



WARRINGAH
COUNCIL

SUPPLEMENTARY AGENDA

Notice is hereby given that an Ordinary Meeting of Council will be held at the Civic Centre, Dee Why on

Tuesday 26 August 2014

Beginning at 6:00pm for the purpose of considering and determining matters included in this agenda.

Rik Hart
General Manager

Issued: 21 August 2014



**Supplementary agenda for an Ordinary Meeting of Council
to be held on Tuesday 26 August 2014
at the Civic Centre, Dee Why
Commencing at 6:00pm**

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ITEM 7.6	2013/14 PERFORMANCE REPORT ON THE WARRINGAH RECREATION CENTRE
REPORTING MANAGER	DEPUTY GENERAL MANAGER COMMUNITY
TRIM FILE REF	2014/244408
ATTACHMENTS	1 WRC Non-financial Performance Report 2013 -14 (Included In Attachments Booklet)

EXECUTIVE SUMMARY

PURPOSE

To provide a report detailing the income and expenditure statements for the Warringah Recreation Centre, including a comparison to the previous period of operation.

SUMMARY

The income and expenditure (Operational Expenditure) statements for the Warringah Recreation Centre for the previous two years of operation are:

- 2013/14 – Income: \$133,853.75 Expenditure: \$55,873.61
- 2012/13 – Income: \$ 34,734.12 Expenditure: negligible

FINANCIAL IMPACT

The net positive position to Council comparing the periods is \$43,246.02

POLICY IMPACT

Nil

RECOMMENDATION OF DEPUTY GENERAL MANAGER COMMUNITY

That Council note this report.

REPORT

BACKGROUNDOperating model:

Warringah Council resumed the management of the Warringah Recreation Centre (WRC) on 1 September 2013 with the following resolution (April 2013 - 094/13) guiding this management:

That:

- A. Pursuant to Clause 178(1)(b) of the Local Government (General) Regulation 2005, and in accordance with the advice of the independent Tender Evaluation Committee, Council declines to accept the tender submission received for RFT 2012/103.
- B. Pursuant to Clause 178(3)(f) of the Local Government (General) Regulation 2005, Council resolves to carry out the proposed requirements of the contract itself and delegate to the General Manager control over all functions associated with the management of all facilities and professional services provided by and to the tennis complex at District Park.
- C. Pursuant to Clause 178(e) of the Local Government (General) Regulation 2005, Council delegates to the General Manager the authority to enter into negotiations with any person(s) (whether or not the person(s) was a tenderer) or organisations and to enter into contracts for the provision of an expanded range of sport and recreation services.
- D. Council develops these services into a flexible model by allowing multiuse activities at the tennis complex at District Park. Council will coordinate the contracted sports providers, and be responsible for all maintenance and renewals at the complex.
- E. The tennis complex at District Park remain a sport and recreation facility for the duration of this interim arrangement, consistent with the current District Park Plan of Management.
- F. Council reviews the interim Management Model arrangement within 6 months of the District Park Plan of Management being adopted.
- G. Council extends the holdover agreement with the existing lessee for the tennis complex at District Park to 31 August 2013 to allow an efficient transition.

Consistent with Council resolution (December 2012 - 398/12) that stated "Resourcing with appropriate operational staff, and reporting to the Group Manager Warringah Aquatic Centre" a working group was put together to manage the transition with a Council officer put in place from existing Council resources to co-ordinate the WRC and the WRC's future licensees.

Expressions of interest were called for professional operators of various sporting codes who wished to operate from the site with the following objectives:

- Maintain as a minimum, the existing levels of usage;
- Provide sporting services that are diversified, creative, flexible and well organised;
- Provide value for money for the community and Council
- Reflect recreation and leisure industry trends
- Consistent with local community needs and meet the anticipated needs of user groups as expressed in community surveys conducted by Council

As a result three operators were chosen across the sporting codes of tennis, futsal and squash. There were two issues that came from this process:

- Terms could not be agreed with the preferred squash operator, and therefore the second ranked operator was approached and a license was successfully put in place for the provision of squash services.

- During the first 3 months of operation it became apparent that the approach of the tennis operator chosen was in conflict with the both the values of Warringah Council and the direction that Council wanted the WRC to head. As such, this license was terminated on agreement by both parties. Warringah Council then operated the tennis business until a suitable operator could be found to replace this licensee. On 28 April 2014, a license was put in place with a professional tennis operator for the delivery of tennis and clubhouse services.

As such, the WRC operating model now involves the following three main licensees:

- Northern Beaches Futsal Association Inc (futsal)
- Luik Holding Pty Ltd (squash), and
- Voyager Tennis (tennis and clubhouse management)

Each group is independently run and, under the direction of Council, have been working positively together to ensure that Council's aims for the WRC are met. A summary of the sporting services and attendances can be found in the attached report.

Operating Expenditure and Income:

The following is a summary of the operating incomes and expenditures (OpEx) for the WRC for 2013/14 and 2012/13 as a comparison.

Note that in 2013/14 the site was operated by the existing tenant from 1 July 2013 to 31 August 2014 and that when Council resumed management of the site a 1 month transition rent-free incentive was provided for licensees. As such the licensee income noted for the Council period of operation was received over the nine month period of 1 October 2013 to 30 June 2014.

2013 - 2014:

Income	Actual 2014 (\$)
1 July 2013 – 31 August 2013	
Lease / License - Community / Sporting	4,977.58
Rates	926.49
1 September 2013 – 30 June 2014	
Venue hire - User fees & charges	38,233.37
Lease / License - Community / Sporting	80,299.06
Merchandise Sales	9,417.25
Total Income from Continuing Operations	133,853.75

Expenses:

Materials & Contracts	Actual 2014 (\$)
Assets < \$2000	4,991.22
Bank charges	179.85
Cleaning & Waste	1,458.34
Consumables	2,293.11
Legal Fees	1,258.50
Maintenance - Facilities	9,259.29
Maintenance - Grounds	2,275.00
Marketing & Promotions	5,250.30
Merchandise for Sale	3,748.98
Other	549.00
Security	1,440.00
Stationery	219.42
Subtotal	32,923.01

Other Operating Expenses	
Advertising	3,292.01
Banners & Signage	8,629.55
Insurance	645.00
Tea Coffee & Kitchen Consumables	75.30
Telephone & Communications	3,550.40
Utilities	6,758.34
Subtotal	22,950.60
Total Expenses from Continuing Operations	55,873.61

Net Position

	Actual 2014 (\$)
Total Income from Continuing Operations	133,853.75
Total Expenditure from Continuing Operations	55,873.61
Net Position	77,980.14

2012 – 2013:

Income	Actual 2014 (\$)
Lease / License - Community / Sporting	29,700.12
Rates	5,034.20
Total Income from Continuing Operations	34,734.12

Expenses:

There were a few minor maintenance costs incurred by Council that were delivered through internal resources and as such have not been detailed.

Capital Works:

The Coffey Sport and Leisure Business Case Report on the WRC stated that to complete the necessary repairs and attend to immediate renewal items to bring the centre back to a reasonable condition would have likely costs in the order of \$200,000. As such an initial capital expenditure (CapEx) allowance for renewal works was put in place prior to the 2012-2013 open public tender processes to ensure Council's capacity to meet the basic renewal commitments noted within the tender documents.

Upon handover, Council spent a reasonable amount of the CapEx allocated on basic repairing and making safe the sports facilities and the building, including remediating the pigeon coop and associated mess, removing rubbish and old inventory left on site and repairing / replacing broken and unusable fixtures and fittings etc. Regardless, a significant amount of renewal work was completed in the most cost effective manner, in a number of cases re-purposing and recovering materials for use on the WRC site.

The capital expenditure spent on the WRC on 2013/14 is as follows:

Work category	Work detail	Actual 2014 (\$)
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Site clean up	Removal of pigeon coops and associated remediation	10,914.85
	Removal of poles, shelters, rubbish and old inventory	
	Grounds clean up and tree trimming	
	General site works including removing trip hazards etc	
Courts	Installation of futsal courts	124,559.07
	Basic refurbishment of lighting	
	Fencing repairs	
	Courts surfacing repairs	
	Purchase of nets and goal posts	
Clubhouse works	Electrical rectification works	9,916.91
	Phone lines repairs	
	Minor building repairs and renewals	
Staff costs	Capitalisation of staff costs	6,579.00
TOTAL		151,969.83

Further, Council also took the opportunity to have a staff working bee day with staff painting, cleaning, removing rubbish and generally freshening up the site prior to the first Open Day in 2013. This work has not been costed within the above figures as it was as a staff team-building exercise and was completed within existing resources.

A range of images of the site before and after can be found in the attached report.

FINANCIAL IMPACT

The net positive position to Council comparing the periods is \$43,246.02

8.0 ENVIRONMENT DIVISION REPORTS

ITEM 8.14	ANNUAL REPORT 2013/14
REPORTING MANAGER	DEPUTY GENERAL MANAGER ENVIRONMENT
TRIM FILE REF	2014/223148
ATTACHMENTS	1 Annual Report 2013/14 2 Capital works expenditure and projects behind schedule 3 Revised Indicators

EXECUTIVE SUMMARY

PURPOSE

To present the Annual Report 2013/14.

SUMMARY

Council is required to prepare an Annual Report on its achievements against objectives and performance targets set out in the Delivery Program 2013-2017. The Annual Report 2013/14 details Council's financial position as well as achievements over the last 12 months in delivering on actions in the Delivery Program to 30 June 2014. It has been prepared in accordance with the *Local Government Act 1993* and the *Local Government (General) Regulations 2005*.

The Audited General Purpose and Special Purpose Financial Statements for the Year Ended 30 June 2014 forms part of the Annual Report 2013/14. The Audited Statements are separately reported to Council at Item 6.4 and will be incorporated into the Annual Report once adopted.

The Annual Report will be submitted to the Department of Premier and Cabinet – Division of Local Government by 28 November 2014.

A summary of the Annual Report is also in production and will be available from late August.

FINANCIAL IMPACT

Nil

POLICY IMPACT

Nil

RECOMMENDATION OF DEPUTY GENERAL MANAGER ENVIRONMENT

That the Annual Report 2012-2013 be noted

REPORT

BACKGROUND

The Local Government Act 1993 (The Act) and *The Local Government (General) Regulations 2005 (The Regulation)* require Council to provide progress reports and an Annual Report on the implementation of the Delivery Program 2013-2017. The requirements are:

Progress Report

- The General Manager to report at least every six months on the principal activities (16 key services) (s404(6) of The Act); and
- Council's responsible Accounting Officer to report quarterly a budget review statement (cl203(1) of The Regulation)

Annual Report

- The Council must prepare within five months of the end of the financial year an Annual Report on its achievements against objectives and performance targets set out in the deliver program. It must include the audited financial reports

The Annual Report 2013/14 has been produced shortly after year end. As such a separate progress report on the June Quarterly Budget Review Statements has not been produced.

The Audited General Purpose and Special Purpose Financial Statements for the Year Ended 30 June 2014 forms part of the Annual Report 2013/14. The Audited Statements are separately reported to Council at Item 6.4 and will be incorporated into the Annual Report once adopted.

The Annual Report 2013/14, including the Audited Statements, will be submitted to the Department of Premier and Cabinet – Division of Local Government by 28 November 2014. It will also be submitted to the State Library of NSW and the Information and Privacy Commission of NSW.

The Annual Report 2013/14 meets all legislative requirements and guidelines from the Department of Premier and Cabinet – Division of Local Government.

NEW APPROACH TO THE ANNUAL REPORT

Online Platform

The Delivery Program 2013-2017 was designed for delivery online to streamline the process for producing the document as well as providing a platform for online progress reporting. The Annual Report 2013/14 has also been produced as an online resource for the community.

The presentation of the Integrated Planning and Reporting suite of documents online is a new endeavour. It is Australia's first digital and fully interactive plan for local government. Over time there will be opportunities to refine the online presentation to further improve the ease of reading and navigating such reports.

In line with our Delivery Program

The structure of the Annual Report complements that of the Delivery Program and annual Operational Plan. It is structured around Council's 16 key services. It also features progress on major projects that respond to long-term community priorities and will take a number of years to complete.

Overall across all our programs, Warringah has delivered on 160 projects this year. The list of projects behind schedule including reasons as well as summary of the overall expenditure on individual capital projects is at Attachment 2.

Performance reporting framework

We are also focusing more on how well we perform for the community in each of our services, with a new suite of 99 indicators. Service highlights and performance indicators are reported ('Key Service Indicators') as well as many of our services having identified Programs and Program Indicators. Most of the 99 indicators are compared with a baseline of 2012/13 and all Key Service Indicators have targets.

Program Indicators are largely outcomes which we have less control over than Key Service Indicators. Program Indicators are more influenced by external factors such as demand levels, prevailing weather, changes to legislation or the contributions of partner organisations. They also generally require a longer time period in which to see progress. As such, we do not set targets for our 32 Program Indicators, but we monitor results for progress over time.

It's also important to hear how the community thinks we are doing, so 41 results from our Annual Community Survey are included in our service reports, indicating community satisfaction levels.

We also get a good idea of how we are performing if our industry, government or other bodies recognise us as setting new benchmarks or giving us accolades as one of the best Councils in NSW. All of this was achieved this year.

STRUCTURE OF REPORT

The Annual Report 2013/14 details our achievements over the 12 months to 30 June 2014 in delivering on the first year of the Delivery Program 2013-2017.

Overview this provides a high-level overview of our achievements and financial performance. This also outlines the basis for the performance reporting and how it is applied.

Major Projects outlines our progress in relation to the seven major projects, all of which are continuing projects of a high priority for our community. Some of these are a model of collaboration across several service areas, some entailing partnerships with grant bodies or the State government.

Service Highlights provides a snapshot of the performance of our 16 key services, including their allocated programs, projects and performance indicators as well as highlights for the year.

Statutory Returns provides detailed responses to requirements relating to the following Acts and Regulations:

- *Local Government Act 1993*
- *Local Government (General) Regulations 2005*
- *Government Information (Public Access) Act 2009*
- *Environmental Planning and Assessment Act 1979*

Financial Statements are a separate item on this meeting's agenda. Once adopted they will be included in the Annual Report.

Summary Report – A Summary Report will also be available in September for viewing and printing online. It highlights our main achievements for the year and how they relate to the community's long term vision, as well as a simpler presentation of our financial outcomes. This reader-friendly booklet features iconic images of the best of the best for the year.

VARIATIONS FROM THE DELIVERY PROGRAM 2013-2017

Revised Indicators

Minor amendments were made to some performance indicators in order to enhance their readability and the community understands. Some were too complex in their description, needed a more accurate description, or to be renamed to align with standard indicators. These are detailed in Attachment 3.

Indicator Baselines

Most indicators have a baseline sourced for 2012/13. One has an earlier baseline (Level of environmental awareness) as the source survey is only conducted every 3 years. Another nine have no baseline (marked as 'Not Available') as this is the first year such data is being collected. This year's results will become the baseline for next year's report.

Indicator Results

Results are reported for 94 of the 99 indicators. Results cannot be obtained for two and reporting on these will commence in the 2014/15 year:

- Businesses satisfied with Council's support
- Risk Management - number of high and extreme risks that are not monitored on a quarterly basis

Another three will not have final results available until late 2014 as we depend on external sources for this data. The Annual Report will be updated online as they become available:

- Reduction in organisational carbon emissions
- Growing employment opportunities in Warringah
- Maintain or improve the condition of waterways (lagoon health)

WARRINGAH'S ACHIEVEMENTS

Some of the key achievements for the year are:

- **Financial health:** exceeded all 10 of the key financial performance indicators
- **Expenditure:** \$145m Operational and \$30m Capital
- **Net operating surplus:** \$6.6m before capital grants and contributions
- **Productivity improvements:** include over \$1m in savings
- **Project completion:** During the year the Delivery Program required the performance of 160 actions. Our overall yearly performance is good with 88% of actions completed or on schedule, comfortably above our target of 85%. Attachment 2 includes a full list of the actions, including those behind schedule and the reason for the delay. Most of the delayed projects have commenced and will be progressed in 2014/15.

Warringah has set new benchmarks for local government in overall management, finances and assets, business excellence, childcare, development assessment and sustainability. This progress is reflected in over 20 industry awards and accolades received by Warringah Council in the past 12 months.

PRODUCTIVITY SAVINGS

We are committed to delivering high quality value for money service to our community. During the year we focused on strategies to contain costs and improve productivity. These measures have resulted in productivity savings of over \$1 million which were reinvested directly into services to the community or initiatives to support improving the way we do business.

Cost containment initiatives have focused on getting a better rate on our contracts and identifying expenditure efficiencies. Better rates have been achieved on data plans for smartphones and tablets, cash collection, disposal of waste from gross pollution traps as well as electricity supply for Council's large sites and street lighting. Savings have also been made by rationalising software licences and electrical tagging and reducing offsite storage costs through record digitisation.

We continually look closely at our services and how we can do things smarter and more efficiently. Improvements have been made in the management of Council's fleet and plant as well as the more efficient planning of program works in open spaces and sportsfields so we do more with less. A new approach to rostering beach lifeguards and using technology for reporting at the beach means lifeguards spend more time on the sand and has allowed for patrols at Dee Why beach in June. We also decided to sell our sullage service as the level of service to our residents can be delivered by other providers.

Savings have been used to increase the maintenance level of some public spaces, provide new events such as La Lune and enhance Warringah's environmental programs. It has also allowed us to absorb cost increases above CPI in other contracts such as a \$500,000 increase in the annual tree management contract and consumables such as fuel.

Productivity improvements have also allowed us to spend more on renewing our existing assets and providing new assets. Eliminating the infrastructure backlog and ensuring our assets continue to deliver appropriate levels of service that the community expects is a priority. We continued to maximise the useful economic life of our assets by ensuring every \$1 required to be spent on asset maintenance in 2013/14 was fully undertaken. And for every \$1 our community centres, roads and footpaths depreciated we spent \$1.37 renewing existing building and infrastructure assets which resulted in an improvement in the condition of these assets.

TIMING

The Annual Report 2013/14 needs to be submitted to the Department of Premier and Cabinet, Division of Local Government, by 29 November 2013.

FINANCIAL IMPACT

Nil

POLICY IMPACT

Nil

Annual Report 2013/14



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Annual Report 2013/14

Overview

What is the Annual Report

The Annual Report is an opportunity for us to communicate how we have performed over the last financial year against what we said we would do, in a transparent and accountable way.

The Annual Report is the main feedback to our community, stakeholders, councillors and employees. We believe this knowledge of what Council has done and what it plans to do helps to empower our community in the decision-making process and encourages more active participation in creating our future together.

What do we base our plans on?

What we plan to do each year is based on long-term goals from our community, about how it wants Warringah to be as a place to live, work and play. These goals are captured in our 10-year Community Strategic Plan 2023 (CSP), which was recently developed after extensive consultation with the community and business. This is the first Annual Report on our progress under the new CSP.

The CSP is our key reference for decision-making, its six Community Outcomes each contain objectives the community wishes to be addressed. These aspirations are beyond the role of just local and state government to deliver, they also require business, community organisations and volunteers to be involved to make them a reality.

[More on the CSP](#)

The Delivery Program 2014-2018 is where Council takes ownership of the CSP. It outlines what we will do over the next four years to help achieve the aspirations of the CSP and includes our priorities, actions and funding for each of our 16 key services. The first year of the Delivery Program comprises the annual Operational Plan, and our progress against these actions is reported in the Annual Report at the end of that financial year.

[More on the Delivery Program and Operational Plan](#)

About Warringah

About Local Government

Your local Council is the section of government that is closest to the community and knows its needs best. [Read more here](#)

Welcome to Warringah

The famous bush and the glittering beaches. Warringah is many worlds rolled into one and together we're celebrating the things that make living here wonderful. [Read more here](#)

Vision and values

Warringah Council is a values-based organisation. These values are the underlying attitudes that consistently affect all of our actions and decisions. [Read more here](#)

How we govern

The elected Council's primary responsibilities are to represent the interests of the community, provide leadership and good governance, and facilitate communication with the community.

Monthly meetings, chaired by the Mayor, allow the public to see their Council in action. The public can also address Council or submit a question. Councillors debate and vote on a variety of issues affecting Warringah and the local community. [Read more here](#)

Council's Structure

The General Manager is responsible for day-to-day operations, ensuring they are efficient and effective through innovative leadership, partnerships and outstanding service.

[More on Council's structure can be found here](#)

Community Engagement

Engaging with our community is a crucial element to our designs and decision-making. With a comprehensive community engagement framework, we consult on policies, projects and even have special reference groups and committees to help deliberate on the best outcomes for our community. [Read more here](#)

Mayor's Message

This has been a year of achievement. We have seen progress on a number of flagship projects and the completion of others,

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all adding to the vibrancy of Warringah. I'm happy to say these efforts have been recognised with swag of industry awards. Below are some of the highlights my fellow Councillor's and I are proud of.

Glen Street, Collaroy Precinct, Narrabeen Lagoon

The superb stage 1 refurbishment to Glen Street was finished in May. The new forecourt, foyer and bar look amazing and have transformed the theatre. This was only the first stage of works. Stage 2 will turn the theatre into a unique cultural hub that will be the envy of Sydney.

In another ground breaking project, the first stage of the Collaroy Accessibility Precinct to upgrade the beach reserve was completed in October. The next stage is to construct a playground that will be fun for children of all abilities. Work on the playground has started and will open later this year.

