can observe more and a diversity of people using our public and private spaces throughout Warringah
- Community facilities are used by the public in new and creative ways
- Individual projects can demonstrate when and how they have taken on board community views, perspectives and ideas as integral considerations in their project planning and design processes
- Unused or tired spaces no longer have a prominent visual effect on our streetscapes

### Goal 3: Celebration and activation

To create a sense of life and vibrancy in our communities through cultural events, celebrations and ‘happenings’



*“We do not work for better public spaces so that people will have somewhere to sit and eat gelato; we do it so that they will have somewhere to sit and talk with their neighbours.”*

**Project for Public Spaces**

Community members told us that they are deeply appreciative of the Council run cultural events, and especially those that cater for families. These events are important to the overall feeling of identity and belonging and are valued opportunities to get together.

We have also heard we need more community run events, ‘happenings’ and music – smaller scaled events that community members can drive and actively participate in. Cheap and cheerful gatherings where people can come together and explore their creativity and learn from each other.

Celebration of our Aboriginal culture and heritage in Warringah as well as our multicultural community and cultures are obvious opportunities for injecting vibrancy and pride into our community.



## STRATEGIC DIRECTIONS

- i. Facilitate a public space activation program that actively involves and engages the local community across Warringah, with particular attention to non-urban areas or areas outside of Dee Why
- ii. Facilitate and promote unusual use of our public domain (e.g. public reserves, street parties, chalk drawing, painting, street art, juggling, rollerblading, busking, dancing, yoga, hula hooping etc)
- iii. Encourage and promote neighbourhood managed creative and social events
- iv. Facilitate and promote lively community 'happenings' in our public places drawing on a combination of elements and activities (e.g. including day or night markets, festivals and fringe festivals, vintage clothing, food and music)
- v. Encourage and promote music and performance art in public and private places (e.g. working with local businesses to promote local talent; encouraging busking in Warringah)
- vi. Work with the community to deliver creative and cultural services and events – with particular attention to multicultural celebrations
- vii. Collaborate with the local Aboriginal community to promote Warringah's Aboriginal cultural heritage and contemporary art
- viii. Extend the promotion of Council and community run activities (e.g. promoting the community's use of Council's online events calendar; include a 'what's on section' in the Mayoral column in the *Manly Daily*)

## IMPLEMENTATION

Council's Marketing and Communications department is largely responsible for the delivery and promotion of larger scaled Council run events.

This department is also responsible for maintaining our website, social media sites, and support Council's ongoing liaison with the community.

The Marketing and Communications department is in a good position to lead the implementation of this goal, and will be supported by other key teams within Council, namely: Community Services; Parks, Reserves and Foreshores; Strategic Planning; Roads, Traffic and Waste; and Development and Compliance Services.

We will know that we have progressed when:

- We can continuously demonstrate good participation rates and community satisfaction with our Council run events
- Community members are managing smaller scaled, formal or informal events in their local neighbourhoods
- People are using our public domain in creative ways

## **Goal 4: Collaboration and networks**

**Strengthen partnerships with artists, creatives, community members, the local business community and other stakeholders to promote cultural development in Warringah**



*“I am inspired by a need to connect, empathise, and inspire others to tell their inner story, flights of fantasy or factual experience.”*

**Survey participant**

Joining together different and disparate perspectives, skills and experiences in new ways is at the very heart of the creative process. And it often directly or indirectly leads to tangible results and manifestations of the creative process.

Collaboration, networks and the development of creative hubs was a continuous theme throughout our consultation.

Community members have told us that they sense a general shift in the collaborative culture of the northern beaches: that over the past five to ten years the local network of creative community members has grown and stabilised in Warringah. They also said that more can be done to strengthen and expand these productive and inspiring relations.

Diversity is key and we need to tap into our rich multicultural demographic, actively involve children, young people and the elderly – establishing networks and learning opportunities across gender, age, profession, interests, educational or ethnic backgrounds. Herein lies a powerful source of inspiration and creativity.