There's only one section to go before the Narrabeen Lagoon Multi-use Trail is completed. Work has started to construct two new bridges and last section of trail and it won't be long now until we can all walk and cycle around the full circuit of the Lagoon.

Getting Creative

I was proud to see the community and Council work together so effectively to renovate the derelict scout hall at John Fisher Park into the thriving and innovative Warringah Creative Space. It complements our two artist in resident programs. And, if you weren't one of the 35,000 people who attended the La Lune art exhibition, then you really missed out. This first of its kind, night-time, outdoor spectacle was one of the highlights of the year.

All change in Dee Why

Things are starting to happen in Dee Why as we see the Town Centre Masterplan start to come to life. Council is working behind the scenes on planning and designs. The Walter Gors Park design competition attracted many inspiring ideas which will help shape the final design, and construction on the park will start soon. The most advanced plans are for the multi-purpose Community Facility, including a Police Citizens Youth Club and carpark fronting onto the Kingsway. Also known as the PCYC, it will primarily be a youth facility for sports. The design includes innovative sustainability features and work will begin first thing in 2015.

We've also worked with local businesses on 'quick win' activities to activate underutilised spaces and connect with the community. Over the next few years we will see new community buildings, green spaces, better roads and more parking as the transformation in Dee Why continues.

And not forgetting..

Some of the other accomplishments included major upgrades to five playgrounds, \$1.3m worth of upgrades to our children's centres, upgrades to the BMX track at JJ Melbourne Hills and the Manly Dam mountain bike trail, plus additional free Wi-Fi services.

We also delivered \$4.8 million of improvements to our roads, footpaths and streetscapes, continued to invest in preserving our stunning natural environment, increased our sports club capital assistance grants, and held two forums on housing affordability that will hopefully get the relevant people thinking about solutions to a housing crisis that we cannot ignore. We have also been planning for the future with community consultation on masterplans for Curl Curl, Manly Dam, District Park, and Forestville playing fields, where construction will soon start on the new synthetic playing fields.

Together we've achieved a lot in the past 12 months and I'm excited about some of the changes we will see over the next couple of years.

General Manager's Message

Recognition for excellence

We have been using the Business Excellence framework to build a culture that facilitates change, innovation and improvement. This is delivering consistent improvements across our services with positive feedback from both our community and staff in recent satisfaction surveys. This was also reflected in the Division of Local Government's assessment of Warringah Council in the Promoting Better Practice Review where we were rated as an above-average, well managed and high performing organisation.

Our efforts have caught attention within Australia and beyond, with recognition in over 20 awards, a remarkable achievement. The pinnacle for me was winning the prestigious trio of Leadership in Management Excellence, Excellence in Workforce Management and the LGMA Management Challenge. These awards put us at the top of our field.

Better serving our community

We continue to focus on providing great customer service to our community. There are now more ways to get involved in Council's plans and decisions by linking in with your mobile device and connecting to our growing social media. Our efforts here have also been recognised with international awards for the Customer Service Centre, website and online services.

And we're helping improve your community life, topping Sydney again with the fastest DA processing times, and child care services which now exceed national standards. Along with upgrades to playgrounds, sports and outdoor facilities as well as

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improvement to our beach lifeguard service and programs for our youth and seniors.

We have been active in securing commitments from the State Government on key regional issues including the new Northern Beaches Hospital and funding for road and transport improvements, including Bus Rapid Transit, for our long-suffering commuters.

Financial Stability Assured

The Independent Pricing and Regulatory Tribunal (IPART) partially approved Council's application for a special rate variation, allowing us to maintain existing service levels. IPART in making the decision recognised that Council had made efficiencies and Warringah ratepayers pay lower rates than those in adjoining Councils.

Our focus continues to be on strategies to contain costs and improve productivity. These measures have resulted in productivity savings of over \$900,000 which were reinvested directly into services to the community or initiatives to support improving the way we operate.

Reducing our footprint

Sustainability is a key consideration and has been fundamental to our work. It has been incorporated in major projects such as the Warringah Creative Space, Narrabeen Lagoon Multi-use Trail and Cromer Park upgrade. Reductions have been achieved in carbon emissions at the Warringah Aquatic Centre (17%), our light vehicle fleet (11%) and Kimbriki (13,000 tonnes/year). Plus, we've almost doubled our amount of solar panels on community buildings. The works at Cromer Park allow us to harvest four Olympic-sized swimming pools of stormwater. And there's more to come, with sustainable features being built into the PCYC, Dee Why Town Centre and Forestville Park upgrade and the piloting a car-share scheme in Dee Why.

I look forward to working closely with Councillors and the community over the next 12 months to continue to build on these achievements.

Measuring our performance

Progress on projects

Progress against our scheduled projects in 2013/14 was monitored quarterly through the Quarterly Budget and Business Review Statements.

Each project in this report is tagged with a symbol to denote its progress over the year:



at least 90% of completion target achieved



less than 90% of completion target achieved



action has been completed

Overall progress was good with 88% of actions completed or on schedule and 12% behind schedule as at 30 June 2014. This exceeding the target of 85% of actions completed.

Completion of scheduled projects is listed as part of the key service indicators for each key service area. These have no baseline as the number of projects change every year. The results are colour coded for comparison with the target.

Community survey

It is important to hear how the community thinks we are doing, so 41 results from our Annual Community Survey 2014 are included in our service area reports.

The survey is conducted by a professional market research company. It is a random sample of 600 residents and shows satisfaction levels with individual services and facilities out of a mean score of 5. Green and red shading is used in the Annual Report to show performance against the target. It is based on statistically significant movements in satisfaction score compared to the target. The target is the 2013 survey results.

Overall we performed well as 93% of survey results were on par with or exceed the target for resident satisfaction with our services.

Performance indicators

This is the first report against the Community Strategic Plan 2023 and we are highlighting how we perform for the community with a new suite of 99 performance indicators. These are made up of 67 key performance indicators and 32 program indicators.

Key Service Indicators

Council has set targets and monitors results yearly for those outcomes that Council has a high level of control over.

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The key service indicators are presented in a report card format with a visual coding for how well we have gone. Each indicator has a baseline, a target and result. The following colour coding of the result shows if progress is consistent with the desired direction of the indicator:

Direction	Result colour	Description
Improved	Green	Indicator which meets or exceeds the target
Stable	Yellow	Performing above the base line but below the target
Decline	Red	Performing below both the base line and target

Program Indicators

Council has less control over the program outcomes. They are influenced by external factors such as demand levels, weather conditions, changes to legislation, or they depend on the contributions of partner organisations.

As there is only one years' worth of data no status is provided on these indicators. A more reliable perspective on progress will be available in 2017 when the cumulative impact will be seen at the end of the 4-year Delivery Program.

Data 'Not Available'

A number of indicators have data missing. The term Not Available is included against these indicators. These indicators will be reported in full in the Annual Report 2014/15.

Awards and recognition

Council received industry recognition in over 20 awards this year. It recognised Warringah as an industry leader in management, sustainability and a range of services.

Management

- Leadership in Management Excellence Award – Winner Metropolitan Councils 2014
- Excellence in Workforce Management Award – Winner 2014
- Local Government Managers NSW - Management Challenge – NSW Winner 2014
- Partnerships for Growth - Highly Commended as a SHOROC partner 2014
- Risk Management Excellence Awards – Commended 2013

Services

- Best Community Website – Honoree 2014 - International Webby Awards
- Honourable Mention for NSW government website from Australian Web Awards
- Government Customer Contact Excellence Awards - Best Contact Centre (up to 30 employees) – Winner 2013 Aust-NZ
- Government Customer Contact Excellence Awards - Best People Strategy – Finalist 2013 Aust-NZ
- Dee Why Town Centre Masterplan - Best Planning Ideas Small Projects – Commendation 2014 National Awards
- Dee Why Town Centre Masterplan - Government Leadership for Urban Development NSW – Winner 2013
- Dee Why Town Centre Masterplan - Best Planning Ideas Small Projects NSW – Winner 2013
- Gold Award for Commercial Design from Australian Institute of Landscape Designers and Managers – Winner for Undula Reserve Playground upgrade

Sustainability

- Local Government Excellence in Environmental Leadership and Sustainability – Finalist 2014
- Overall Sustainable Council Award – Finalist 2013 Sustainable Cities Award
- Environmental Education Award – Finalist 2013 Sustainable Cities Award
- Local Government Environment Awards – Highly Commended 2013 for Local Sustainability
- Long Reef Beach - Clean Beaches Connecting Our Coast Awards:

o Young Legends Award – Winner 2013

o Environmental Protection Award – Highly Commended 2013

- Cromer Park:

o Local Government Environment Awards – Water conservation – Highly Commended 2013

o Green Globe Award, Local Government – Finalist 2014

- Nominated for 'Innovation in Waste Minimisation' for Warringah Creative Space at Sustainable Cities Award 2014, Environment Protection Authority

We also get a good idea of how we are performing from feedback from industry, government or other bodies. Some of the feedback this year is below.

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The Division of Local Government assessed Council as part of their 'Promoting Better Practice Review'. Their report rated Warringah as an above-average, well-managed and strong performing organisation with notable qualities including:

- Mature and efficient decision-making
- Better practice examples across the business
- Exceeding benchmarks in financial and asset management
- Exceptional approach to pursuing regional partnerships, funding and service delivery
- A positive dynamic culture of Business Excellence

Our childcare services are exceeding the National Quality Standard in our Warringah family day care and at Belrose and Narrabeen children's centres. And the NSW Department of Planning and Infrastructure named Warringah as equal first in Sydney for development application processing times.

Productivity savings

We are committed to delivering high quality value for money service to our community. During the year we focused on strategies to contain costs and improve productivity. These measures have resulted in productivity savings of over \$900,000 which were reinvested directly into services to the community or initiatives to support improving the way we do business.

Cost containment initiatives have focused on getting a better rate on our contracts and identifying expenditure efficiencies. Better rates have been achieved on cash collection, disposal of waste from gross pollution traps as well as electricity supply for Council's large sites and street lighting. Savings have also been made by rationalising software licences and electrical tagging and reducing offsite storage costs through record digitisation.

We continually look closely at our services and how we can do things smarter and more efficiently. Improvements have been made in the management of Council's fleet and plant as well as the more efficient planning of program works in open spaces and sportsfields so we do more with less. A new approach to rostering beach lifeguards and using technology for reporting at the beach means lifeguards spend more time on the sand and has allowed for patrols at Dee Why beach in June. We also decided to sell our sullage service as the level of service to our residents can be delivered by other providers.

Savings have been used to increase the maintenance level of some public spaces, provide new events such as La Lune and enhance Warringah's environmental programs. It has also allowed us to absorb cost increases above CPI in other contracts such as a \$500,000 increase in the annual tree management contract and consumables such as fuel.

Productivity improvements have also allowed us to spend more on renewing our existing assets and providing new assets. Eliminating the infrastructure backlog and ensuring our assets continue to deliver appropriate levels of service that the community expects is a priority. We continued to maximise the useful economic life of our assets by ensuring every \$1 required to be spent on asset maintenance in 2013/14 was fully undertaken. And for every \$1 our community centres, roads and footpaths depreciated we spent \$1.37 renewing existing building and infrastructure assets which resulted in an improvement in the condition of these assets.

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Delivery Program/ Operational Plan

Certification Services

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$1.1m

Key Service Indicator Highlights

The key service indicator for scheduled inspections was achieved. However, achievement of the target for mean processing times was impacted by Council's ability to recruit suitably qualified building surveyors. There is an industry wide shortage of appropriately qualified building surveyors making it difficult for Council to compete with the salaries of private certifiers.

Key Service Indicator	Baseline	Target	Result
Mean processing times for construction, building and strata certificates (days)	54	20	124
Scheduled inspections completed - private certifying authority, pools and boarding houses	100%	90%	100%

Program Achievements

Program - Certification

Swimming Pool Barriers

Council significantly increased activity in this area in 2013/14 in response to new requirements imposed for residential swimming pool barriers. While this meant more than double the number of notices and directions being issued to achieve compliance, it was critical to help bring more of Warringah's pools up to standard and ultimately to reduce the risk of backyard drowning.

Building Certificates

There was a 12% increase in the number of building certificates applied for in 2013/14 with a total of 149 building certificates determined.

Program Indicator	2012/13	2013/14
Percentage of market share for private certification	1%	1%

Council has not been able to compete with the private market salaries offered to building surveyors. There is an industry wide shortage of appropriately qualified building surveyors to fill vacant roles.

Council has established a strong relationship with the Building Professionals Board to look at ways to improve market share and make Council competitive against the private certification market. At present Council's market share is below expectations and unlikely to change unless legislation is amended to ensure a level playing field.

Children's Services

Community Strategic Plan Drivers

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

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

Budget Spend

Operational \$8.4m

Capital \$1.5m

Service Highlights

- 453 children per week (on average) cared for in four long day care centres
- 265 children accessed occasional care during the year
- 419 children per week utilised family day care
- 2,433 children used vacation care over the last 12 months
- Approximately 3,530 families received regular information on children's and family services
- 1,424 are on the waiting list to attend the services in the future

Key Service Indicator Report Card

Children's services continue to comply with the National Quality Framework, which results in high-quality care being provided for families. This satisfaction is reflected in the family survey results where the majority of users are very happy with the service provided.

The achievement of the capital works indicator was impacted by delays in delivering two projects. The works will be completed next financial year.

Key Service Indicator	Baseline	Target	Result
Compliance with the National Quality Framework (meets or exceeds standards)	100%	100%	100%
Families satisfied with service utilised (percentage)	Not available	65%	74%
Scheduled projects completed (key initiatives)	-	85%	100%
Scheduled projects completed (capital works)	-	85%	67%

Warringah also surveys its residents each year on its services. It is a random survey and includes people that don't use Council's childcare services. The satisfaction outcome is based on a score out of 5. There was a statistically significant reduction in satisfaction with childcare services this year.

Annual Community Survey	Target	Result
Residents satisfied with provision of childcare services	3.27	3.14

Program Achievements

Program - Quality Care

Expanded and more flexible service

Recent building works at the new Brookvale Occasional Care Centre and Brookvale Children's Centre have allowed for an expansion of the service. An additional 27 places are now available to children and their families across both centres and this goes some way to meeting the demand for additional places from parents wanting to return to work. The Brookvale Occasional Care Service is also able to offer long day care places that provides flexibility for families and will allow the service to respond to the needs of users.

National Quality Framework

Belrose Children's Centre was assessed as 'Exceeding' the standards of the National Quality Framework. This reinforces the efforts of our staff in providing high quality education and care programs to the community. All centres have been assessed as 'Exceeding' or 'Meeting' the National Quality Standard.

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Each service developed an updated Quality Improvement Plan focused on the areas identified as opportunities for enhancement. Additional resources and equipment were chosen to reflect the cultures and lifestyles of all the children. Families were better informed with the introduction of a weekly email on events, staffing and menus, further enhancing the connection and sense of belonging within the service community.

Upgrades to Child Care Facilities










Works were completed at Brookvale Children's Centre. The upgrade to the Belrose Children's Centre progressed with work completed in the preschool and toddler playgrounds. The work on the staff room at Belrose Children's Centre has begun and is due for completion in September 2014. A new fence was installed to restrict bandicoots from the outdoor environment at Narrabeen Children's Centre and upgrades to the dining room at Dee Why Children's Centre were completed.

A new procedure was introduced to the enrolment and booking process for vacation care which allowed families access to their details, resulting in faster confirmations regarding their selected days.

Inclusion Support and Community

We deliver an inclusive and community-based program to children enrolled in the services. This included supporting 31 children with additional needs by providing access to occupational therapists and physiotherapists in consultation with families. All services maintain strong partnerships with local public schools to support children's transition to school and Dee Why Children's Service accessed bi-cultural support for five Serbian children.

Brookvale Children's Centre has recently launched a volunteer program with Probus Brookvale. Senior volunteers visiting the service to read with the children proved a great success for both the children and volunteers. Seeing these connections with community members is a great reminder of the need for social connectedness.

	Capital Works
	Belrose Children's Centre - building upgrade
	Belrose Children's Centre - playground
	Brookvale Children's Centre - renewal and expansion of existing building and bathrooms
	Narrabeen Children's Centre - playground
	Brookvale Occasional Care Centre - installation of solar panels
	Children's centres - amenities and playground refurbishments
	Key Initiatives
	Children's Services - implement the new National Quality Framework standards
	Children's Services - deliver policy, procedure and forms available online
	Children's Services - cater for children with inclusion support needs

Program Indicator	2012/13	2013/14
Number of children enrolled with high inclusion support needs	16	23

Community Services

Community Strategic Plan Drivers

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

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Continuing Activities

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

Budget Spend

Operational	\$5.8m
Capital	\$0.4m

Service Highlights

Community Centres

It's been another huge year for our community centres with record numbers of visitors, upgrades to several centres and a review of the current booking system.

We continued to engage with the community about the redevelopment of the Tramshed Arts and Community Centre and work is due to begin in early 2015.

In order to improve the experience for users, work was also completed on the Collaroy Swim Club, Griffith Park Sports Facility, Oxford Falls Peace Park, Beacon Hill War Memorial Hall, the Forest Room at the Forestville Seniors Citizens Centre, and the playground at the Allambie Public Hall.

Beach Services

Last summer was particularly hot with record numbers visiting Warringah's beaches. Our lifeguards performed 758 rescues and millions of beachgoers were kept safe and happy during the season. There were a few serious incidents and our lifeguards responded with care and diligence, demonstrating great compassion for the families.

Community Development

The opening of the Warringah Creative Space in North Curl Curl has been an exciting focus for the artistic community. Volunteers were engaged in a community blitz assisting in the last minute details of creating the garden, mulching and painting prior to the opening.

The skateboard Deck Art Exhibition saw skateboard deck art on display in the new gallery space along with an indoor mini ramp. Approximately 100 children and young people along with 25 guest artists submitted their decks for the exhibition. More than 100 children signed up for the free skate lessons and mini ramp competition, and more than 1,500 people attended the exhibition.

In partnership with our neighbour councils, NSW Police, NSW Health, the Manly Drug Education and Counselling Centre and the Northern Beaches Community Drug Action Team, we successfully launched the 'Stop the Supply' campaign, targeting supply of alcohol to minors.

Fast Facts

- More than 3.5 million people visited our nine beaches in 2013/14
- 238,858 pre-emptive actions, 758 rescues and 2,730 first aid treatments were performed by beach services staff
- 30,613 infringements of beach service regulations were acted upon to ensure our beaches remain safe, appealing and a welcoming destination. Hazards included water regulations, dogs on beaches, littering and anti-social behaviour
- Schools, kindergartens and members of Warringah's Culturally and Linguistically Diverse groups participated in the Beach Awareness Program
- 715,787 people attended our 26 community centres (55,000 alone at the Tramshed)
- 1,122 casual functions were held at our Community Centres
- More than 300 regular hirers participated in the annual Hirers Customer Survey
- \$99,945 was distributed as part of the Community Development and Cultural Grants program
- Five art exhibitions were held at the Warringah Creative Space since it opened in March 2014, showcasing the art-work of more than 170 artists to over 3,000 people.

Key Service Indicator Report Card

The majority of key service indicators were met. The achievement of the capital works indicator was impacted by delays in delivering two projects.

Key Service Indicator	Baseline	Target	Result
Number of events and forums offered to the community	16	16	30

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Number of newsletters and facebook updates	15	15	30
Monthly maintenance schedule completed at community centres	12	12	12
Number of community beach safety education sessions	4	4	10
Scheduled projects completed (key initiatives)	-	85%	100%
Scheduled projects completed (capital works)	-	85%	60%



Warringah surveys its community each year on its services. The satisfaction outcome is based on a mean score of 5. The satisfaction rating with services has remained stable with the exception of facilities and services for people with a disability where there has been a statistically significant decline in overall satisfaction.

Annual Community Survey	Target	Result
Residents satisfied with facilities and services for older people	3.44	3.37
Residents satisfied with facilities and services for people with disabilities	3.39	3.24
Residents satisfied with facilities and services for youth	3.04	3.05
Residents satisfied with community centres	2.53	3.45
Residents satisfied with provision of lifeguards on the beach	4.40	4.42

Program - Beach Management and Safety

Warringah's Beach Services Roster was reviewed and opportunities were found to improve the utilisation of staff, reduce the administration time of rostering and to use technology to improve the speed and quality of our communication and reporting. Due to these efficiencies, and in response to residents enjoying the unusually warm winter weather, we were able to extend the staffed beach season into June.

Our lifeguards had lots of fun with the Brewarrina Sister City Youth Exchange kids during a beach safety day, taking them through the dos and don'ts of water safety and enjoying a spin on the jet-ski. Our new friends from Bre returned home to western New South Wales with new skills, resilience and experience.

	Capital Works
	Replacement of beach services equipment
	Dee Why Beach lifeguard viewing tower

Program - Social Inclusion and Independence

Two new strategies, 'Living Well Warringah' (Healthy Ageing Strategy) and 'Creative Warringah', and the recent Youth Strategy, will all form the framework of future directions for services and programs that link to the social inclusion and independence of our residents.

Art and Cultural Services

As part of the Guringai Festival's Weaving Bridges project, community workshops took place where woven sea creature installations were created by more than 150 artists, children, community groups and individuals. These were hung along the side of the Stuart Somerville Bridge in Queenscliff for several months to wide acclaim.

Council supported two 'Artists in Residence' this year. Based at Cromer Community Centre and the Kimbriki Recycling Centre, the artists enjoyed the experience of learning, teaching and stretching their artistic boundaries, and sharing their creativity and innovation with the community.

Youth Services

An extensive mix of activities was provided for young people and their families. The youth of Warringah were entertained with regular music events, the annual Northern Composure Band Competition, Youth Week Activities and of course the ever popular Discobility.

Our teens learnt new skills with the annual 24/7 film festival, Urban Art Workshops and the Brewarrina Sister City Exchange, and new activities such as Club 567 were launched. These regular events target school children in years 5 to 7 and thanks go to the Warringah Youth Advisory Committee (WYAC) who helped us out with all these good times.

A new approach to Youth Week saw a range of different activities run – from band nights to a Game of Thrones Trivia Night and the skateboard Deck Art Exhibition.

Aged Services

We delivered a large array of events and services as well as partnering with local and regional services to provide the best outcome for the seniors of Warringah.

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Seniors Week was a massive success with more than 3,000 of our older residents celebrating their senior years by participating in a wide variety of 75 different events and activities. 'Celebrate you' and 'Last Wishes' workshops were just two of the many held to inform, educate and build capacity in our community.






Disability Services

International Day of Disability was celebrated at the Cromer Community Centre where many enjoyed a day of arts, crafts, lunch and live entertainment.

Our community also enjoyed a 'Colour Me Creative' art making series, seminars on 'Friendships, Relationships and Sexuality' and 'Estate Planning for Parents of Children with a Disability'.

We continue to work with a broad range of services to provide information and support for people with a disability and their carers. This includes producing the comprehensive monthly Disability Services Information Newsletter.

	Capital Works
	Replacement of community bus
	Bringa Womens Centre - refurbishment of existing building

	Key Initiatives
	Implement the Warringah Ageing Strategy
	Implement the Warringah Youth Strategy
	Develop a Youth Website and Web Application
	Participate in the development of the Northern Beaches Regional Youth Strategy
	Participate in the development of the Northern Beaches Regional Ageing Strategy

Over 9,000 people attended a range of events, activities, programs and workshops. This included parent education, carer days, entertainment and social events, arts exhibitions and workshops aimed at providing positive community experiences. This increased over the previous year as there was less wet weather, and we also held 8 separate events for Youth Week rather than just one concert.

Program Indicator	2012/13	2013/14
Increased attendance at programs	over 6000	over 9000

Program - Community Connections

Our community centres experience a high level of usage and provide a range of opportunities that connect people with their local neighbourhood.

There have been a number of upgrades and improvements, including works to Oxford Falls Peace Park, Beacon Hill War Memorial Hall, the Forest Room at Forestville Senior Citizens Centre and the playground at Allambie Public Hall.

The Collaroy Swim Club was renovated and along with the new Griffith Park Sports Facility became available for hire. Collaroy Swim Club in particular is very popular with its beachfront location and ocean views.

The annual Forest Community Art Exhibition was again highly successful with 1,000 visitors enjoying the creativity of local residents during the three day show.

	Capital Works
	Tramshed Arts and Community Centre, Narrabeen - building refurbishment to comply with Building Code of Australia

Three new gathering places created this year were the Dee Why Pop-Up Café, Brookvale Pop-up Space and the Warringah Creative Space in Curl Curl.

Program Indicator	2012/13	2013/14
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Increase in community gathering places available for socialising	Not available	3
Usage of our Community Centres	47%	49%

Program - Cultural Vitality and Creativity

Council supported two artists-in-residence this year. Based at Cromer Community Centre and the Kimbriki Recycling Centre, the artists enjoyed the experience of learning, teaching and stretching their artistic boundaries and their creativity and innovation were shared with the community. The artist-in-residence community mosaic project at the Cromer Community Centre was officially opened by the Mayor in February.

A Creative Warringah strategy was developed with extensive input from the community. The strategy sets out the future direction for council and challenges Council and the community to think more broadly and be more creative in our projects, events and processes.

The Sister City Youth Exchange saw six young people from Brewarrina come to Warringah during the January school holidays. They participated in a range of educational, recreational and cultural activities with local young people, including beach safety with council lifeguards, learn to surf and a skateboard deck art workshop. In a return visit, the Warringah Youth Ambassadors visited Brewarrina in April. Highlights included visiting the Bre Fish Traps, the Old Mission site, fishing on the Barwon River and interacting with the local community.

To help revitalise Dee Why town centre we worked on 'quick win' activities to activate underutilised spaces and connect with the community. These included murals, outdoor art exhibitions, a Pop-Up Cafe on the Green and a Pop-Up creative space.

	Key Initiatives
✓	Deliver community activities and celebrations
✓	Review the Cultural Plan
✓	Maintain Artist in Residency and Affordable Studio's program of work
✓	Develop a Warringah Arts and Cultural Events Calendar
✓	Deliver Sister City event

Opportunities to participate in cultural activities included the Dee Why Pop Up Café, Brookvale Pop up Space, Warringah Creative Space, extensive community events and activities; band nights, Band Competition, Acoustic Nights, Roller Disco, Discobility, 'Tweenie events - Club 567, 24/7 Youth Film Festival, ArtDecko Exhibition, Youth Week activities, WYAC meetings and events.

Program Indicator	2012/13	2013/14
Increased opportunities to participate in cultural activities	Not available	60

Compliance Services

Community Strategic Plan Drivers

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

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Continuing Activities

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

Budget Spend

Operational \$5.5m

Service Highlights

Compliance Services plays a vital role in protecting the health of our environment and supporting a vibrant community. Over the last 12 months 5,500 community requests were responded to for dumped rubbish, parking enforcement, companion animals, pollution, unauthorised tree removal and unauthorised works and land uses.

Boarding houses

New systems have been implemented to meet new registration and inspection standards.

Food safety

All mandatory food shop inspections were completed, to monitor that the premises were clean, food handlers had appropriate skills and that food was safely prepared and stored. This is carried out in partnership with NSW Food Authority and resulted in a number of successful prosecutions. Courses were also offered to schools and businesses to assist food handlers to better understand compliance with the Food Safety Standard.

Healthy air

The team also significantly increased its activity over 2013/14 in relation to inspections of cooling towers; inspecting 36 systems and conducting 21 re-inspections, to better manage the risks of Legionnaires' disease within Warringah.

'Dogs Big Day Out'

The 'Dogs Big Day Out' event was held in August and provided an opportunity for dogs and their owners to socialise, enjoy demonstrations, training and find out more about responsible pet ownership.

Fast Facts:

- 651 food shops inspected
- 754 community requests regarding alleged unauthorised building works and/or land uses completed
- 601 community requests regarding pollution (air, noise, land and water) completed
- 400 community requests regarding asbestos, septic systems, overgrown vegetation and unhealthy conditions completed
- 139 community requests regarding private drainage issues completed

Key Service Indicator Report Card

Council is investing more resources into proactive compliance through education and promotion such as the 'Dogs Big Day Out'. There are also significant increases in customer requests and general correspondence relating to compliance matters.

Additionally a recent surge in development activity has resulted in an increase in complaints related to the building process such as out of hours work and poor building practice.

Council has looked to increase its resources in this area but has for a large proportion of the year been unable to recruit suitably qualified staff. This issue is being experienced across Sydney due to a shortage of building professionals. In an attempt to address this, two trainee positions have been added to the Development and Compliance team. This additional resource will reduce the time for customer requests.

There has been an improvement in completion of customer request even though it hasn't achieved the target.

Key Service Indicator	Baseline	Target	Result
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Completion of customer requests within agreed time frames	60%	90 %	81 %
Scheduled inspections completed	100 %	90 %	100 %

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score out of 5. The satisfaction levels with services has remained the same with the exception of hygiene standards of retail food outlets where there has been a statistically significant increase in overall satisfaction.

Annual Community Survey	Target	Result
Residents satisfied with management and control of domestic pets	3.38	3.31
Residents satisfied with environmental protection and enforcement	3.35	3.28
Residents satisfied with hygiene standards of retail food outlets	3.47	3.61

Cultural Events

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$1.4m

Service Highlights

La Lune

Believed to be Sydney's first night-time, outdoor, naturally-powered sculpture exhibition, La Lune set a new benchmark for art exhibitions and tapped into an unknown demand for evening cultural activities on the northern beaches. Produced in partnership with College of Fine Arts, University of NSW, the exhibition was professionally curated and featured artists from Australia and overseas who work in harnessing solar, wind and wave energy. The exhibition, held over eight nights in autumn 2014 along Long Reef Headland, attracted an incredible 35,000 people, an enormous amount for a new exhibition outside of inner Sydney.

Fast Facts

- 1,120 new citizens from more than 76 different countries welcomed in 12 citizenship ceremonies held throughout 2013/14
- \$31,500 distributed under the Cultural Grants Program
- Delivery of major events including:
 - Brookvale Show
 - Christmas by the Beach
 - New Year's Family Fireworks
 - La Lune
 - Dogs Big Day Out
 - Warringah Art Exhibition
 - Australia Day Big Breakfast events across 4 sites (Dee Why Beach, Narrabeen, Warringah Aquatic Centre, Beacon Hill).
 - Delivery of other community events including:
 - Guringai Music Showcase
 - Wellness Walk at Manly Dam
 - Local Government Week
 - Festival of Children's Literature
 - Remembrance Day
 - Anzac Day Celebrations

Key Service Indicator Report Card

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Key Service Indicator	Baseline	Target	Result
Scheduled projects completed (key initiatives)	-	85%	100%

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score out of 5. The aim is to maintain or improve on the target (2013 survey result). Green shading shows satisfaction has been maintained or improved.

Annual Community Survey	Target	Result
Residents satisfied with community events and festivals	3.55	3.67

Program Achievements

Program - Community Festivals

Brookvale Show

The Brookvale Show attracted a record crowd of almost 20,000 people who enjoyed a packed program including a motorbike stunt show, aerial gymnasts and a horse jumping competition.

Christmas and New Year's Eve

Dee Why celebrated the festive season with a dazzling light display and an ice rink that was enjoyed by over 1,800 people. Christmas by the Beach brought The Strand to life with markets, roving carol singers, free Santa photos and over 8,000 people enjoyed a Christmas movie on Dee Why beach.

The year came to an end on Dee Why beach with a spectacular fireworks display that drew crowds from Long Reef headland to Dee Why with numbers tipped at 25,000.

Australia Day

Australia Day Big Breakfasts took place at Dee Why Beach and James Meehan Reserve (20,000 people attended), Berry Reserve in Narrabeen (5,000 people attended), Beacon Hill (250 people attended) and there was a Pool Party at the Warringah Aquatic Centre (1,500 people attended). A special Australia Day Awards and Citizenship Ceremony was also held at Glen Street Theatre which was attended by 70 new citizens and over 200 of their family and friends. Activities at the events included rides, live music and community BBQs. More than 400 volunteers took part on the day and Council hosted a thank you ceremony to acknowledge the volunteers efforts in February.

Dee Why Surf Club Centenary Reception

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

Guringai festival


As part of the annual Guringai Festival program, Council staged three events including a Music Showcase held at Lizotte's featuring Christine Anu, a guided Wellness Walk at Manly Dam and the After the Apology Photographic Exhibition at Civic Centre.

Warringah Art exhibition

The Warringah Art Exhibition attracted over 300 entries with 159 artworks selected for display, the largest number in its 13 year history. The Opening Night event was attended by 350 people with \$9,500 prize money awarded to the winners of General, Waste-to-Art and Youth categories. The exhibition attracted over 1,200 visitors throughout the 10 days.

Other activities and celebrations

- 40th anniversary of Allambie Heights Lookout Trust
- Civic and citizenship ceremonies
- Open Day activities at Warringah Recreation Centre
- Reopening of the Brookvale Children's Centre

	Key Initiatives
	Deliver community activities and celebrations

The program indicator has performed well with a significant improvement for 2013/14. La Lune festival in 2014 drew an extra 35,000 people into our program, raising the numbers attending our events over the year.

Program Indicator	2012/13	2013/14
Number of people attending events	97,850	111,600

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Development Assessment

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$5.4m

Service Highlights

- More than 1,800 development applications were lodged, with a total development value exceeding \$515 million. The number of applications is similar to last year but the value has increased from \$465 million
- 97% of development applications were determined under delegated authority by our staff which is an increase from last year
- More complex and major applications are determined by independent panels such as the Warringah Development Assessment Panel (WDAP) and the NSW Joint Regional Planning Panel (JRPP)
- The number of applications determined by the JRPP has remained consistent with last year. Applications determined by WDAP increased by 48% from 12 to 23 applications. More complex and major applications are determined by independent panels

Key Service Indicator Report Card

The mean turnaround time for applications determined by independent panels is an improvement on the baseline but is still lower than the target. Applications determined by independent panels are more complex projects such as multi-unit housing and large commercial developments and require more detailed consideration and negotiation, particularly if Voluntary Planning Agreements are included. Delays also occur as the Independent Panels only meet monthly and may also defer a decision for a month.

Key Service Indicator	Baseline	Target	Result
Mean turnaround time of development applications determined by independent panels (days)	167	90	145
Mean turnaround time of development applications determined under delegation (days)	35	50	44

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score out of 5. The aim is to maintain or improve on the target (2013 survey result). Satisfaction with the development assessment process has remained stable.

Annual Community Survey	Target	Result
Residents satisfied with development assessment process	2.68	2.78

Program - Development Assessment

Warringah Council was named by the NSW Department of Planning and Infrastructure as equal first in Sydney for development application processing times during 2013/14, achieving an average of 44 days to assess and determine applications.

We continue to improve our processes and this year have further refined our on-line application assessment tool 'Assessor' to process applications under the Warringah Local Environmental Plan 2011. This has allowed us to achieve further consistency in assessments and decision-making. Both applicants and the community benefit from a more cost-effective

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system that better avoids the cost implications of unnecessary delays.

Our team continues to be successful in the Land and Environment Court, achieving better development outcomes for the community resulting in improved design, amenity and environmental results. Examples of successful determinations include an industrial complex in Brookvale, a residential development in Collaroy Plateau and a subdivision in Frenchs Forest.

Program Indicator	2012/13	2013/14
Percentage of development appeals where Council's decision is upheld	100%	100%

This program indicator relates to those proposals where the applicant takes Council to the Land and Environment Court, usually as Council has refused the application or set strict conditions for approval. Council is performing well in this indicator, showing that the Court has agreed with Council's decisions and thus has a sound approach to dealing with applications and setting conditions for approval.

Glen Street Theatre

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$2.4m
Capital \$1.8m

Service Highlights

Annual Subscription Season

This year's season was shorter than usual due to the renovations for Stage 1 of the Glen Street Cultural Hub. However, the all-time favourite *The Wharf Revue* was a sold out success and starred Simon Burke whose musical theatre experience and expertise gave an added dimension to the Revue.

Music at the Glen

Our annual concert program was again highly successful with all performances sold out. These concerts are a valuable social and entertainment resource for our elderly audiences in particular.

Our important partnership with Forest Coach Lines continues. This service provides wheelchair accessible transport for residents, as well as collecting patrons from other pick-up points and transporting them to the theatre, providing an invaluable service to our community.

Community Use of the Theatre

The annual two-week Sydney North Dance Festival was again a highlight of this year's activities while the annual ballet season saw twenty-two dance schools present their end of year concerts to family and friends. We were also able to accommodate the Armenian Cultural Society to help celebrate our cultural diversity.

Fast Facts

- More than 7,000 young people performed on the Glen Street stage
- Nine professional productions presented (120 performances)
- More than 2,500 subscribers
- Nine concerts performed as part of Music at the Glen

Key Service Indicator Report Card

While the sensational renovations to the foyer and forecourt took place Glen Street Theatre was closed. The theatre was open with sell out performances until 16 December 2013 when we shut for the works to begin. We reopened on 12 May

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2014 with a sold out performance starring Patricia Routledge in *Admission: One Shilling* and then a highly successful season of *Go Your Own Way*. This closure resulted in three indicators being below the baseline and target.

Key Service Indicator	Baseline	Target	Result
Utilisation rate of Glen Street Theatre - subscriptions	2,410	2,500	2,000
Utilisation rate of Glen Street Theatre - tickets sold	75%	80%	50%
Utilisation rate of Glen Street Theatre - capacity utilisation	75%	80%	40%
Scheduled projects completed (key initiatives)	-	85%	100%
Scheduled projects completed (capital works)	-	85%	100%

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score of 5. The aim is to maintain or improve on the target (2013 survey result). Satisfaction with Glen Street Theatre remains stable.







Annual Community Survey	Target	Result
Residents satisfied with Glen Street Theatre	3.59	3.56

Program - Cultural Hub

This year we saw the completion of Stage 1 of the Glen Street Cultural Hub. The foyer area has been upgraded to provide more space for our patrons with improved box office and bar facilities as well as increased seating. We now have a sophisticated and contemporary space to equal any other foyer area in the Sydney metropolitan area. An additional highlight has been the opening of the landscaped forecourt precinct that has enabled us to provide outdoor seating and to plan for a cafe and food vans at festivals and special events. Stage 2 of the revitalisation is in the design phase and will begin in early 2015.

We also now boast a state-of-the-art lighting desk, which has improved our theatre production standards as well as enabling professional development opportunities for our community patrons and participants.

The Crown Room at Glen Street was also refurbished to complement the renovations for the Cultural Hub. This space now houses a Green Room and provides an excellent holding room for all participants in the Sydney North Dance Festival and the annual ballet season. It also hosts our visiting theatre professionals enabling them to relax and unwind away from their dressing rooms.

Capital Works	
	Glen Street Theatre - minor asset renewals
	Glen Street Theatre - lighting console replacement
	Glen Street Revitalisation Stage 1
	Glen Street Revitalisation Stage 2
Key Initiatives	
	Develop day to day management plan for operation of Glen Street Cultural Hub
	Promote and engage new audiences with the Glen Street Cultural Hub

Information and Library Services

Community Strategic Plan Drivers

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

Continuing Activities

- Provide a communal space for study, recreation, research and the exchange of ideas
- Provide free access to recreation, information and educational resources

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

Budget Spend
Operational \$6.5m
Capital \$0.6m

Service Highlights

Service Developments

Our library service underwent a review, leading to a five-year forward plan for the library. It is guided by a clear purpose that sets the direction for the service out to 2018/19. The purpose is "Warringah Council Libraries - Bringing people, information and ideas together".

While the service will continue to enhance access to a range of information, educational and creative resources via books, there will be an increased focus on providing resources on-line so customers can visit the library from the comfort of their homes.

A new eBook platform was introduced making it easier for customers to browse and borrow books. We are one of the first public libraries in Australia to consolidate its eBook platform and this has contributed to a 138% increase in eLoans this year. We have also started to digitise the rich history of the area in the Local History section, making it easier for all to access.

Fast Facts

- 776,039 customer visits during the year, a 2% decrease on 2012/13
- 1,165,000 loans
- 274,338 visits to the library website
- 26,930 eBook loans or 138% increase in eLoans from last year

Key Service Indicator Report Card

The library service continued to provide quality service to our customers, exceeding the target for customer satisfaction.

The achievement of the delivery of capital projects was impacted by the digital resource project being delayed. Funds were not available for this project to proceed due to a decline in income from developer contributions.

Key Service Indicator	Baseline	Target	Result
Number of active library members	50,000	51,000	69,502
Overall satisfaction of library customers with the service	79%	80%	90%
Satisfaction of active members with the library selection	Not available	3.75	3.92
Scheduled projects completed (key initiatives)	-	85%	67%
Scheduled projects completed (capital works)	-	85%	50%

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score out of 5. The aim is to maintain or improve on the target (2013 survey result). The satisfaction with the library service has remained stable.

Annual Community Survey	Target	Result
Residents satisfied with library services	3.98	3.94

Program Achievements

Program - Community Space and Learning

Local Studies and Family History

In valuing our heritage, the library continued to place a high level of importance on local studies and family history relating to our community. Through the year, there were two field trips undertaken in conjunction with the Warringah Library Family History Group and an author talk on Sydney's coast during World War Two.

To celebrate Heritage Week, we held an exhibition at the Warringah Creative Space called *Pack Your Trunks, Destination Warringah*. This exhibition revisited holidaying on Sydney's northern beaches in the early 20th Century. More than 370 people

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visited the exhibition with 89% rating it 'interesting' to 'excellent'.

Adult Programs

To enable the community to access information and to connect and foster creativity, the adult programs this year ranged from author talks to activities such as a themed trivia night (Game of Thrones), a Summer Reading Challenge, seminars on law and the community and free technology sessions.

Children's Programs

To support early childhood literacy, the library continues to offer a variety of programs for children of all ages. This includes Story Time, BIBs (Babies into Books), chess competitions, Lego and school holiday activities of craft and art.






Volunteers

Furthering the opportunities for the community to connect, the library worked on reviving the volunteer program for both general library volunteers and the Duke of Edinburgh program. The service has supported 15 Duke of Edinburgh students through a refreshed program comprising of Bronze, Silver and Gold levels which has attracted a lot of interest from prospective students.

The Home Library Service Volunteers are very important to keep our community connected and learning and this year saw a tripling of volunteer numbers. The library also promoted its volunteer opportunities at the Community Connect Northern Beaches Volunteer Expo.