## STRATEGIC DIRECTIONS

- i. Collaborate with community members early and throughout the life of a project – from ideas generation through concept and design stages to implementation and evaluation
- ii. Facilitate the establishment of partnerships and networks between and within creatives and the creative industry
- iii. Consider the establishment of an online platform/forum for local artists and creatives on the northern beaches.
- iv. Further develop partnerships and networks with local businesses and residents
- v. Provide opportunities for artists, and emerging artists, to gain public exposure and opportunities to perform or exhibit

*“Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn’t really do it, they just saw something. It seemed obvious to them after a while.”*

**Steve Jobs**

## IMPLEMENTATION

The Community Services team will be leading the implementation of this goal, as this department is responsible for general community capacity building, collaboration and liaison with the artist and creative community of Warringah. They will be supported by the Marketing and Communications and Strategic Planning teams.

Though difficult to measure in absolute terms, we will monitor our progression against indicators such as:

- Expansion of our database of artists, creatives and businesses
- Expressed support from local businesses, and possibly evidence of economic benefits that result from increased community use of public places in commercial areas
- Expanded exhibition space (public or private, formal or informal)



## Goal 5: Public art and creative expressions

To integrate public art and creative expressions into our places, projects and programs



*“Live music within the community  
– not just in bars but in places  
where people of all ages  
congregate. A bandstand or open  
air performance space in  
shopping centres or by the beach.  
Buskers in shopping areas. Open  
air theatre. A comedy venue.  
'Cafe theatre' venues.”*

Survey participant

The Creative Minds workshop and the online survey highlighted the need to define 'public art' broadly and bring it into our everyday lives. We need to integrate a diverse range of creative expressions in our streetscapes, natural and urban landscapes to promote a sense of place, identity and belonging.

Public art provides an opportunity to celebrate the imagination and creativity not only of artists, but also of our community. There will be opportunities for monuments and memorials, but there is also room for colour, movement, originality, inspiration and whimsy. And it is this latter, more informal and community driven type of creativity that our research shows has great potential for enhancing our everyday lives – and our public spaces and places.



## STRATEGIC DIRECTIONS

- i. Promote a broad understanding of public art that is inclusive, diverse and accessible
- ii. Encourage and support the development of a diverse range of permanent, temporary and ephemeral artworks (e.g. busking, short term installations, music and dancing) in public spaces<sup>20</sup>
- iii. Support the integration of public art into Council's capital works program to create high quality, innovative, distinctive and relevant public places
- iv. Improve access to funding opportunities for public art, including incorporation into capital works projects and encourage inclusion in private developments. This may also include promoting opportunities for community members to access other funding sources and grants for public art projects
- v. Support the arts in all its forms (e.g. via grants programs, establishment of networks; facilitation of workshops)
- vi. Engagement of artists and creatives in capital projects in the early stages of the project

<sup>20</sup> Temporary artworks are pieces that have a defined lifespan of no more than five years (generally) – or much less. Temporary artworks might include artworks on walls, hoardings, amenities, public infrastructure etc. Ephemeral art has an even shorter lifespan and may last for only a few hours or less. Ephemeral art may include chalk art, performances, busking and projection images. Warringah Council Public Art Policy 2014 (revision in drafting).

## IMPLEMENTATION

In the interest of including public art as an integral part of our built landscapes, Warringah Projects have been nominated as lead agency to carry the implementation of this goal. This department is responsible for planning for some of our major projects, namely the implementation of the Dee Why Town Centre Masterplan, and is also responsible for a Public Art and Placemaking project in Dee Why.

They will be supported by the rest of Council, and in particular: Community Services; Buildings, Property and Spatial Information; Strategic Planning; Parks, Reserves and Foreshores; and Development and Compliance.

Our progress towards meeting this goal should be evident and observable in the built environments of Warringah.