Book Sale

Making the best use and re-use of our resources is important, so for books that had not been borrowed for a long time we considered how to continue their useful life and release extra space for new materials. A sale of 1,000 children's, adult, coffee table and limited edition books was conducted in June, which earned \$2,300 to reinvest into the service. This proved popular among library customers and will be run twice a year.

Capital Works	
	Digital Resources - Libraries
	Library Bookvote
Key Initiatives	
	Respond to customer feedback and enhance overall customer satisfaction
	Finalise the Library Strategic Plan
	Implement the Library Strategic Plan

Program Indicator	2012/13	2013/14
Increase in electronic resources available (Total number available)	5,871	9,322

Kimbriki Environmental Enterprises Pty Ltd

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$25.8m
Capital \$0.1m

Service Highlights

Seeing waste as a resource

Some 77% of waste coming through the gate is reused, reprocessed or recycled to leave the site as a valued resource. The

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combination of quality products, reasonable pricing, clever marketing and exceptional customer service underpin these results.

Protecting our environment

Kimbriki operates to international accredited standards of environmental management. This drives the activities on site to continually improve our environmental management. Our recent efforts have included:

- Improving water quality through better management of surface water onsite
- Reducing erosion during rain by stabilising the ground with vegetation, hard surfaces and temporary structures such as hay bales
- Searching for and sealing greenhouse gases on our slopes

Artist in Residence Program

Kimbriki hosted its first Artist in Residence. The artist produced a number of insightful works from materials derived solely from incoming wastes, to engage and provoke discussion around waste and re-use. Three community workshops were also held for residents to learn from and create something themselves.

The EcoHouse and Garden

This facility continues to be very popular, with school and adult workshops booked out months in advance. This year more than 4,000 people took part in workshops or other educational programs. Highlights included:

- 100 schools/TAFE group workshops
- 2,472 school students through workshops
- 35 adult groups, visits and site tours

Fast Facts:

- Kimbriki receives and shreds approximately 20,000 mattresses annually, recovering 350 tonnes of steel
- On our busiest days leading up to Christmas we service up to 1,500 customers per day, that's 2.5 vehicles per minute!
- Kimbriki received approximately 225,000 tonnes of waste in 2013/14 and recycled nearly 170,000 tonnes or about 75%
- Of the 225,000 tonnes, about 74,000 tonnes was garden waste and 64,000 from construction and demolition works in the region

Key Service Indicator Report Card

Kimbriki continues to divert much of the waste it receives away from landfill to recycling or re-sale, exceeding our target this year by diverting 77% of the material received. The two service indicators of Kimbriki have indicated a stable performance for 2013/14. The delivery of capital works was delayed and is explained below.

Key Service Indicator	Baseline	Target	Result
Incoming material diverted to landfill – Kimbriki	79%	76%	77%
Compliance with licensing and environmental requirements for the facility	100%	100%	100%
Scheduled projects completed (capital works)	-	85%	0%

Program Achievements



Program - Site Improvements

Tackling greenhouse

A system to capture landfill gas has been installed on the Kimbriki landfill. The system captures and incinerates approximately 200 cubic metres of landfill gas per hour, reducing our greenhouse gas emissions by some 13,000 tonnes per annum. It also reduces odours from the gas, and in the future the gas may generate electricity for powering the site.

Keeping it clean

To contribute to clean air and water in our surroundings we have continued with upgrades to our leachate treatment system. This addresses broad areas across Kimbriki to collect leachate and improve the storage dam ready for a new treatment system to be completed next year.

	Capital Works
	Kimbriki - plant, equipment, leachate treatment plant and high level drain
	Kimbriki - construction of access road

Work on the access road is delayed as further approvals, licences and environmental considerations are being addressed. Construction will commence in 2014/15 financial year.

Projects such as landscaping and fencing have been delayed to focus on delivering the Alternate Waste Technology (AWT) and associate infrastructure.

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Natural Environment Services

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$11.0m

Capital \$4.2m

Service Highlights

2013 Local Government Managers Australia - Environmental Excellence Awards

Council was 'Highly Commended' for two Environmental Excellence Awards within the Local Sustainability category for a range of sustainability initiatives and the Water Conservation category for the Cromer Park - Water Harvesting System. The commendations recognise our commitment to environmental management and protection in areas such as waterways, biodiversity, coastline management, community education and energy and water saving initiatives at our buildings and sportsfields.

Sustainability Awards

Council's sustainability initiatives were further recognised as a finalist for the following two awards:

- The 2013 Keep Australia Beautiful NSW Sustainable Cities Awards for the 'Overall Sustainable Council Award'
- The 2014 Local Government Professionals 'Excellence in Environmental Leadership and Sustainability'.

2013 Keep Australia Beautiful NSW Clean Beaches Awards

Council won the Sydney/Illawarra 'Young Legends' Award and picked up a highly commended Environmental Protection Award for Long Reef Beach. Our initiatives included a unique planting and education day at Long Reef Headland for students from Warringah and Brewarrina as part of our Sister Cities Program, our Hilltop to Headland Environmental series featuring prominent Australians Tim Flannery and Ranger Stacey, and the creation of a green corridor along Dee Why Creek.

Duffys Forest Defender educational website launched

Duffys Forest is an endangered ecological community with only 15% of the original area remaining. A new dedicated website called 'Duffys Forest Defender' has been developed to raise awareness and protect this community. The website was launched as part of 'Hilltop to Headland' events and is designed to meet the NSW school curriculum outcomes in an easily accessible and fun format.

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Environment Perceptions Survey

An environment perceptions survey was carried out to understand our community's perceptions about sustainability and our environment. The random research survey, first conducted in 2010, has highlighted significant shifts in community perception over time.

The survey allows Council to fine-tune our environmental education program and informs our priorities for the future. Some of the key take-outs were that more residents believe in climate change and residents are doing more in their everyday behaviour to protect our environment.

Total Water Cycle Management

A number of actions have been undertaken as part of a Total Water Cycle Management initiative. Highlights include an audit of constructed wetlands for pollution control in Warringah, the integration of stormwater harvesting and groundwater management into the Forestville Park Masterplan and the installation of 11 rain-gardens to improve water quality in the Long Reef Aquatic Reserve as part of the Collaroy Basin road upgrades.

Forestville Park Plan of Management

In December 2013, Council adopted a new Plan of Management for Forestville Park. The Plan was developed in consultation with the community and provides for a transparent and strategic framework for the management of activities at Forestville including the protection of bushland and locally significant flora and fauna species.

Grants

Council successfully secured more than \$540,000 in grants which have supported the Narrabeen Lagoon Multi-use Trail, floodplain risk management studies, estuary monitoring projects in the coastal lagoons, the preparation of the coastal zone management plan, weed control and contract work to reduce fire risks around urban areas

Fast Facts

- 56 sites of active bush regeneration works covering almost 350ha of bushland
- Approximately 20ha of bushland regenerated by 225 registered volunteers who worked more than 3,500 hours at 31 supervised sites
- 800 trees planted by approximately 70 people on National Tree Day
- 2,000 plants established at South Creek Reserve as part of the Narrabeen Lagoon Trail
- 40 volunteers removed asparagus fern at Dee Why dunes
- 8 hazard reduction burns in 50ha of bushland
- 3 fox threat abatement programs
- 12 rabbit culling programs
- Pilot cat trapping program in 4 wildlife protected areas
- More than 4,450 native plants produced by the Community Nursery
- More noxious weeds controlled with 14km of high-risk pathways inspected and/or treated, and over 100 landholders assisted with advice or inspections
- 1,062 Development Application referrals assessed and 229 certificates processed
- More than 1,000 people attending community environmental education events
- 3 Flood Studies adopted
- Draft Coastal Zone Management Plan completed

Key Service Indicator Report Card

Four key service indicators have performed well for the period of 2013/14 with an improvement on each aspect. The delivery of capital projects was below target as additional design works were required to both the bridge on the Narrabeen Multi-use Trail and the Collaroy Stormwater Outlet. The redesign of the stormwater outlet was in response to higher than expected quotes for the works.

Key Service Indicator	Baseline	Target	Result
Volume of materials removed from Gross Pollutant Traps to improve water quality (tonnes)	811	800	938
Length of stormwater assets, assessed, maintained or improved (meters repaired reactively vs. planned)	211 / 130	less reactive / more planned	31 / 628
Area of bushland actively managed to reduce threats from invasive species or fire (hectares)	381	376	376
Participants at events have an increased awareness of how they can live more sustainably (%)	78%	75%	75.6%
Scheduled projects completed (key initiatives)	-	85%	100%
Scheduled projects completed (capital works)	-	85%	75%

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score of 5. The aim is to maintain or improve on the target (2013 survey result). Satisfaction with these services has remained stable.

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Annual Community Survey	Target	Result
Residents satisfied with walking trails and tracks	3.37	3.40
Residents satisfied with caring for bush areas	3.54	3.60
Residents satisfied with management of local flooding	3.27	3.30
Residents satisfied with management of waterways and lagoons	3.32	3.36

Program Achievements

Program - Natural Area Recreation

Council provides access to our natural areas to encourage and support a safe, healthy lifestyle. This was supported through a number of capital projects as well as an ongoing maintenance program of our bushland tracks and trails. Our tracks and trails are designed to minimise impact on our environment while enabling residents and visitors to safely and conveniently walk or ride around Warringah and appreciate our unique natural environment.

Narrabeen Lagoon Multi-Use Trail




The Narrabeen Lagoon Multi-use Trail will link the existing trail network along the foreshores of the northern beaches largest coastal lagoon, providing an outstanding recreational and tourist destination for the region. This year saw the construction of trails and boardwalks along the lagoon foreshore and the design of the bridges over Middle Creek and South Creek. The final section of the trail is expected to open in December 2014.

Allenby Park, Allambie Heights - track upgrades

Upgrades to the Allenby Park track have been completed with the construction of 280m of track and restoration of park furniture. This provides a safer experience for visitors to enjoy the natural setting of the park and improves access from Allambie to Brookvale and Warringah Mall.

Narrabeen Lagoon - recreational dredging

Extensive studies were undertaken to assess the viability of dredging areas of Narrabeen Lagoon to improve access. Three options were developed and following community consultation Council approved a non-dredging option of installing signage and marker buoys to aid navigation through existing channels, better management of existing users and a review of the lagoon's opening and closing procedure. Discussions will continue with Pittwater Council and the NSW Government about funding support for dredging of the lagoon.

	Capital Works
	Narrabeen Lagoon Multi-use Trail
	Narrabeen Lagoon - recreational dredging
	Allenby Park, Allambie Heights - track upgrades

Program Indicator	2012/13	2013/14
Length of new track and new assets developed in natural areas (Metres)	200	280

Program - Waterways

Our waterways program aims to maintain and enhance the health of our natural waterways. An asset management plan for natural areas is under development and will guide management of our beaches, creeks and waterways.

Estuary Condition Assessments

Council has been monitoring the condition of our four coastal lagoons in accordance with State Government guidelines since 2011. The report cards showed an overall improvement in estuary conditions from poor to good in 2012/13. The report cards are available on Council's website.

The ongoing catchment programs and a drier summer contributed to the result. Narrabeen and Dee Why Lagoons were in the best ecological condition of our four lagoons. The results for 2013/14 will be available in late 2014.


Additional studies of sedimentation rates in Dee Why Lagoon caused by the urbanisation of the catchment were completed. The studies will inform future catchment work to protect and improve Warringah's waterways.

Warringah Creeks Program

A new draft creek mapping methodology was prepared to inform the Natural Areas Asset Management Plan.

Key Initiatives

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	Waterway Condition Assessment
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Data for this program indicator will be available in October 2014.

Program Indicator	2012/13	2013/14
Maintain or improve the condition of waterways (average ranking of lagoon health)	Good	TBA late 2014

Program - Stormwater Assets




Effective management of our stormwater assets help to create liveable neighbourhoods and contribute to the health of our waterways. The stormwater assets program manages Council's extensive drainage network of more than 15,000 pits, 350km of pipes and culverts, 120km of drainage channels and more than 100 Stormwater Quality Improvement Devices (SQIDs). It includes the construction of new stormwater drainage infrastructure for flood mitigation, maintenance and renewal, local flooding investigations, and removal of pollutants from waterways. During the year a total of 114 cleans of SQIDs removed 938 tonnes of material and improved water quality. In addition, 100 customer requests relating to local flooding investigations were actioned.

Stormwater renewal

We completed a major project this year in Griffin Road Curl Curl, where 380 metres of poor condition pipes were relined. In addition, screens were installed at stormwater outlets on several beaches to address safety.

We also respond to needs that arise during the year for stormwater renewal. About 250m of stormwater pipelines / culverts have been relined or replaced at various locations including: Lovett Street, Derwent Street, Harbord Road, Romford Road, Oxford Falls Road and Pittwater Road in Dee Why. A special valve was fitted to the Frazer Street stormwater outlet to prevent sand blockage and localised flood reduction works were also completed in Altona Avenue.

The Collaroy Beach stormwater outlet has been the subject of plans and consultations this year, and works to shorten the outlet by 10m will begin next year.

	Capital Works
	Planned stormwater renewal program
	Reactive stormwater renewal program
	Collaroy stormwater outlet

	Key Initiatives
	Review Stormwater Asset Management Plan

The Stormwater Asset Management Plan is reviewed and updated every four years in accordance with best practice.

Program Indicator	2012/13	2013/14
Maintain appropriate asset management strategies for stormwater assets	Maintain	Updated

Program - Natural Hazard Management

Council undertakes a comprehensive program of natural hazard management planning, mitigation works, warning systems and awareness campaigns to inform the community and respond to natural hazards and climate change. Council also supported the work of the Rural Fire Service and State Emergency Services by refurbishing the catering kitchen, training room and other buildings at the emergency service centre at Terrey Hills.

Coastal Zone Management

A draft Coastal Zone Management Plan was prepared for Collaroy-Narrabeen and Fisherman's Beaches. The Plan addresses risks to public and private built assets, pressures on coastal biodiversity, community access and use, as well as safety and enjoyment of the beaches. The Plan will go on public consultation before being presented to Council for adoption. To help reduce the effects of coastal erosion 1,000m³ of sand from building sites across Warringah was placed on Narrabeen Beach. The dune at North Narrabeen Beach was also re-profiled and stabilised to address public safety, beach access and protect infrastructure. Geotechnical inspections of coastal headlands were completed in line with the annual monitoring schedule, and the headland above Queenscliff pool received stabilising work. We also mechanically opened the coastal lagoons on a number of occasions to prevent flooding.

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Flood Studies

Council adopted three flood studies for Narrabeen Lagoon, Dee Why South Catchment and Manly Lagoon. These detailed risk assessments help Council to plan and manage floods.

Fire management

To reduce the risk of fire Council maintained 79ha of bushland. This involved clearing and minor back burning near houses as well as eight hazard reduction burns to reduce fuel loads in larger bushland areas.

	Capital Works
✓	Rural Fire Service, Terrey Hills - refurbishment of catering kitchen and other building improvements
✓	State Emergency Services training room additions Terrey Hills

	Key Initiatives
✓	Natural hazard management planning, mitigation works, warning systems and awareness campaigns

Program Indicator	2012/13	2013/14
Reduced exposure of Warringah's residents to natural hazards (studies conducted)	3	4

Program - Biodiversity Management

Warringah's biodiversity management program aims to maintain and improve the area, and the condition of bushland on Council managed reserves. A number of projects and on-going programs protect and sustain our diverse bushland as valuable habitats, and provide for a variety of wildlife to thrive and migrate.

Develop Natural Areas Asset Management Plan

The Natural Area Asset Management Plan is under development to guide Council on maintaining and improving our natural assets. A draft improvement plan was developed, workshops were held with key stakeholders and key assets have been identified.

Bush Regeneration

Bush regeneration by professional contractors continued in almost 350 hectares of bushland reserves. This included a range of large reserves such as Forestville Park, Dee Why Lagoon Wildlife Refuge, JJ Melbourne Hills Memorial Park and Allenby Park, and many small reserves. The Friends of the Bush volunteer program continued and has 225 registered volunteers. These committed residents worked on 31 supervised bushland sites, spending over 3,500 volunteer hours protecting and regenerating around 20 hectares of bushland. They also operate the community nursery, producing 450 native plants for this work and other activities.

Dune Restoration

On-ground works for the Warringah Dunes Restoration Project was completed during the year, with contractors targeting weeds such as Bitou bush, lantana and others, and planting around 800 native plants in dune areas in Dee Why and Curl Curl. This also included some fencing works.

	Key Initiatives
✓	Develop Natural Asset Management Plan

Program Indicator	2012/13	2013/14
Number of programs to reduce invasive animals	15	22
Maintain or improve the area and condition of bushland on Council managed reserves (Hectares)	354	397

Invasive Species

A range of invasive pest species affect our habitats and wildlife, each requiring tailored methods of control. This included three programs to control foxes, 12 programs to cull rabbits and four cat-trapping trials in wildlife protected areas. Approximately 14km of high-risk pathways such as major roads were inspected and treated for invasive noxious weeds. Assistance was also provided to over 100 landholders to manage noxious weeds on private property.

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Program - Education for Sustainability

Our Education for Sustainability program delivers a number of inspiring educational events to encourage the community to live and work more sustainably to reduce our environmental footprint.

The popular 'Hilltop to Headland' program held five events including several Duffys Forest Defenders campaigns, Sustainability with Matthew Hayden, and Meandering in May. These programs each focussed on a specific topic from threatened species protection to sustainability.

We participated in nine green events with various themes including Dogs Big Day Out, Youth Leading the World, Brookvale Show, Australia Day, World Environment Day, 'Summerama', Earth Hour, Rural Fire Service Open Day and Love Your Business Expo.

We also contributed to environmental education in schools through a coastal program in partnership with the Coastal Environment Centre that was provided to 250 Warringah secondary students and hosted the Northern Beaches Environmental Educators Network for teachers. Our quarterly environmental newsletter, EcoNews was distributed to more than 800 readers during the year providing them with current information on our programs.

	Key Initiatives
	Implement Education for Sustainability Activities

Program Indicator	2012/13	2013/14
Maintain or improve the level of environmental awareness in Warringah	53%	61%

Parks, Reserves and Foreshores

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$11.8m
Capital \$9.7m

Service Highlights

- More than 39,000 bookings for Parks, Reserves and Foreshores assets
- 1,127 customer requests attended to for sportsfields, reserves and infrastructure
- 3,171 customer requests attended to for street and reserves trees

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- 14km of beach shoreline assets managed
- 5 ocean rockpools cleaned on a weekly basis in summer and fortnightly in winter
- 240 maintenance tasks completed on playgrounds
- Bush regeneration activities in more than 30ha at Manly Dam, including along 5km of creekline and 2km of lake foreshore area, supported by local volunteers and Friends of the Bush Program
- More than 100 volunteer days at Stony Range Regional Botanical Garden

Key Service Indicator Report Card

There has been a general increase in the use of key recreational spaces within Warringah. By providing a diverse range of inviting recreational facilities we continue to meet the needs of the community and encourage participation in a healthy, active lifestyle.

Key Service Indicator	Baseline	Target	Result
Scheduled projects completed (key initiatives)	-	85%	100%
Scheduled projects completed (capital works)	-	85%	93%

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score of 5. The aim is to maintain or improve on the Target (2013 survey result). Overall satisfaction with the following services has remained stable.

Annual Community Survey	Target	Result
Resident satisfaction with Parks and recreation areas (including playgrounds)	3.68	3.75
Resident satisfaction with Sporting fields and amenities	3.56	3.57
Resident satisfaction with Brookvale Oval	3.01	3.03
Resident satisfaction with Management of street trees	2.87	2.93
Resident satisfaction with Maintenance of beaches and rock pools	3.81	3.91
Resident satisfaction with Walking trails and tracks	3.37	3.40







Program Achievements

Program - Foreshores

A distinctive viewing and memorial space was created at North Narrabeen overlooking the beach and dunes. The works are in keeping with North Narrabeen's status as a National Surfing Reserve and allows locals and visitors views of the surfing break and also the adjoining coastal reserve which has played a significant role in the natural and cultural heritage of the Australian surfing community. Warringah's other National Surfing Reserve at Freshwater Beach also received a facelift with upgrades to the viewing platform, barbeques and landscaping of the reserve.

Public safety and accessibility was improved in foreshore areas with lighting replaced at Narrabeen Beach through the area known as The Gardens and also along the promenade at Dee Why Beach. Similar improvements are underway at North Curl Curl with the stairs connecting the cliff top path with the North Curl Curl rockpool being upgraded and minor landscaping works to provide a new viewing area and seat at the top landing.

Works have begun at Queenscliff rockpool to address structural issues and improve pool water quality. The pool surrounds will also be upgraded to provide improved public safety, accessibility and ease of maintenance.

	Capital Works
	North Narrabeen - landscape masterplan development and implementation
	Foreshore renewal program
	Queenscliff Rockpool - upgrade
	Narrabeen Beach - lighting replacement
	North Curl Curl Rockpool - access
	Parking meter - renewals

Program Indicator	2012/13	2013/14
Annual number of visitors to the beach	3,040,552	3,576,554

Program - Parks and Reserves

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Collaroy All-Abilities Precinct

Collaroy Beach reserve is being transformed as part of the creation of a new all-abilities precinct. A new carpark, beach promenade, lighting, picnic shelters, barbecues and landscaping were completed this year, along with major progress on the all-abilities playground. Further work will complete the playground and improve the northern end of the reserve and car park and other access points.

Parks and Reserve Facilities

Facilities at our parks and reserves have been improved including footpath access around Frank Gray Oval, car parking surfaces adjacent to the John Fisher Park Grass Netball Courts, renewal of signage at key locations and improved furniture such as park benches.

Narrabeen Lagoon Multi-use Trail

The trail is nearing completion and planning of upgrades to connect open spaces, such as Berry Reserve and Jamieson Park, has begun. Well designed, fit for purpose facilities will be provided through upgrades to lighting and implementation of landscape improvements, to ensure safety and improve access for walking or riding around Narrabeen Lagoon.

Walter Gors Park

The Walter Gors Park Design Competition attracted many inspiring ideas from the community to improve this pivotal open space. Ideas included public art that doubles as a skate feature and a water play area shaped like a giant snake. Many of these ideas will influence the next stage of design in March 2015.

District Park Plan of Management

As part of the review of the District Park Plan of Management the community has been consulted via a range of drop-in sessions and opportunities to provide feedback on a discussion paper. The review will consider strategic options for future use and management of District Park.

North Curl Curl Masterplan








Consultation on a landscape masterplan for North Curl Curl is underway to determine options to provide for an attractive multiuse area. The options need to balance environmental, recreational and social considerations.



Stony Range

Works were undertaken to improve access to the entrance to Stony Range Regional Botanical Garden. This contributed to a successful Spring Festival, a partnership between our hard working volunteer group and Council. During the last year Stony Range was visited by nearly 2,000 people a month.

Manly Dam

Trail upgrades are underway at Manly Dam to improve safety and multi-use functionality for pedestrians and mountain bike riders. Council has also worked with the Manly Warringah War Memorial Park Remembrance Trust to deliver successful, highly regarded events for Anzac Day and Remembrance Day.

	Capital Works
	Collaroy Accessibility Precinct - playground and reserve improvements
	Berry Reserve and Jamieson Park, Narrabeen - upgrades
	North Curl Curl Bush/Park area
	General infrastructure renewal program
	Manly Dam - renewals
	Manly Dam - trail renewal
	Stony Range, Dee Why - renewal

	Key Initiatives
	Review District Park Plan of Management
	Enable online bookings for Parks Reserves and Foreshore venues

Program Indicator	2012/13	2013/14
Annual Number of visitors to key recreational spaces: Narrabeen Multi Use Trail	324,494	328,138

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Annual Number of visitors to key recreational spaces: Manly Dam	79,700	85,781
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Program - Playgrounds



Group Manager - Parks, Reserves and Foreshores

Five playgrounds were upgraded to provide enjoyable, inclusive and accessible play equipment and public recreation areas for the community. New playgrounds, providing safe play across a variety of age groups, were installed at:

- Belmore Reserve, Cromer
- Arnhem Road Reserve, Allambie Heights
- Wayne Schimanski Reserve, Davidson
- Calca Reserve, Forestville
- Greendale Reserve No. 1, Frenchs Forest

These playgrounds are popular with parents and children as they provide opportunities to socialise as well as aiding in the physical, social, and emotional development of children.

Construction of a new all-abilities playground has also commenced at Collaroy Beach Reserve. The playground will provide a diverse range of experiences for children of all abilities and is part of the wider precinct improvements throughout Collaroy.

	Capital Works
	Playground improvement program
	Key Initiatives
	Review Playground Strategy

Program - Sports and Recreation








A landscape masterplan has been prepared for Forestville War Memorial Playing Fields. The implementation of this plan over the coming years will see rectification of playing surfaces, formalising of movement networks, increased access to the park, and improved connectivity between different areas of the park. This site will provide improved opportunities for a diverse range of passive and active recreational activities, and cater for higher levels of use through the increased carrying capacity of a new synthetic surface covering two full-size football fields.

Upgraded bridges on the Narrabeen Lagoon Multi-use Trail through Jamieson Park have provided improved surfaces and will allow access for better maintenance to this section of the trail.

New exercise equipment at Frenchs Forest Showground has provided opportunity for outdoor active recreation. The equipment, adjacent to the Lionel Watts Playground and sporting fields, will complement current use of the showground.

Floodlighting upgrades at Terrey Hills Oval have been undertaken to improve safety, accessibility, usability of the playing surface and to reduce impacts of light spill for neighbouring residents.

Through capital assistance grants, Council continues to partner with local sporting groups to build a variety of new and improved facilities. Grants were awarded for Forestville Tennis Clubhouse refurbishments, BMX Track works at JJ Melbourne Hills Memorial and lighting upgrades at the Forestville War Memorial Sports Grounds. These works will encourage participation through improved quality of sport and recreational assets.

	Capital Works
	Sports clubs capital assistance program
	Sportsfield water supply and irrigation program
	Floodlighting improvement program
	Sportsfields - minor rectification works
	Forestville Playing Fields, Forestville - sportsfield rectification
	Narrabeen Lagoon maintenance of multi-use trail
	Brookvale Oval - installation of accessible lift and associated works

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✓	Sporting club buildings - renewal and works to make the facility more accessible
✓	Tennis clubs buildings - refurbishments
✓	Frenchs Forest Showground - exercise equipment
➔	Manly Warringah Netball Lighting
Key Initiatives	
➔	Review Sports in Warringah Strategy

Program Indicator	2012/13	2013/14
Percentage use of Sportsfields	27%	33.34%

Program - Street trees

Following extensive consultation, 250 trees were planted in various locations throughout Warringah. These, and other tree planting events coordinated by Council including National Tree Planting Day, replaced aging trees and assist in maintaining canopy and amenity of Warringah.

Capital Works	
✓	Street tree replacement
Key Initiatives	
✓	Review Council's public tree management strategies
✓	Develop and implement a street vegetation management plan

Roads, Traffic and Waste

Community Strategic Plan Drivers

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

Continuing Activities

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

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Budget Spend

Operational \$36.7m

Capital \$4.8m

Service Highlights

A works program of more than \$4.8 million was delivered in 2013/14 to address roads, kerbs and gutters, footpaths, cycleways, traffic facilities, retaining walls, streetscape improvements and car parks.

This works program included:

- 985m of Collaroy Basin roads upgraded with drainage improvement and street landscaping
- 4.43km of road resurfaced
- 5,750sqm of car park resurfaced
- 2,779 potholes repaired
- 1,014m of kerb and gutter repaired
- 1,718sqm of footpath repaired
- 2.85km of new footpath constructed
- 3,770sqm of footpath renewed
- 880m of shared path and 3km of on-road bike route constructed
- 538 responses to calls for assistance after hours
- 344 driveway crossing applications processed and inspected
- 183 items dealt with by the Warringah Traffic Committee

Warringah also works hard to keep our neighbourhoods and public areas clean and inviting, as well as helping us all to be more sustainable in our waste management.

This year:

- 10,727km of streets were swept including additional sweeping in heavy leaf fall times
- 67 stormwater pipes repaired
- 936 stormwater inlet pits cleaned and 161 repaired
- 27 shopping centres hand cleaned or swept on a daily or weekly basis
- 68 reserves, sportsfields and playgrounds cleaned between one and seven days every week
- Approximately 600 street litter bins emptied daily
- 246 bus shelters washed and cleaned monthly
- Approximately 120,000 weekly garbage and recycling collections
- Approximately 100,000 monthly green waste collections
- Approximately 70,000 tonnes of waste collected with more than half recycled
- About 4 million litres of sewage disposed of from private and Council properties
- 8,037 graffiti removal jobs totalling 15,192 square metres of graffiti removed

Key Service Indicator Report Card

The Road Resurfacing Program maintains the condition of our local road network. This is measured by the road pavement condition index that measures parameters such as roughness, cracking and potholes. During the year the index has remained steady indicating that our programs are maintaining the condition of the road network.

Road maintenance is vital to keeping our roads in good and safe condition and is planned in response to proactive inspections and customer requests. Council exceeded its target with 95% of jobs completed within 90 days.

Key Service Indicator	Baseline	Target	Result
Road pavement condition index	83%	>80%	83%
Percentage of maintenance requests completed within required time frames	Not available	90%	95%
Scheduled projects completed (key initiatives)	-	85%	100%
Scheduled projects completed (capital works)	-	85%	86%

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score of 5. The aim is to maintain or improve on the target (2013 survey result). Satisfaction with bus shelters, traffic management and household waste collection is statistically significantly higher than last year while the remaining results are on par with the target.

Annual Community Survey	Target	Result
Residents satisfied with provision of street lighting	3.51	3.39

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Residents satisfied with bike paths	2.62	2.61
Residents satisfied with bus shelters	3.15	3.29
Residents satisfied with maintenance of local roads	3.16	3.19
Residents satisfied with footpaths	3.05	3.10
Residents satisfied with provision of car parking	2.89	2.97
Residents satisfied with traffic management	2.66	2.89
Residents satisfied with household waste collection	4.12	4.25
Residents satisfied with household bulky items clean ups	3.79	3.70
Residents satisfied with cleaning of public areas	3.56	3.58
Residents satisfied with cleaning of streets	3.41	3.39

Program Achievements

Program - Footpaths and Cycleways

The construction of new footpaths and cycleways is an important part of improving pedestrian access and ensuring we can safely and conveniently walk and ride around Warringah.

This year, 2.8km of new footpath was constructed extending the footpath network in key locations. New footpath was constructed along:

- Old Pittwater, Road Brookvale
- Alfred Street, Cromer
- Abbott Road, North Curl Curl
- Edgecliffe Boulevard, Collaroy Plateau
- Soldiers Avenue, Freshwater
- Landscape Avenue, Forestville
- View Street, Forestville
- Cromer Road, Cromer
- Corymbia Circuit, Oxford Falls
- Tramore Place, Killarney Heights
- Albert Street, Narrabeen
- King Street, Narrabeen
- Kingsway, Dee Why
- Rabbett Street, Frenchs Forest

In addition, approximately 3,800 square metres of damaged footpath was renewed improving pedestrian safety. This also included the reconstruction of kerb ramps in 12 priority locations to improve pedestrian accessibility and was jointly funded by Roads and Maritime Services.

The bicycle network was also extended to provide better connectivity and safety for cyclists throughout Warringah. Some 880m of off-road shared path was constructed along Kentwell Road in Allambie and an additional 3km of on-road bike lanes were installed on Kentwell and Allambie Roads. However, while the length of footpath has increased on the previous year there has been a smaller increase in the total length of cycleways.

	Capital Works
✓	Footpath new
✓	Footpath renewals
✓	Bike Plan Implementation

The kilometres of cycleway delivered this year are lower than in 2012/13. The works in 2012/13 included a number of kilometres of low cost cyclist logos painted on road. In addition more expensive construction works were delivered this year.

Program Indicator	2012/13	2013/14
Increase in the total length of footpaths (km)	1.54	2.94
Increase in the total length of cycleways (km)	14.4	3.9

Program - Roads, Traffic and Streetscaping

Council works hard to ensure that we have a well-designed and functioning local road network. This year three key traffic management projects were completed. This included construction of a roundabout at the intersection of Oliver Street and Wyndora Avenue in Freshwater as part of the State Government Black Spot program. A children's crossing in Myoora Road

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and a raised pedestrian crossing on Booralie Road Terry Hills were also constructed. These works will significantly improve safety at these locations.













Our Road Safety Education Program is focused on keeping our community safe on the roads and streets and is funded in partnership with Roads and Maritime Services. Highlights included child restraint checking days, safe driving workshops for senior and learner drivers and a senior road safety calendar. A number of safety campaigns were run in relation to drink driving, speed and pedestrian safety. We also educated cyclists and pedestrians about using shared paths and supported Motorcycle Awareness Week by promoting rider safety at the Brookvale Show.

More than 4.4km of local roads and car parks were resurfaced to maintain the quality of our road network. Localised failures in the road surface were also repaired with 1,423m² of hot asphaltic concrete applied as part of the road-patching program on 45 local roads. This has reduced repetitive potholes, created savings in maintenance costs, extended the life of the road surface and improved the safety of road users. Accessibility improvements were also completed to 19 bus stops throughout Warringah to support a safe, efficient and affordable public transport system.

A well-planned and connected network of streets and footpaths is a key to great neighbourhoods and some vital work has been completed this year in Collaroy and Dee Why. Collaroy Basin has 985m of new road pavements, improved surface drainage and street landscaping. A new footpath also links Collaroy Beach to Fishermans Beach.

Design briefs were prepared and tenders awarded for the investigation and design of new roads, traffic facilities and streetscape for Dee Why Town Centre. Council has also been working with the NSW Government on improvements to public transport and roads in relation to the 'Northern Beaches Hospital' and the 'Bus Rapid Transit' proposal.

Both program indicators for this program have declined in performance due mainly to cost constraints.

	Capital Works
	Booralie Road and Myoora Road, Terrey Hills - wombat crossing
	Oliver Street and Wyndora Avenue, Roundabout
	Myoora Road School Children's Crossing
	Dareen Street, Frenchs Forest - traffic calming scheme
	King Street, Manly Vale - traffic calming scheme
	Dee Why Town Centre - design of new traffic facilities and streetscape
	Road resheeting program
	Car park renewals
	Kerb and gutter renewals
	Bus stop renewals
	Retaining wall renewals
	Key Initiatives
	Road Safety Education Program

The kilometres of road renewed are lower this year than in 2012/13 as the program included more expensive reconstruction works. Similarly, the number of traffic facilities installed is lower but the facilities installed were more significant.

Program Indicator	2012/13	2013/14
Length of road renewed each year (km)	9.3	4.4
Number of traffic facilities installed	4	3

Program - Waste and Cleansing

Our dedicated Waste Education Team supports us to live and work more sustainably and reduce our environmental footprint. More than 1,775 residents and students participated in waste education programs, with highlights including the campaign on the effect of uncontained waste on our marine environment. Community workshops continued to be popular, particularly

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'Keeping Backyard Chickens', as were exhibitions on 'Love Food Hate Waste' and 'Waste to Art'.

There was a strong emphasis on engaging young people. A total of 763 students participated in waste education programs and four schools are active in the 'Ready Steady Grow project', an intensive program of growing gardens, composting and recycling food.

The annual 'Household Chemical CleanOut' attracted 2,211 participants who disposed of more than 82 tonnes of household chemicals, removing them from our homes and environment.

Due to a diminishing number of properties requiring the service Council ceased its long running Sullage Service for septic tanks. Customers have been transitioned to private service providers, resulting in an annual saving of \$150,000.

We continued to reduce the amount of waste to landfill and aim to manage all our community's waste at Kimbriki. This entailed tenders for an alternative disposal point after the Belrose landfill closes in late 2014 and before new facilities become available at Kimbriki. This year, approximately 70,000 tonnes of waste was collected with 52% diverted from landfill. It is not uncommon for this indicator to vary each year, however when the new waste facilities at Kimbriki are implemented, Council expects to meet the target of 66% of waste diverted from landfill by 2017.

	Key Initiatives
	Waste Education Program
	Review the domestic waste and recycling service in preparation for the implementation of waste processing facilities at Kimbriki

The diversion of waste from landfill is a good result for our community. Further gains will be achieved with the introduction of new waste technology at Kimbriki Recycling and Waste Disposal Centre planned for 2017.

Program Indicator	2012/13	2013/14
More than 66% of domestic waste is diverted from landfill by 2017*	53%	52%

Strategic Planning

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$3.3m

Key Service Indicator Report Card

We are unable to report on two indicators at present. The data on organisational carbon emissions was not available at the time of publishing. When available the report will be updated. Also the survey to measure Council's support of business was not undertaken.

The number of businesses entering the Northern Beaches Business awards has declined however, the variety of business types has increased.

Key Service Indicator	Baseline	Target	Result
Percentage of businesses satisfied with Council's support of business*	Not available	Not available	Not available
Growth in businesses entering the Northern Beaches Business awards	253	303	223
Processing times for Section 149 Certificates (completed within 3 days)	96%	90%	94%
Reduction in organisational carbon emissions (t/CO ₂ e)	6650	6317.5	(TBA late 2014)
Increase organisational renewable energy usage (kW of solar panels)	50	Increase	74
Buildings and infrastructure renewal ratio	183%	>100%	137%
Scheduled projects completed (key initiatives)	-	85%	90%

* As the business survey was not undertaken, this result is not available.

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score of 5. The aim is to maintain or improve on the target (2013 survey result). Satisfaction has been maintained with all services except the management of commercial development.

Annual Community Survey	Target	Result
Residents satisfied with management of commercial development	3.13	2.91
Residents satisfied with management of residential development	3.09	3.00
Residents satisfied with managing the impact of visitors to the area	3.39	3.34
Residents satisfied with encouragement of local industry and business	3.16	3.27
Residents satisfied that Council operates in an environmentally sustainable way	3.50	3.52

Program - Land and Urban Planning

Planning for Warringah's future

A \$250,000 grant was received from the NSW government for the Northern Beaches Hospital Structure Plan and the Warringah Local Planning Strategy. These plans will be developed over the next two years and provide the blueprint for future jobs and housing growth within Warringah. A number of planning proposals were also assessed including proposals to rezone land for new housing at Ralston Avenue Belrose, adjacent to Cromer Golf Course and at Killarney Height Tennis Courts.

The new Northern Beaches Hospital is a major development in the region. We have been working with state agencies in planning for the new hospital and road upgrades in the lead up to its opening in late 2018.

Dee Why Town Centre

The Dee Why Town Centre Masterplan continues to be recognised by industry peers as an outstanding plan that will stimulate the renewal of this major centre. We have worked with interested landholders in redeveloping their land to meet the objectives of the Masterplan.













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The finalisation of a draft Voluntary Planning Agreement Policy will also contribute to improving Dee Why and bring the Masterplan to life. The draft Policy establishes a clear and transparent framework for developers and Council to enter into an agreement for making a contribution for a public purpose. This contribution may be monetary, works-in-kind or dedication of land.

To get things moving Council has also initiated some events to enliven the town centre, boost business and attract more people to the shopping centre.

Planning Framework

Warringah's planning controls (Local Environmental Plan and Development Control Plan) have continued to be improved in response to the current and future needs of our community. This work included gazettal of the heritage amendment, completion of the council car park review and amendments to allow recreational use of the Belrose Waste Management Centre in the future. We have also continued to provide feedback on the NSW Government's draft new Planning Act.



	Key Initiatives
	Develop Warringah's local planning strategy to achieve the NSW government's housing and jobs targets for Warringah
	Work with the NSW government in planning for the new Frenchs Forest Hospital precinct
	Respond to the development of the new planning act
	Complete the review of the Warringah Development Control Plan
	Develop a Section 94A development contributions works program
	Oxford Falls and Belrose North strategic review (resolved deferred lands)
	Evaluate planning proposals lodged by external parties
	Review zoning and classifications of Council carparks and land
	Implement the recommendations of the heritage review
	Amend the planning controls to deliver the Dee Why Town Centre vision
	Work with the NSW government to investigate the Bus Rapid Transit on the Northern Beaches
	Complete the heritage plaques policy

Program - Sustainability Planning

Our Environmental Sustainability Strategy has been in place for two years and progress has been made towards achieving its targets. While our total water use has slightly increased, we're actually using less water per resident to serve our growing population. We've also increased our solar panels by almost 50%, and reduced our greenhouse emissions from our vehicle fleet (11%), Warringah Aquatic Centre (17%) and Kimbriki (13,000 tonnes/annum). Figures on total corporate carbon emissions will be available later in the year.

In August 2013 the Warringah Sustainable Transport Strategy was adopted. There has been immediate action with a pilot car-share scheme for Dee Why expected in late 2014. We are also taking a leadership role through the trial of a plug-in electric car in Council's vehicle fleet and the provision of charging stations in Council car parks when opportunities arise.

The region is also benefiting from Council's work with SHOROC in lobbying the NSW Government to invest in public transport. This follows recent NSW Government announcements of funding to deliver a Bus Rapid Transit corridor from Mona Vale to the CBD, park and ride facilities at Narrabeen and Brookvale and improved bus interchanges at Dee Why and Brookvale.

	Key Initiatives
	Implement the Sustainable Transport Strategy
	Implement the Environmental Sustainability Strategy

Our growing population means a bigger demand on our services, but we have reduced the amount of water we need to serve each of you. This year we used 966 Litres per resident to provide our full range of services, a drop on the previous

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year of 975 Litres.


Our total water consumption has increased 2% on last year. This is partly from higher attendance at council events and spaces this year, but also from a drier year requiring more irrigation of sportsfields. We continue to put in place water-saving measures in our current facilities and future designs. While we're harvesting 10ML/ year of stormwater from Cromer Park for irrigation, our plan for Forestville Park will help us harvest water there too.

Program Indicator	2012/13	2013/14
Organisational water use	143,902	147,474

Program - Asset Planning

Asset Management Plans link corporate strategies with the provision of services and assets. They provide detailed information on the type and number of assets, the level of service an asset provides, and long-term projections of asset maintenance, rehabilitation and replacement costs.

Four draft Asset Management Plans have been prepared for Council's roads, parks reserves and foreshores, stormwater, and buildings assets. This has allowed for key information in the plans to be updated. The review will be finalised when new financial data from asset revaluations becomes available.