## APPENDIX A

### HOW WAS THIS STRATEGY DEVELOPED?

This strategy is the result of extensive conversations, workshops, interviews, and written commentary on what a creative Warringah looks like – and how we can enhance our cultural life. More than three hundred community members, creatives, artists and stakeholders have contributed to the development of this strategy through a four-step engagement process:



### WHAT DID COMMUNITY MEMBERS SAY?

"Everyday creativity" was a unifying theme emerging from the consultation: there is a desire to use creativity to bring people, ideas, stories, music, food, light and colour together in breathing life, magic and a sense of adventure into our day-to-day lives.

The "Creative confessions" activity invited community members to record their thoughts and ideas on what a creative Warringah might look like in private photo booth sessions.

The Creative Minds workshop was aimed at understanding the issues and opportunities that face the artistic and creative community in Warringah.

Approximately 200 people contributed to the Creative Warringah Survey and provided Council with a rich source of information, great ideas and poignant commentary.

The Creative Council Workshop approached these issues from within: examining what we, as a local council, can do to encourage and facilitate creativity and foster a culture that embraces change, community collaboration and innovation.

The end result of this process is our **strategic directions**: the backbone of this Strategy and Council's commitments to our community members.

Our survey of one hundred and ninety people showed that community members want art and creative expression to play a visible role in our everyday lives, to arrest our thinking, start conversations and bring surprise and novelty to our lives.

Our survey looked at four key aspects of creativity: creative people; creative places; creative processes; and creative products.<sup>21</sup> The results of the survey are described along these four dimensions below.

<sup>21</sup> This distinction is derived from research into social approaches to creativity, and namely through the original work of Mel Rhodes

### Creative people

- The majority (75.1%) of survey respondents said that they are most **creative when they are alone** (only 2% strongly disagreed). However many also commented that while they 'produce' most while on their own, the source of inspiration is largely other people and/or being in nature. *"I feel like creativity is very contingent on feeding off other people! When other people push me to be more creative I definitely push myself more too!"*
- A large proportion of people (66.7%) either 'strongly agreed' or 'agreed' that they are most creative when they are **outdoors** – with many commenting that we need more outdoor spaces for creative activities and events.
- Several people commented that it is not possible for them to determine upfront what might inspire them to be creative: *"Creativity is spontaneous to me. I can't hunt down good ideas with a baseball bat in one hand".*
- The majority of survey respondents appeared to have an **'organic'** approach to creativity, seeking exposure to life and learnings in general rather than formal opportunities for skills development and education: *"I am inspired by ad hoc and improvised solutions to everyday problems. Folk just using what is around them to change their circumstances, even if they aren't professionals."*
- Forty people, however, commented that they would like more **opportunities to learn new skills**, gain new knowledge in either a formal or informal learning environment: *"I need guidance so I am best creative in an organised environment..."*. Some commented that TAFE courses and other existing formal creative training opportunities were not accessible to them (because of either timing of courses or costs).

### Creative places

- The survey strongly supports the notion that **physical, emotive and social environments** have a profound influence on what initiates creativity.
- Community members are overall happy where they live, and also express a sense of belonging to their neighbourhoods, but note that it can be **difficult to socialise** and meet up with other people. Many voice a desire for more colourful and ambient 'village style' communal areas, though libraries are valued as places to meet up.
- There is a strong voice for more **'creative spaces'** where people can explore creativity together. Recent projects such as Creative Space Warringah and the Field were highly commended.

### Creative processes

- Several people commented that the creative process is often stifled by **too many rules, regulations and 'red tape'**.
- Many community members expressed a desire to take ownership of creative initiatives and thought that Council should **delegate** responsibility (and funding) to the community for them to run their own localised events and activities.
- While several survey participants feel that there is too much bureaucracy, several also noted that there seems to have been a general **change** in Council's overall attitude and approach over the past 3-5 years especially.