	Key Initiatives
	Undertake a major review of Asset Management Plans

Program - Economic Development






A range of programs were delivered to support economic growth, local businesses and job seekers. A workshop was held for tourism and hospitality businesses to get a clearer understanding of workforce issues relating to their industry. This sector supports nearly 3,900 people in jobs, or 8.2% of the workforce. Run in partnership with the Department of Resources, Energy and Tourism, it also provided participants with a guide to accessing workforce planning solutions, potential visa programs and the potential to engage mature aged and indigenous workers.

A free careers event was held in July in partnership with Pittwater Council, targeting job seekers under 30 years of age. It brought together local job seekers and employers at one location, assisting them in identifying employment, training and business opportunities on the northern beaches.

We worked closely with the Warringah Chamber of Commerce to host a breakfast at the Civic Centre and a critical legal update for small businesses at Long Reef Golf Club, both of which were well attended. Council also held a stall at the Love Your Business Expo where Council was represented by several service areas.

Dee Why businesses were supported in spreading the festive spirit, with a competition for the best Christmas window display. Some 23 businesses entered and made Christmas shopping in Dee Why a little more special with shopfronts decorated with traditional displays, trees and lights, snow scenes and reindeers, as well as Santas with surf boards

Council also delivered the Business Expo and the inaugural Careers Expo, both of which were successful and attracted large numbers.

	Key Initiatives
	Host the Warringah Business Expo
	Host the Northern Beaches Business Awards
	Establish a Warringah Pittwater business portal
	Host the Northern Beaches Career expo
	Warringah business survey

The data for this program indicator will not be available until late 2014.

Program Indicator	2012/13	2013/14
Growing employment opportunities in Warringah	59,891	TBA (late 2014)

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Warringah Aquatic Centre

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$4.7m
Capital \$0.1m

Service Highlights

Warringah Aquatic Centre Masterplan

A design proposal has been prepared for the redevelopment of the Aquatic Centre. The proposal retains the existing 50 metre pool and also includes a program pool with movable floor, an indoor toddler's area, two flume rides and a redesigned reception area to address access issues at the Aquatic Centre.

The next stage is for the proposed design to be put out for community consultation and to confirm how the redevelopment can be funded.

Warringah Recreation Centre

Council took on the responsibility of the management of the Warringah Recreation Centre in September 2013. The centre has undergone a revitalisation process and is operating as a vibrant community facility. Futsal courts were installed to complement the existing squash and tennis courts.

Key Service Indicator Report Card

The service indicator on energy consumption has performed well with a reduction in the annual energy footprint. The achievement of the capital works indicator was impacted by one project. The installation of a cogeneration plant to power the Aquatic Centre was abandoned as a result of the long-term movement in gas prices.

Key Service Indicator	Baseline	Target	Result
Energy Consumption at the Warringah Aquatic Centre (kilowatt hours)	2,103,561	2,100,000	1,751,111
Scheduled projects completed (capital works)	-	85%	50%

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score out of 5. The aim is to maintain or improve on the target (2013 survey result). The result is on par with the last years result.

Annual Community Survey	Target	Result
Residents satisfied with Warringah Aquatic Centre	3.51	3.53

Program - Recreation and Wellness

On-going maintenance

The electronic scoreboard was replaced to better service the needs of lap swimmers, squads and carnivals.

Seniors Programs

An 'Active Ageing' program has been introduced which combines aquatic based exercise programs at the Aquatic Centre with land based classes at Forestville and Beacon Hill community centres. The main focus of the program is 'Falls Prevention' given that 1 in 4 people over the age of 60 are hospitalised as a result of a fall.

Grey Medallion



As part of the 'Active Ageing' program the Aquatic Centre introduced the 'Grey Medallion'. This is a course promoted by the

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Royal Life Saving Society for seniors to give them basic swimming and resuscitation skills. The Aquatic Centre staff used the tag line "You love your grandchildren dearly but would you be able to rescue them if they fell in water?" This proved very successful and two courses attracting 32 participants were delivered by Aquatic Centre instructors with more planned.

Replacement of Heat Pumps

The heat pumps, which heat the indoor 50 meter pool, needed replacing after 15 years of service. An alternative option utilising cogeneration (the use of an onsite, gas powered generator) was investigated to further reduce the energy consumption and carbon emissions at the Aquatic Centre. However, the increasing price of gas meant the business case for cogeneration was not viable and as a result the decision has been made to replace the existing heat pumps with more modern and efficient versions.

	Capital Works
	Warringah Aquatic Centre - cogeneration project
	Warringah Aquatic Centre - plant and equipment renewals

Attendances in 2013/14 at the Aquatic Centre are down on last years numbers.

Program Indicator	2012/13	2013/14
Reduce carbon footprint (tonnes of carbon emissions)	1,451	1,207
More people are using the Warringah Aquatic Centre	340,648	331,869

Corporate Support Services

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$16.5m

Capital \$5.8m

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Service Highlights

2013 Government Contact Centre Excellence Award

In recognition for outstanding performance and business excellence culture, Customer Support Services won the prestigious 2013 *Government Contact Centre Excellence Award*. This award is hotly contested by organisations across all levels of government throughout Australia and New Zealand. The award recognises the approach taken to enhance relationships with our customers through a well-developed service satisfaction and feedback strategy. Our 'Voice of our Customer' program ensures we take into account valuable customer feedback when developing business improvement initiatives. The Customer Support Services team was also a finalist in the *Most Innovative People* category.

Australasian Management Challenge

For the third consecutive year, Council entered a team in the Local Government Managers Association (LGMA) Australasian Management Challenge. This challenge is designed to help develop our staff and the organisation. The team comprised six staff members from across the organisation and was mentored by the Group Manager for Business Excellence. The topic of the challenge was 'Productive Community' and the team successfully achieved 1st place in NSW and went on to represent NSW in the Australasian Finals.

Excellence in Leadership and Workforce Management

Our productivity strategies have involved an increasing focus on leadership, including development programs to increase skill levels, open consultation and transparent decision-making. Improvements have also flowed from investing in our staff, for example in our Wellness Program and flexible working conditions. Unplanned sick leave is now the lowest average in NSW at 2.5%, setting a new benchmark for large urban councils. Our staff satisfaction rate has improved by 5% and staff engagement by 19% since 2010. Costs have been contained through our voluntary turnover rate remaining stable at around 9% and our recruitment costs falling by 32% between 2010 and 2013.

As a result of our successful programs Council won both the *Excellence in Workforce Management* and *Excellence in Leadership and Management* awards from the Local Government Professional Association of NSW this year.

Successful workforce planning strategies have also identified which Council services would be reviewed, in an open and transparent process. These service reviews have resulted in improving our technology and redesigning tasks and roles, leading to effective restructuring to maintain or improve our services.

Key Service Indicator Report Card

The majority of key service indicators were achieved. There was significant improvement in Council's lost time injuries compared to last year with the result just falling short of the target. However, we didn't perform as well in providing final updates on-line on community engagement projects or in terms of completing service reviews and development of the risk register is ongoing into 2014/15.

Baselines are not available for some indicators as they were not measured in previous financial years.

Key Service Indicator	Baseline	Target	Result
Overall customer satisfaction with Customer Service Centre	79%	75%	78%
Property utilisation by the community	Not available	95%	98.8%
Residents importance rating for website, brochures and newsletters (score from 5)	2.31	2.31	2.73
Percentage of community engagement projects closed with project completion updates	Not available	95%	80%
Number of followers on social media	750	1,500	7,799
Service reviews conducted	1	12	6
Risk management - number of high and extreme risks that are not monitored on a quarterly basis	Not available	0	Not available*
Business continuity - compliance with testing of the recovery capabilities of Council's core services	100%	100%	100%
Work place health and safety - reduction in the number of significant lost time injuries	15%	5%	6%
Carbon emissions of Council's light vehicle fleet (g/100km)	200	180	179
Achievement of key financial performance indicators in the Annual Financial Statements	10	10	10
Scheduled projects completed (key initiatives)	-	85%	86%
Scheduled projects completed (capital works)	-	85%	89%

*Development of the risk register is ongoing into 2014/15.

Warringah surveys its community each year on its services. The satisfaction outcome is based on a score out of 5. The aim is to maintain or improve on the target (2013 survey result). Satisfaction with condition of public toilets has been maintained.

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Annual Community Survey	Target	Result
Residents satisfied with condition of public toilets	2.64	2.75

Program Achievements

Program - Council Property Portfolio

Works undertaken have continued to improve Council's properties with a focus on enhancing the customer experience, improving their accessibility and planning for the future.

Upgrades to the Civic Centre customer service area were completed and concept plans developed for a community hub in the carpark at the intersection of St Davids Avenue and Pittwater Road, Dee Why. The Hub could incorporate a modern library, meeting space, customer service centre, plaza and commercial uses. This is in the early concept stage and there will be further consideration given to the feasibility and potential design of a hub at this location.

The creation of the multi-purpose 'Community Facility and Carpark', fronting onto the Kingsway in Dee Why, is underway. Also known as the PCYC (Police Citizens Youth Club), the building will provide recreational space and a drop-in centre for youth, as well as parking for more than 340 cars. The design incorporates sustainable features such as underfloor insulation, natural ventilation, energy-efficient air conditioning and lighting, water-efficient fittings and has the capacity for electric car-charging stations. Feedback from the community has allowed us to modify the concept designs, prepare the Development Application and complete the final design documents. Construction is expected to begin in late 2014.

	Capital Works
✓	Administration buildings renewal works
✓	Civic Centre - window replacement
✓	Dee Why Community Hub Concept Development
➔	Dee Why Town Centre - parking and community facility

	Key Initiatives
✓	Develop the Police Citizens Youth Club Management Framework

Program - Community Buildings Program

Council has 25 community centres that serve as venues for a wide range of activity. We continually look to improve our centres to ensure that they are welcoming and useable spaces for all members of our community. A number of facilities had maintenance attention and improvements this year. The highlight was transforming the derelict Scout Hall in Curl Curl into a vibrant creative facility called the Warringah Creative Space.

The Warringah Creative Space was renovated using repurposed materials salvaged from Kimbriki Resource Recovery Centre, other building sites and onsite. The project saved more than \$300,000 and stopped 90% of building materials from going to landfill. This included reusing rubble from the old brick toilet block to form a retaining wall in the garden. The garden also featured edible and medicinal plants, some of which were donated or salvaged.

The project not only saved money and carbon emissions but has changed Council's outlook for future renovations and served to educate staff members on using 'waste' as a resource. This project was a finalist the 2014 NSW Sustainable Cities Awards for innovation in Waste Minimisation. The Creative Space now provides an inspiring environment for local artists to work, display and create in the amazing setting that is John Fisher Park.

	Capital Works
✓	Community buildings renewal works

Program - Public Amenity Improvements

There are more than 60 public amenities within Warringah. Work continued to ensure that they are clean, accessible and modernised to meet our community's expectations.






While the ever-present works of cleaning, painting, improving lighting and replacing tiling continued, a number of specific projects were delivered during the year. These included:

- The modernisation of the amenities at Beacon Hill

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- The installation of a new lift at Curl Curl Sports Centre to improve access to amenities
- Future planning of the sports amenities for Nolans Reserve

Work also began on the amenities building at St Matthews Farm Reserve in Cromer. This will be completed before the end of 2014 and provide improved public amenities, sports change rooms, meeting room, canteen and storage for users of the fields.

	Capital Works
	Nolans Reserve, North Manly - construction of new amenities to replace existing facilities on site
	Amenities buildings renewal works
	Cromer Soccer Club, Cromer - upgrade of existing public amenity building
	Curl Curl Sports Centre - upgrade of existing public amenity building
	Collaroy Accessibility Precinct - upgrade of existing public amenity building

Program - Customer Support and Communications

Community engagement

Our Engagement Hub via the website and Your Say Warringah project pages continues to be developed. In the past 12 months we have created 61 project pages for a wide number of consultation projects. Traffic on the site has grown with more than 296,000 site visits, 357,000 page views and 35,000 documents downloaded.

The Community Engagement Email Register has over 3,500 members and in the past year 18 consultation update emails were sent. The investigation for a potential Warringah Community Panel was completed and the scope of the engagement register now includes elements of the Community Panel.

We continued to develop engagement skills within the business via accredited training, with 70 project managers completing the International Association Certificate in Public Participation. We also piloted different ways of engaging our community with the use of a new Social Mapping tool (Social Pinpoint) on the Greening Warringah Street Tree Project and District Park Plan of Management. More than 1,000 visitors viewed the page and left more than 150 on-line comments.

Improving your on-line experience

Free Wi-Fi was installed at Narrabeen Village and Forestville shops. This provides free internet connection for the community and complements what is also available at Freshwater Village, Dee Why Beach and at all four libraries.

A new suite of digital communications was launched, raising the bar in presentation, accessibility and transparency for the local government sector. Our new website has brought together 35 different platforms into one cohesive site, with adaptive theming providing a seamless user experience across desktops, tablets and mobiles. The user-focused design is based on customer testing and highlights features that the community wants most. The features are: 'State of Play' which gives updates on whether sportsfields, pools and bike tracks are open, 'I Want To' – quick links to the most used Council services and 'Find Your Nearest' – an interactive map giving information on hundreds of local facilities.

The new website uses adaptive technology which configures the page to the mobile technology people are using. Visits from mobile devices has increased, accounting for nearly 28% of the total traffic with overall visits to the site increasing by 45% compared with the same period the previous year. The site was an honouree in national awards and also the International Webby Awards, regarded as the highest accolade on the worldwide web.

Warringah's social media footprint has also increased, with more than 10,000 community members now getting information about Warringah Council, and the area in general, via this medium. Facebook page followers have increased by 421%, Twitter by nearly 70%, LinkedIn followers have doubled, Instagram is at 403 followers and YouTube has gone from 1 to 42 subscribers.







Better customer service

Our Customer Support Services continues to provide prompt and effective service to the community across a range of convenient contact channels.

The Customer Service Centre managed in excess of 108,000 telephone calls, 45,000 counter visits and 38,500 letter/emails. Of the telephone calls 99% were resolved on the same day by the first contact. Our customer survey measured an overall approval rating of 79%, with good feedback on the ease of contact, staff knowledge and timely service.

Use of the on-line 'request a service' facility has increased by nearly 9%. This allows customers to lodge request at any time. These requests are actioned within one working day.

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Capital Works	
	Upgrade Warringah Council website
	Forestville and Narrabeen - provision of WiFi
Key Initiatives	
	Respond to customer feedback and enhance overall customer satisfaction
	Develop and implement a consistent suite of digital communications tools that work as a platform for an improved community engagement
	Investigate the establishment of a Warringah Community Panel
	Enable on-line payments

Customer Requests via our on-line facility continue to grow as a convenient way for customers to initiate service requests. From modest beginnings in 2012, they now represent almost 9% of total requests.

Program Indicator	2012/13	2013/14
More service transactions are conducted on-line	8.34%	8.82%

Program - Service Support and Improvement

Better Systems and Technology

Our investment in technology delivered a number of improvements to keep our systems current and effective. These included hardware such as personal computers and laptops, and key software to continue as a high-functioning organisation, particularly in the areas of our financials, enterprise asset management, supply chain, property and rating system and staff management. We also developed a new on-line mapping tool providing greater functionality, information and ease of use.

We are investing in mobile technologies to improve service delivery and productivity. This included new online forms that can be accessed by staff from mobile device to save time in the field and office, removing the need for printing forms and re-entering information. Mobile technology was also deployed to road maintenance crews, enabling them to receive and update maintenance tasks in the field in real-time. A pilot of the system was also conducted for the parks and reserves maintenance crews with full roll-out planned for next year.

More efficient fleet

Over the last six years, improvement strategies in managing the light vehicle fleet have reduced our costs. These include reducing fleet numbers, engine size and improving fuel efficiency. These strategies have resulted in savings, enabling Council to maintain the overall fleet costs at the same level for the last three years. This has also resulted in carbon emissions reducing by 11%.



Better business

We continued to develop a high performing organisation by utilising the Australian Business Excellence Framework. Business Excellence supports a range of programs focused on improving the business and developing an organisation culture of innovation and improvement. The programs empower individuals to participate and take responsibility for improving the work they do, to deliver quality and value-added services to the community.







A highlight this year was the launch of the 'Just Do It' business improvement initiative. This program delivered 1,104 improvements over the year by supporting and encouraging all staff to deliver and report improvement in the work they do.

More resilient and accountable

Throughout the year Council enhanced and tested its capabilities in terms of responding to and recovering from incidents and emergencies. Test scenarios were conducted that established our ability to maintain our core service delivery. Through the Internal Audit program, we have tested our systems, processes and procedures to ensure that we maintain strong governance practices. We audited a wide range of functions across the organisation, and also our practices in managing high-risk plant and equipment, the timely and effective implementation of Council decisions, and the proactive management of conflicts of interest. We have also embarked on outsourcing our internal audit function.

Capital Works	
	IT infrastructure - new works
	IT software - new works

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	IT infrastructure - renewals
	IT software - renewals
	Heavy plant replacement program
	Light plant replacement program
Key Initiatives	
	Digitisation of Council's paper-based records
	Improve knowledge and effectiveness of Council's organisational core processes

Council has successfully maintained its self-insurer licence since 2010. This saves an estimated \$1 million in workers compensation insurance premiums for Council each year.

Program Indicator	2012/13	2013/14
Maintaining self insurers license - Audit passed	Yes	Yes

Good Governance

Community Strategic Plan Drivers

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

Continuing Activities

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

Budget Spend

Operational \$6.7m

Service Highlights

- 14 council meetings, including 2 extraordinary
- 112 requests to address council
- 285 council resolutions
- 303 ordinary reports
- 42 confidential reports

Key Service Indicator Report Card

The two service indicators remain stable for 2013/14 when comparing with its baseline and target.

Key Service Indicator	Baseline	Target	Result
Compliance with statutory reporting requirements	100%	100%	100%
Compliance with annual pecuniary interest returns	99%	95%	99%
Scheduled projects completed (key initiatives)	-	85%	100%

Program Achievements

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Program - Corporate Governance




Promoting Better Practice Review

The Division of Local Government Better Practice Review acknowledged that Council was an above-average, well-managed and strong performing organisation. It recognised we exceeded benchmarks in financial and asset management as well as having an exceptional approach to regional partnerships, funding and service delivery. We have continued to strengthen our governance arrangements by amending our policy on the reimbursement of expenses and provision of facilities to our Mayor and Councillors and an audit is underway to improve our privacy management plan.

Review of our Committees

Our Strategic Reference Groups (SRGs) comprise interested community members who work alongside Councillors and staff in the decision-making process and help shape Council plans, policy and practice. The SRG review was finalised in 2013. It delivered four new groups with a specific focus on 'Outcomes' from the Community Strategic Plan and are supported by a charter and guidelines to ensure members can maximise their contribution. The first meetings were held in March.

Our Community Committees were also re-established with minor changes to their guidelines, and they have continued to meet throughout the year to provide valuable input into the operation of some of Council's key assets.

Status	Key Initiatives
	Prepare the Internal Ombudsman's Annual Report
	Implement the findings of the Better Practice Review undertaken by the Division of Local Government
	Finalise the review of the Strategic Reference Groups

The number of complaints to Council's Internal Ombudsman has increased by 61%. This may be as a result of increased awareness of the Ombudsman's role and function within Council.

Program Indicator	2012/13	2013/14
Reduction in the number of complaints to Council's Internal Ombudsman	106	171

Program - Corporate Planning and Reporting

Local Government Reform

We have remained active in shaping the future of local government in NSW and our region. Warringah's submission to the NSW Government supported the Independent Local Government Review Panel's proposed reforms to strengthen local government. Specific support was given to the amalgamation of councils in our region, which will benefit the community both financially and democratically. However, Council did not support creating another layer of government through 'Joint Organisations' as Council feels this will be a barrier to structural reform.




Working Regionally

Through SHOROC we have worked with our neighbouring Councils to achieve some great results for our region. The advocacy program has resulted in significant announcements by the NSW Government on the development of the 'Northern Beaches Hospital' including associated road improvements as well as a kerbside bus rapid transit system on the Mona Vale to Sydney CBD corridor to ease congestion on the roads.


Our involvement with SHOROC's joint procurement program has also been reviewed. The program wasn't delivering benefits that Warringah could not achieve on its own and we will look to work with other large councils to improve our buying power.

Financial Stability Assured

The NSW Government's Independent Pricing and Regulatory Tribunal (IPART) has supported Council's application to maintain service levels to the community by allowing Council rates to rise in line with costs. In making this decision IPART rejected a larger rate rise over four years that would have seen services increased and large projects such as the redevelopment of the Warringah Aquatic Centre delivered.

	Key Initiatives
	Develop a four year rolling Delivery Program and Operational Plan
	Establish the base line for community indicators in the Community Strategic Plan 2023
	Respond to the NSW government's local government reform agenda

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	Consult with the community about service levels of assets, provision of service and funding priorities including a possible special rate variation
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Major Projects 2013

Dee Why Revitalisation

Community Strategic Plan Drivers

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

Why is this a Major Project

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

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

The Dee Why Town Centre Masterplan has won multiple awards over the last year, recognising its innovation, leadership and excellence in design including:

- The Masterplan won two NSW planning awards from the Urban Development Institute of Australia (UDIA) and the Planning Institute of Australia (PIA)
- Received a commendation award at the PIA National Awards for Planning Excellence, as the second best planning idea for a small project in Australia.

What has happened over the past 12 months?

To bring the Masterplan to reality Council has started preparing amendments to Warringah's Planning Controls, the Local Environmental Plan 2011 and Development Control Plan 2011. This has been informed by an updated Dee Why town centre traffic study which was completed in March 2014. The private sector has shown interest in developing in line with the Masterplan vision, with a number of approaches from interested landholders.

While we wait for the vision for Dee Why to be realised, Council has worked with local businesses on 'quick win' activities to activate underutilised spaces and connect with the community. These have included murals, outdoor art exhibitions, a Christmas shop-front competition, a Pop-Up Cafe on the Green, and a temporary ice rink in the lead-up to Christmas.

Council also plans to improve our own sites, including exploring the idea of a community hub on the St Davids Avenue carpark below the library. This is in the early concept stage and further consideration will be given to the feasibility and potential design.

The most advanced plans are for the innovative multi-purpose 'Community Facility and Carpark' fronting onto the Kingsway. Also known as the PCYC, it will primarily be a youth facility for sports that will also contain drop-in and study spaces. With detailed design that includes sustainability features nearly complete, work on the site is expected to begin in late 2014.


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Designs for our public spaces are also progressing, and streetscape and infrastructure works in Dee Why will consider the multi-cultural element of our community. Place-making strategies are being applied to a range of sites to revitalise the Dee Why town centre, with a particular focus on public art and landscaping.


The Walter Gors Park Design Competition attracted many inspiring ideas from the community to improve this pivotal reserve of open space. Ideas included public art that doubles as a skate feature and water play area shaped like a giant snake. Many of these ideas will influence the next stage of design with community input in March 2015.

Council is also studying stormwater in the catchment to reduce the risks of local flooding and any impacts on our precious wildlife.



Roads, Traffic and Waste


	Capital Works
	Dee Why Town Centre - design of new traffic facilities and streetscape

Natural Environment


	Capital Works
	Planned stormwater renewal program

Corporate Support Services

	Capital Works
	Dee Why Town Centre - parking and community facility
	Dee Why Community Hub concept development

	Key Initiatives
	Develop the Police Citizens Youth Club management framework

Strategic Planning

	Key Initiatives
	Amend the planning controls to deliver the Dee Why Town Centre vision

Collaroy Accessibility Precinct

Community Strategic Plan Drivers

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

Why is this a Major Project

A masterplan for Collaroy was approved in August 2012 to make the area more attractive, safer and a best practice accessible area for all, including people with a disability. It is a great example of partnership in design, with valuable input from the community and disability groups Sargood, Fisher Road School, Cerebral Palsy Alliance, the Disabled Surfers Association of Australia and Vision Australia.

Early works have improved the safety and accessibility of footpaths and the Collaroy Surf Club building. Council's work to make this precinct fully accessible was recognised in 2012 by the Federal Government, shortlisting as a finalist in the *Excellence in Accessible Communities Award*.

What has happened over the past 12 months?

A host of improvements have been made as part of our ongoing program of upgrades under the Collaroy Accessibility Precinct Masterplan. The streetscape in the commercial precinct has been improved with new paving, kerb and guttering, seats, bins, bike racks, plus upgraded access to some shops and intersections.

Annual Report 2013/14

At the beach reserve a new carpark, beach promenade, lighting, picnic shelters, barbecues and landscaping have been completed.


Thanks to a Council revamp the surf club now boasts better access for the disabled including a new lift and platform to the first floor.

Other works include refurbished change rooms, club rooms and windows, energy efficient lights, security door and covered walkway.

Construction of the all-abilities playground (Stage 2 Beach Reserve Upgrade) has begun and it is anticipated work will be completed before the end of 2014. Future works will also improve the northern end of the reserve and car park area near the Collaroy Services Club, access to Beach Road and the rockpool area.

Although beyond the scope of the masterplan, there has also been much planning and consultation to improve the damaged 40-year-old stormwater outlet at Collaroy Beach. As a complete replacement is beyond Council's budget, plans were adopted to improve the pipe's capacity and shorten the outlet by 10m. This work will be done next financial year.

Parks, Reserves and Foreshores

	Capital Works
	Collaroy Accessibility Precinct - playground and reserve improvements

Northern Beaches Hospital

Community Strategic Plan Drivers

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

Why is this a Major Project

A new level five hospital will be constructed in Warringah by the NSW Government, at the intersection of Warringah Road and Wakehurst Parkway. It is planned to provide more than 420 beds, an emergency department, mental health, surgical, medical, maternity, paediatric and ambulance services.

The facility will provide for the health needs of our region, create local jobs and economic growth and potentially allow for a specialised health precinct with related health services and industries located close by.

We continue to partner with the NSW Government to make the Northern Beaches Hospital a reality, investigate the wider health precinct, and work collaboratively to address existing road congestion where the hospital will be located.

What has happened over the past 12 months?

A Northern Beaches Hospital (NBH) Interagency Working group was established this year to help ensure a coordinated approach to the planning of the hospital and surrounding area. Representatives on the Working Group include the state agencies of Planning and Environment (Chair), Roads and Maritime Services and Transport for NSW as well as Council representatives.

The NSW Government received Planning approvals for the hospital proposal and the initial works, which included a Biodiversity Offset Package and the retention of bushland where possible.


Council participated in a series of community 'drop in' sessions with Roads and Maritime Services (RMS), attended by approximately 700 community members in April 2014. These were primarily to raise awareness of the state's planned road network upgrades, being undertaken to address the road capacity, arteries and connections around the hospital. We have also been very active with RMS in developing preferred transport network solutions for Frenchs Forest.

Council is moving forward on planning the wider area in a Precinct Planning process. We have completed an open tender process to engage a qualified and experienced consultant to prepare a structure plan for the hospital and surrounding precinct.

Strategic Planning

Key Initiatives

Annual Report 2013/14

	Work with the NSW Government in planning for the new Frenchs Forest Hospital precinct
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Bus Rapid Transit System

Community Strategic Plan Drivers

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

Why is this a Major Project

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


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

What has happened over the past 12 months?

The NSW Government has committed \$125 million to develop kerbside Bus Rapid Transit (BRT) along the northern beaches. This will initially focus on the Mona Vale to Sydney CBD corridor. A further \$67 million will fund new bus customer car parking at Mona Vale, Narrabeen/North Narrabeen, Warriewood and Brookvale. These additional facilities will provide parking for up to 800 vehicles so more commuters can connect with the BRT route.

While Council supports this investment it also continues to advocate for the development of a BRT on the Dee Why to Chatswood corridor including the development of supporting park and ride facilities.

Strategic Planning

	Key Initiatives
	Work with the NSW Government to investigate the Bus Rapid Transit on the Northern Beaches

Glen Street Cultural Hub

Community Strategic Plan Drivers

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

Why is this a Major Project

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

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





What has happened over the past 12 months?

The creation of a thriving cultural hub for the northern beaches is well underway. The first stage of works, improved lighting, landscaping and the forecourt, has been finished and the upgraded facility held its first performances in May. The foyer has been reconfigured, making it larger and more inviting with a new box office and bar.

Annual Report 2013/14

An architect has been appointed for the design of Stage Two of the works. This will begin in 2015, including a new library, cafe and improved access for the community to connect with the theatre, gym, library and sporting facilities.

Glen Street Theatre

	Capital Works
	Glen Street Revitalisation Stage 1
	Glen Street Revitalisation Stage 2
	Key Initiatives
	Develop day to day management plan for operation of Glen Street Cultural Hub
	Promote and engage new audiences with the Glen Street Cultural Hub

Warringah Local Planning Strategy

Community Strategic Plan Drivers

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

Why is this a Major Project

The NSW Government's draft Metropolitan Strategy for Sydney 2031 has set new targets for increases to both housing and employment for Sydney. The Hornsby, Ku-ring-gai, Manly, Pittwater and Warringah region needs to contribute 37,000 dwellings and 39,000 new jobs by 2031. Warringah's actual share of this target is still to be announced. This growth will happen gradually over time, however Council needs to plan how to meet the targets.

The Warringah Local Planning Strategy will identify where housing and jobs growth will be concentrated taking into account the needs for infrastructure to support this growth. We shall find a solution that allows growth, while maintaining the unique character of our suburbs.


What has happened over the past 12 months?

The NSW Government has a key role to work with councils to implement the State's Metropolitan Strategy and related Regional Action Plans. This includes addressing associated infrastructure needs for our region. Council sought and received funding assistance this year from the NSW Government to help develop the Warringah Local Planning Strategy. The development of the Local Planning Strategy will align with the structure planning for the precinct surrounding the Northern Beaches Hospital as this area will be significant for the growth of jobs, housing and infrastructure.

Council is engaging the services of a consultant to assist with its preparation of the Local Planning Strategy. It is anticipated that the consultants will begin work in July 2014 and that the process to finalise both the Northern Beaches Hospital Precinct Structure Plan and the Warringah Local Planning Strategy will be complete within 18 to 24 months.

In March 2014 two public forums were held on housing affordability in Warringah and were attended by a cross-section of the community and key stakeholders. Valuable ideas from the forums and other submissions were forwarded to the NSW Public Inquiry on Affordable Housing, and will also be considered in developing the Warringah Local Planning Strategy.

Strategic Planning

	Key Initiatives
	Develop Warringah's local planning strategy to achieve the NSW Government's housing and jobs targets for Warringah

Narrabeen Lagoon Multi-use Trail

Community Strategic Plan Drivers

Outcome	Objective
Lifestyle and Recreation	2.2 We have access to attractive parks and natural areas that encourage and support a safe healthy lifestyle 2.3 We have inviting public spaces that are clean, green and well designed

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Healthy Environment	3.1 We value the health of our beaches, foreshores and waterways as natural habitats and for our enjoyment 3.2 We protect and sustain our diverse bushland as valuable habitats, and provide for a variety of wildlife to thrive and migrate
Connected Transport	4.4 We can safely and conveniently walk or ride around Warringah

Why is this a Major Project

Narrabeen Lagoon is the largest and healthiest coastal lagoon in Sydney. With stunning habitats and wildlife, we love to relax here, enjoy the scenery and have fun on the water. Works are underway to complete an iconic multi-use trail around the foreshores.

The trail allows safe and sustainable access for pedestrians and cyclists of all abilities along an 8.6km circuit, while protecting the valuable endangered species in and around the lagoon. Early sections completed run between Deep and Middle Creek, plus extensive improvements to Middle Creek Reserve facilities, boat ramp and parking. [Click](#) to read more about the objectives for this project.

For its environmentally sensitive qualities this section won the prestigious Sydney Greenspace Award from the NSW Minister for Planning and Infrastructure.


What has happened over the past 12 months?

Cromer Golf Club has completed the relocation of its 15th hole and 13th tee from the lagoon foreshore to allow space for the trail. Council has been working on an agreement with the Sydney Academy of Sport and Recreation to relocate its water-based activities to allow for the trail and separate its clients from trail users.


Council's site works on the final 1.2km section began in late 2013 and applies the same design principles and construction as the award-winning Stage 1. This section will ultimately continue through South Creek Reserve and join up with the Jamieson Park trail. With two bridges to be constructed across Middle Creek and South Creek, we anticipate the Trail will be open in December 2014. Council was fortunate to receive a \$250,000 Metropolitan Greenspace Grant from the NSW Government to assist with the construction of the South Creek bridge.

Council also won an \$82,000 grant from the Hawkesbury-Nepean Catchment Management Authority to improve bushland around the final section of trail. The grant, funded from the Australian Government's Clean Energy Future Biodiversity Fund, aims to use Sydney's golf courses and open space as bio-diverse carbon stores.

Parks, Reserves and Foreshores

	Capital Works
	Narrabeen Lagoon maintenance of multi-use trail

Natural Environment

	Capital Works
	Narrabeen Lagoon Multi-use Trail

Statutory Returns 2013/14

LOCAL GOVERNMENT ACT 1993,
LOCAL GOVERNMENT (GENERAL) REGULATION 2005
AND OTHER STATUTORY INFORMATION



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WARRINGAH
COUNCIL

STATUTORY RETURNS



LOCAL GOVERNMENT ACT 1993

SECTION 428 (1)

Performance of Principal Activities in the Management Plan

Our performance against Principal Activities in the Delivery Program 2013-2017 is included in the Annual Report

SECTION 428 (2) (F)

Mayor/Councillor Fees & Expenses

Mayoral fee	59,100
Councillor fee	222,240
Total	281,340
Amount (not including the Mayoral and Councillors fees referred to above) incurred by Council under this policy for the provision of facilities and payment of expenses for the Mayor and Councillors, during 2013-2014	117,866
Total overall	399,206

SECTION 428 (4)

Financial Statements

Our audited Financial Reports for the 2013-2014 financial year is included in the Annual Report.

STATUTORY RETURNS



ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

VOLUNTARY PLANNING AGREEMENT

A planning authority that has entered into one or more planning agreements must, while any such planning agreements remain in force, include in its annual report particulars of compliance with, and the effect of the planning agreements during the year to which the report relates

	VOLUNTARY PLANNING AGREEMENT - CROMER	VOLUNTARY PLANNING AGREEMENT - DEE WHY
VPA ASSOCIATED APPLICATION	Evergreen Estate Redevelopment at 26 Campbell Avenue, Cromer. 1.4 hectares (84%) of the land will become R2 Low Density Residential. 2840sqm (16%) will be dedicated to Council and be rezoned RE1 Public Recreation.	Rezoning Application and associated Development Application No. 2007/1249 - Stage 1 DA for a mixed use development on 'Site B' of the Dee Why Town Centre
DESCRIPTION OF PUBLIC BENEFIT OF VPA	Dedication to Council of 2840sqm of land along the northern boundary fronting the existing creek line. This land will be rezoned for public recreation and replanted to form part of the creek line corridor.	<ol style="list-style-type: none"> 1. Provision of Town Square Works 2. Provision of pedestrian connection and works 3. Provision of bus setback works and area on Pittwater Road 4. The provision of a monetary contribution for the construction and dedication (by Council) of Church Lane located to the east of the site bordering St Kevin's Church
OTHER PARTY TO VPA	<ol style="list-style-type: none"> 1. Evergreen Development (Dee Why) Pty Ltd 2. Binburra Pty Ltd 	Multiplex Pty Limited
STREET ADDRESS	26 Campbell Avenue, Cromer	9 to 17 Howard Avenue, 14 to 16 and 28 Oaks Avenue, 884, 888 to 896 Pittwater Road, Dee Why
STATUS	Executed on 12 June 2013.	Executed and entered into by Council on 12 December 2008, Stage 1 DA approved, currently awaiting lodgement of Stage 2 DA and design of the VPA works

STATUTORY RETURNS

LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005
CLAUSE 132

Rates and charges written off 2013-2014

WRITTEN OFF 2013 - 2014	
Rates abandoned (postponed)	\$6,622
Interest abandoned (postponed)	\$3,026
Interest abandoned (other)	\$3,674
Mandatory pension rebate	\$1,814,412
Voluntary pension rebate (rates)	\$115,338
Voluntary pension rebate (waste)	\$292,357
TOTAL	\$2,235,429

CLAUSE 217(1) (A)

Overseas Visits by Councillors or Council Staff 2013 - 2014

1. The General Manager and Deputy General Manager Environment visited Tauranga City Council, Western Bay of Plenty District Council and Auckland Council in August 2013 to be briefed on the various models for the provision of joint services to councils in New Zealand.
2. The Beach Services Coordinator attended the 3rd Ripcurrent Symposium in Busan, South Korea in June 2014.

CLAUSE 217(1) (A1)

Councillors Facilities and Expenses

FACILITIES AND EXPENSES	
Dedicated office equipment to Councillors (incl. computers)	\$1,548.05
Communication charges (including phone calls, facsimile and internet)	\$19,705.31
Seminars and conferences attended by Councillors (incl. interstate travel)	\$26,420.07
Councillor training and skills development	\$6,469.22
Interstate travel by Councillors while representing Council	\$0
Overseas visits by Councillors while representing Council	\$0
Expenses of spouse, partner, or person accompanying a Councillor	\$568
Provision of care for a child or family member of a Councillor	\$340
Other expenses	\$62,815.38
TOTAL	\$117,866.03

STATUTORY RETURNS

LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005
CLAUSE 217(1) (A2)

Contracts Awarded in 2013-2014 for Goods and Services in Excess of \$150,000

CONTRACTOR	GOOD AND SERVICES PROVIDED	APPROX. VALUE AS APPROVED BY COUNCIL
AFMR Pty Ltd T/A Solo Services Group	Services for Cleaning of Public Amenities and BBQ areas	\$158,559
Wilshire Webb Staunton Beattie Law, Matthews Folbigg Pty Ltd, Herbert Smith Freehills, TressCox Lawyers, Storey & Gough Lawyers, Concordia Pacific, Moray & Agnew Lawyers, DLA Piper Australia	Provision of Legal Services	\$250,000
Complete Linemarking Services Pty Ltd, Workforce Road Services Pty Ltd, Combined Traffic Management Pty Ltd, Atlantis Group of Companies Pty Ltd, Hunt Civil Pty Ltd	Supply and Delivery of Linemarking and signposting (SHOROC)	\$430,000 Contingency
Momentum Built P/L	Major Works fo Brookvale Children's Centre	\$699,958
Sydney Metro Tree Services	Services for Tree Pruning and Removal	\$1,485,000
Sydney Construction Group	Curl Curl Sports centre Spectator Stand and Paving Upgrade	\$247,158
J&CG Constuctions Pty Ltd	RFS Catering Unit Kitchen upgrade	\$267,127
MEGT	Traineeships	\$330,972
Australian Areas Management P/L, Marsupial Landscapes Pty Ltd, The Organic Mechanics	Panel Services Reactive Vegetation Maintenance	\$1,200,000
Water Infrastructure Group Pty Ltd	Major Works for Relining Stormwater Conduits and Associated Works in Griffin Road Dee Why	\$600,000
Glasscott Group Pty Ltd	Construction of an all abilities playground at Collaroy Beach	\$988,405
Undercover Landscapes	Belrose Children's Centre Playground Upgrade	\$231,814 contingency up to \$46,000
Sydney Construction Group	Major Works for St Matthews Farm Northern Sports Amenities	\$996,000

STATUTORY RETURNS

LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005

CONTRACTOR	GOOD AND SERVICES PROVIDED	APPROX. VALUE AS APPROVED BY COUNCIL
More Gourmet, Swiss Deli, Corella Catering, Forte Catering & Event, Made at Luke's, Roaming Gourmet NSAW Pty Ltd, Flavours Catering and Events, JR trading company T/as Chick'n Run, Dee Why Seafoods, Summer Salt Café, Skyline Bakery, The Italian Pasta Company, Baker Caker Coffeemaker, Celebrations on the Beaches.	Catering Service Panel	\$300,000
Group GSA	Design Consultancy Services for Forestville Playing Fields Upgrade	\$144,000
Brewster Hjorth Pty Ltd	Design Consultancy Services for Glen Street Theatre Stage 2 Library, Café and Administration Offices	\$340,850
Energy Australia	Contestable Energy to Warringah Council Metered Sites and Street Lighting	\$300,000
Hames Sharley Pty Ltd	Northern Beaches Hospital Precinct Structure Plan and Warringah Local Planning Strategy	\$545,600
Twenty four Seven Building Maintenance Services Pty Ltd, Ross Matthew Argent T/A Argent Building Group, Axis Fencing Group Pty Ltd, Bayteck Pty Limited, CD Commercial Projects Pty Ltd, Danalig Pty Ltd, Northern Fencing Specialists Pty Limited, Cowie, Peter James T/A PC Landscapes ,Rapid Construction Pty Ltd, Sudiro Constructions Pty Ltd, Sydney Construction Group Pty Limited, Acland Group Pty Ltd, The trustee for the Thacker Trust T/A MT Plumbing, Skilled Plumbing Drainage & Gas fitting Pty Ltd, Universal Plumbing Services Pty Ltd, Chris Lee Electrical Pty Ltd	Trade Service Panel	\$2 million
Sudiro Constructions	Construction of Dee Why Lifeguard Hut	\$153,433
Ernst & Young	Internal Audit Services	\$250,000

STATUTORY RETURNS

LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005

CONTRACTOR	GOOD AND SERVICES PROVIDED	APPROX. VALUE AS APPROVED BY COUNCIL
Kelbon Project Services Pty Ltd, Mack Civil Pty Ltd, MSA Civil and Communications, NSW Civil Constructions (NSW Landscapes), Performance Concrete Pty Ltd, Stateline Asphalt Pty Ltd, Statewide Civil Pty Ltd	Civil Infrastructure Works Panel Contract	\$1.8 to \$2.2 million
Tract Consultants Pty Ltd	Investigations & Design of Public Infrastructure Upgrades for the Dee Why Town Centre	\$241,660 contingency up to \$35,000
Silver Raven Pty Ltd	Major Works for Queenscliff Rock pool	\$572,116 contingency up to \$100,000
TWH Australia Pty Ltd (Trustwave)	Provision of Compliance Validation Services for the Payment Card Industry Data Security Standard	\$186,500
Ford Civil Contracting Pty Ltd	Reconstruction of Collaroy Stormwater Outlet	\$1,997,925
Laminar Group Pty Ltd	Investment Advisory Services	\$172,800

CLAUSE 217(1) (A3)
Summary of Legal Proceedings

During 2013-2014 the following expenses were incurred in relation to legal proceedings:

Proceedings favourably finalised	\$178,098
Discontinued	\$2,845
Proceedings not favourably finalised	\$442
Proceedings not finalised	\$215,315
TOTAL	\$396,700

STATUTORY RETURNS



LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005

DISCONTINUED

Warringah ats Vigor Master
Warringah ats Vigor Master
Warringah v Private Certifiers Australia
Warringah v Girdler's Grin

PROCEEDINGS FAVOURABLY FINALISED

Warringah ats Totally Managed.
Warringah ats Aranda Properties Pty Limited
Warringah ats Clarke
Warringah ats Monohan
Warringah ats Modog
Warringah ats Vigor Master
Warringah ats Goddard
Warringah ats Melo
Warringah v Kersenboom
Warringah v Felan & McGennan
Warringah v Lester
Warringah v Guzzo
Warringah v Genesis
Warringah v Jafari
Warringah v Cross
Warringah v Ronner
Warringah v Hutton

PROCEEDINGS NOT FAVOURABLY FINALISED

Warringah v Kovacevic

PROCEEDINGS NOT FINALISED

Warringah v Ma
Warringah v Gow
Warringah ats Young
Warringah ats Jones
Warringah ats Grimmond
Warringah ats Parker
Warringah ats Rajguru
Warringah ats Dicalfus
Warringah ats Greenwood
Warringah ats Goyer
Warringah ats 21 Bungan Street Pty Limited
Warringah ats Sternhell
Warringah ats 822 PRD Pty Limited
Warringah ats De Gail
Warringah ats Coletta
Warringah ats Simpson
Warringah ats Modog Pty Limited
Warringah ats Jubilee Properties Pty Limited
Warringah ats Pollifrone
Warringah ats Pollifrone
Warringah ats Kelly

CLAUSE 217(1) (A5)

Grants and Donations

2013-2014 GRANTS AND DONATIONS RECIPIENTS	AMOUNT
Active Opportunities Incorporated - Safer Neighbourhoods Social Inclusion Project	\$5,000.00
Booklovers Club Warringah	\$1,370.00
Collaroy Surf Life Saving Club	\$6,068.00
Computer Pals for Seniors Northern Beaches Inc	\$1,133.00
Dee Why Surf Life Saving Club	\$6,068.00
Disabled Alternative Road Travel Service	\$2,000.00
Disabled Surfers Association of Australia Inc	\$3,300.00
Eurofest Cultural & Sporting Association Inc	\$5,000.00
Fighting Chance Australia - The Enterprise Program	\$5,000.00
Freshwater Surf Life Saving Club	\$6,068.00
Forestville RSL War Memorial Playing Fields	\$7,598.40
Forest District Rugby Club - Sporting Club	\$32,847.00
Lifestart Co Operative Limited - Parents as Case Co Ordinators Project	\$4,092.00
Literacy Network Manly Warringah	\$4,500.00
Long Reef Surf Life Saving Club	\$6,068.00
Manly Warringah Netball Association Inc	\$2,120.00
Manly Warringah Pittwater Community Aid Service Inc - CALD Grant	\$5,000.00

STATUTORY RETURNS

LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005

2013-2014 GRANTS AND DONATIONS RECIPIENTS	AMOUNT	2013-2014 GRANTS AND DONATIONS RECIPIENTS	AMOUNT
Manly Warringah Pittwater Community Transport Incorporated - Monday Dee Why Shuttle Service	\$5,000.00	Surf Life Saving Sydney Northern Beaches Branch	\$12,750.00
Narrabeen Beach Surf Life Saving Club	\$6,068.00	Sydney U3A Inc. - Northern Beaches Region	\$1,363.64
North Curl Curl Surf Life Saving Club	\$6,068.00	Tear Australia	\$60.00
North Narrabeen Surf Life Saving Club	\$6,068.00	Terrey Hills Community Library	\$20,000.00
Northern Beaches Community Services Ltd. - Bringing Us Together Community Mural	\$4,000.00	The Warringah Eisteddford Inc Trading as Northern Beaches Kids' Eisteddford	\$5,000.00
Northern Beaches Creative Leisure and Learning Artability	\$2,500.00	Tibetan Community of Australia (NSW) Inc	\$5,000.00
Northern Beaches Interchange Inc	\$5,000.00	UNSW - Australian Wetlands and Rivers Centre - Non Contract Student Research Fund	\$500.00
Northern Beaches Nepalese Society	\$4,850.00	Warringah Printmakers Studio - Introducing the Art of Printmaking to the Community	\$1,818.18
Northern Beaches Orchestra Inc	\$5,000.00	Water Skills for Life - Tibetan Community Swim Program	\$810.00
Northside Enterprise Incorporated	\$5,454.55	TOTAL GRANTS & DONATIONS	\$231,988.77
Peer Support Foundation Limited - Trading As Peer Support Australia	\$3,110.00		
Peninsula Senior Citizens Toy Repair Group Inc - Toys for Christmas for Disadvantaged	\$1,200.00		
Radio Northern Beaches	\$5,000.00		
Raise Foundation	\$5,000.00		
South Curl Curl Surf Life Saving Club	\$6,068.00		
South Narrabeen Surf Life Saving Club	\$6,068.00		
Sunnyfield Disability Services Ltd - Travel to the Unknown Project	\$5,000.00		

STATUTORY RETURNS



LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005

CLAUSE 217(1) (A6)

External Bodies with Council Delegated Authority

Warringah Development Assessment Panel independently determines major development applications.

By putting the Principals of EEO into practice Council ensures that all employees and future employees have an equal opportunity to enjoy a rewarding and challenging career with Warringah Council and enjoy freedom from all forms of discrimination.

CLAUSE 217(1) (A7)

Council Controlled Companies

Kimbriki Resource Recovery Centre

Kimbriki Environmental Enterprises Pty Ltd (KEE) operates a recycling and waste disposal centre at Kimbriki Road, Terrey Hills. Warringah Council is the major shareholder in KEE with 51% of shares. The remaining shares are held by Pittwater, Manly and Mosman Councils holding 34.45%, 10.75% and 3.84% of shares respectively.

Council has an Equal Employment Opportunity (EEO) Management Plan that details the objectives, actions and responsibilities required to ensure that Warringah Council is an equal opportunity employer and that all employees are aware of their rights and responsibilities.

KEE commenced operation on 1 July 2009 following the necessary authorisations pursuant to sections 358 and 625 of the Local Government Act.

The Equal Employment Opportunity Management Plan includes strategies to ensure fair outcomes in all areas of employment with the following focus:

- Promotion of EEO and Diversity Principles
- Maintaining workplaces free from discrimination, harassment and bullying
- Accessible policies and procedures
- Grievance procedures
- Ongoing analysis of employment data

CLAUSE 217(1) (A8)

Partnerships, Cooperatives and Joint Ventures

Warringah Pittwater Rural Fire Committee

Warringah Council has a 50% interest in the assets and liabilities of a joint venture project with Pittwater Council for the provision, control and management of bush fires. The joint venture will continue on a year to year basis until dissolved in accordance with the terms of the deed of agreement. Both Councils have signed a Service Level Agreement with the Commissioner of the NSW Rural Fire Services to cover the provision of these services.

The EEO plan was revised during 2011-2012 to ensure consistency with Council's corporate direction.

In keeping with the EEO plan, information about Council's EEO policy and grievance procedure is provided to all new employees at corporate induction. In addition, refresher courses (including Code of Conduct) are offered to staff every two years, and Human Resources staff are available to provide advice on grievance resolution at any time.

Shore Regional Organisation of Councils (SHOROC)

Warringah Council is an equal member of SHOROC along with Manly, Mosman and Pittwater Councils. The SHOROC group develops and delivers regional strategies and initiatives of benefit to the member councils.

EEO data is collected on a voluntary basis, to alleviate privacy concerns. Statistics at present are as follows:

- Five staff have indicated they have a long term impairment
- 55 staff with a Non English Speaking Background (NESB) background
- Eight staff have identified as having an indigenous background

CLAUSE 217(1) (A9)

Equal Employment Opportunity (EEO) Activities

Warringah Council supports the principals of Equal Employment Opportunity (EEO) as it relates to recruitment, training and staff development programs, performance management, equal access to information about Council policies, procedures and practices, supervision and management of staff, promotion and conditions of employment.

STATUTORY RETURNS

LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005
CLAUSE 217 (1) (B) (C)
Senior Staff Salaries

Between 1 July 2013 and 30 June 2014 the following senior staff salaries were paid:

Council has three senior staff as defined by the Local Government Act (General Manager, Deputy General Manager Community and Deputy General Manager Environment). All senior staff are engaged under the standard employment contract issued by the Department of Premier and Cabinet – Division of Local Government and are subject to performance agreements.

The contract term for the General Manager, the Deputy General Manager Community and Deputy General Manager Environment is five years. The all-inclusive remuneration packages that incorporate salary, employer superannuation, performance and higher duties payments and fringe benefits tax for the senior staff for the financial year ending 30 June 2014 were as follows:

	General Manager	Senior Staff
Salary component of the package	\$368,011.88	\$506,513.44
Bonus, performance and other payments	\$0	\$0
Council's contribution to superannuation	\$17,706.52	\$54,073.90
Non cash benefits accounted in the package	\$0	\$661.89
Fringe benefits tax for non-cash benefits	\$12,461.18	\$16,725.58
TOTAL PACKAGE	\$398,179.58	\$577,974.81

CLAUSE 217 1 (F)
Companion Animals Act and Regulation

Council's responsibility with impounded animals is to reunite the animal with the owner, where this is impossible suitable animals are rehomed. Council has a commercial arrangement with a local veterinary practice to act as our pound, and reports on the numbers of impounded animals are provided to the Division of Local Government annually in September.

Reporting Dog Attacks to the Department

Council is required to report attacks to the Division of Local Government, via the Companion Animals register, within 72 hrs of being notified of an attack. Last financial year 59 incidents were reported, within Warringah.

Expenditure on Companion Animal Management and Activities

Some \$90,928 was spent on the management of companion animals and related activities last year.

The funds were expended as follows:

Employment related costs	\$2,644
Pound Fees	\$79,450
Advertising/promotion	\$3,267
Materials/consumables	\$2,867
Other	\$2,804
TOTAL	\$90,928

The Division of Local Government provided \$63,697 funding to Council.

STATUTORY RETURNS

**LOCAL GOVERNMENT (GENERAL) REGULATIONS 2005****Companion Animal Community Education Programs**

Warringah's 'Dogs Big Day Out' was held last August with more than 4,000 attendees. Demonstrations on agility and obedience were conducted and a number of veterinarians and welfare groups were on hand to answer questions on dog ownership. Council continues to hand out 'pooch pouches' that can be attached to the lead for owners to store dog-waste collection bags. Cat collars with bells are also handed out at this event to promote responsible pet ownership.

Strategies Council has in Place to Promote and Assist in the Desexing of Dogs and Cats

Council promotes the desexing of dogs and cats through its educational activities including the promotion of desexing in publications, such as 'Owning a dog in Warringah'.

Strategies to Seek Alternatives to Euthanasia for Unclaimed Animals

Council has a no kill policy at its pound for re-homable animals and has arrangements with the Animal Welfare League, Cat Protection Society and RSPCA to take unclaimed dogs and cats that are suitable for rehoming (i.e. not dangerous).

As a result of the strategies in place no re-homable animals were euthanased this year.

Off-Leash Areas Provided in the Council Area

Warringah has eight unleashed dog exercise areas with an additional four available at restricted times. This includes a dog swimming area at Curl Curl lagoon. Our aim is to provide accessible options for residents to take their dogs for a walk and let them off the leash safely, while also protecting our natural environment and considering the needs of the wider community. We will continue to review these as required.

STATUTORY RETURNS

**GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009****BACKGROUND**

The Government Information (Public Access) Act 2009 (*GIPA Act*) became operational on 1 July 2010 and introduced a new 'right to information' approach for access to government information.

Council is required to prepare an annual report in accordance with the requirements of section 125 of the *GIPA Act* and clause 7 of the Government Information (Public Access) Regulation (*GIPA Regulation*). This annual report includes statistical information on formal access applications in the form required by *Schedule 2 of the GIPA Regulation*.

1. REVIEW OF PROACTIVE RELEASE PROGRAM

Warringah continually reviews its proactive release program to identify the kinds of information that we make publicly available. This occurs through extensive publication on Council's website or through inspection and/or provision of information in response to a written application.

During the reporting period, this program resulted in the release of information relating to: Council services; events; community issues; planning & development services and environmental matters.

2. NUMBER OF ACCESS APPLICATIONS RECEIVED

During the reporting period, Warringah received a total of 18 formal access applications (including withdrawn applications but not invalid applications).

3. NUMBER OF REFUSED APPLICATIONS FOR SCHEDULE 1 INFORMATION

During the reporting period, Warringah did not refuse any formal access application because the information requested was information referred to in Schedule 1 to the *GIPA Act*.

STATUTORY RETURNS

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009
4. STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS
TABLE A:

Number of Applications by Type of Applicant and Outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Media	0	0	0	0	0	1	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector Business	0	1	1	0	0	0	0	0
Not for Profit Organisations or Community Groups	0	0	0	0	0	0	0	0
Members of the Public (application by legal representative)	1	4	0	0	0	0	0	0
Members of the Public (other)	3	5	2	0	0	0	0	0

TABLE B:

Number of Applications by Type of Application and Outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	4	10	3	0	0	1	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

STATUTORY RETURNS

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009
TABLE C:
Invalid Applications

Reason For Invalidity	Number of Applications
Application does not comply with formal requirements (Section 41 of the Act)	1
Application is for excluded information of the agency (Section 43 of the Act)	0
Application contravenes restraint order (Section 110 of the Act)	0
Total Number of applications received	0
Invalid applications that subsequently became valid applications	0

TABLE D:
Conclusive Presumption of Overriding Public Interest
Against Disclosure: Matters Listed in Schedule 1 to Act

	Number of Times Consideration Used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

STATUTORY RETURNS

TABLE E:

Other Public Interest Considerations Against Disclosure:
Matters Listed in Table to Section 14 of Act

	Number of Occasions When Application Not Successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	9
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

TABLE F:

Timelines

	Number of Applications
Decided within the statutory timeframe (20 days plus any extensions)	17
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
TOTAL	18

TABLE G:

Number of Applications Reviewed Under
Part 5 of the Act (by Type of Review and Outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
TOTAL	0	0	0

TABLE H:

Applications for Review under Part 5 of the Act (by Type
of Applicant)

	Number of Applications for Review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0



CAPITAL WORKS PROGRAM
2013/14

Children Services

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Belrose Children's Centre - building upgrade	75,159	215,000	234,319
Belrose Children's Centre - playground	225,999	300,000	300,000
Brookvale Occasional Care Centre - installation of solar panels	26,096	30,000	30,000
Narrabeen Childcare Centre Playground Renewal	290,415	330,000	290,000
Brookvale Children's Centre – renewal and expansion of existing building and bathrooms	864,741	746,264	907,758
Children's centres - amenities and playground refurbishments	36,012	40,000	40,000

Community Services

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Dee Why Beach lifeguard viewing tower	177,118	220,000	200,000
Tramshed Arts and Community Centre, Narrabeen - Building Refurbishment	62,530	878,948	95,300
Bringa Centre - refurbishment of existing building	11,100	730,000	11,100
Replacement of beach services equipment	55,138	65,000	70,800
Replacement of community bus	99,903	109,091	109,091

Glen Street Theatre

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Glen Street Revitalisation Stage 1	1,687,296	1,800,000	2,100,000
Glen Street Revitalisation Stage 2	66,753	500,000	87,653
Glen Street Theatre - lighting console replacement	48,008	51,595	51,595
Glen Street Theatre - minor asset renewals	40,557	44,700	44,700

Information and Library Services

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Digital Resources - Libraries	0	50,000	0
Library Bookvote	554,401	524,400	554,398

Kimbriki Environmental Enterprise Pty Ltd

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Kimbriki - plant, equipment, leachate treatment plan and high level drain	0	1,400,000	1,250,331
Kimbriki - construction of access road	139,500	1,815,000	250,000

Natural Environment Services

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
State Emergency Services training room additions Terrey Hills SES	115,141	125,000	125,000
Rural Fire Service, Terrey Hills - refurbishment of catering kitchen and other building improvements	487,951	500,000	432,685
Narrabeen Lagoon Multi-use Trail	1,768,481	2,334,459	2,334,459
Narrabeen Lagoon - recreational dredging	69,232	59,000	68,535
Allenby Park, Allambie Heights - track upgrades	90,257	90,000	90,000
Rhoker Reserve Trail Upgrade	10,404	0	10,405
Collaroy Stormwater outlet	271,325	1,796,175	258,545
Reactive stormwater renewal program	660,345	500,000	651,535
Planned stormwater renewal program	705,442	668,750	718,750

Parks, Reserves, and Foreshores

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Perentie and Dawes Road, Belrose - acquisition of public open space	3,905,950	0	3,905,950
Sporting club buildings - renewal and works to make the facility more accessible	250,501	150,000	278,329
Tennis clubs buildings - refurbishments	190,557	188,795	188,795
Brookvale Oval - installation of accessible lift and associated works	407,498	313,125	423,125
Collaroy Accessibility Precinct - playground and reserve improvements	1,894,792	1,871,000	1,871,000
Sportsfield Water Management Program	129,449	134,836	134,836
Sports clubs capital assistance program	362,783	450,000	344,400
Floodlighting Improvement Program	65,980	70,000	70,000
Berry Reserve and Jamieson Park, Narrabeen - upgrades	82,404	185,943	104,943
North Narrabeen - landscape masterplan development and implementation	56,393	50,000	50,000
North Curl Curl Bush/Park Area	44,772	50,000	50,000
Frenchs Forest Showground - exercise equipment	20,040	20,000	20,000
New Parking Meters at Manly Dam, Jamieson Park and Middle Creek	85,437	0	95,000
Manly Warringah Netball Lighting	5,457	0	6,230
Forestville Tennis Minor Works	25,625	0	25,850
BMX Track upgrade	7,470	0	9,570
Sportsfields - Minor Rectification Works	263,048	267,436	267,436
General infrastructure renewal program	321,968	345,996	315,996
Forestville Playing Fields, Forestville - sportsfield rectification	185,280	197,374	197,374
Manly Dam - renewals	76,182	77,026	77,026
Manly Dam Trail Renewal	98,436	190,898	190,898
Stony Range, Dee Why - renewal	112,584	105,939	105,939
Foreshore renewal program	149,824	150,000	150,000
Street tree replacement program	49,475	53,416	53,416
Playground Improvement Program	399,668	400,000	400,000
Queenscliff Rockpool - upgrade	189,377	240,000	200,000
Narrabeen Lagoon maintenance of multi-use trail	55,000	50,000	50,000
Narrabeen Beach - Lighting Replacement	35,334	40,000	40,000
North Curl Curl Rockpool - access	18,239	120,000	52,000
Parking meter - renewals	116,340	100,000	137,000
John Fisher Park - Scout Hall Car Park Rectification	106,878	0	110,000

Roads, Traffic, and Waste

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Footpath new	497,959	368,000	497,261
Bike Plan Implementation	190,390	100,000	210,000
Booralie Road at Myoora Road, Terrey Hills - wombat crossing	49,180	59,000	50,000
Dareen Street, Frenchs Forest - traffic calming scheme	3,000	149,000	3,000
King Street, Manly Vale - traffic calming scheme	3,000	59,000	3,000
Dee Why Town Centre - new traffic facilities and streetscape works	72,510	150,000	104,000
Oliver Street & Wyndora Avenue Roundabout	106,344	0	100,000
Myoora Road School Children's Crossing	16,000	0	16,000
Car park renewals	138,304	140,000	140,000
Kerb and gutter renewals	125,000	115,000	125,000
Footpath renewals	422,137	365,000	421,118
Bus stop renewals	53,176	52,000	52,000
Retaining wall renewals	105,972	106,000	106,000
Road resheeting program	3,043,001	2,803,000	3,043,001

Warringah Aquatic Centre

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Warringah Aquatic Centre - cogeneration project	0	872,500	55,000
Warringah Aquatic Centre - plant and equipment renewals	149,820	148,500	148,500

Corporate Support Services

Capital Works	Actuals \$	Original Budget \$	Forecast End Year \$
Dee Why Town Centre - parking and community facility	945,739	4,000,000	933,753
Dee Why Community Hub Concept Development	107,530	100,000	100,000
Cromer Soccer Club, Cromer - upgrade of existing public amenity building	304,733	400,000	378,512
Cromer Soccer Club, Cromer - upgrade of existing public amenity building	145,572	132,000	132,000
Administration buildings renewal works	73,624	50,000	68,850
Collaroy Accessibility Precinct - upgrade of existing public amenity	59,716	37,150	53,879
Nolans Reserve, North Manly - construction of new amenities to replace existing facilities on site	23,845	66,051	23,845
Amenities buildings renewal works	111,696	205,000	112,600
Community buildings renewal works	703,041	545,564	696,395
Civic Centre - window replacement	33,376	33,000	33,000
IT infrastructure - new works	172,553	218,000	157,000
IT software - new works	62,593	95,000	63,000
Provision of WiFi at Forestville Shops and Narrabeen Village	25,269	20,000	25,000
IT infrastructure - renewals	790,897	785,000	685,000
IT software - renewals	33,758	185,000	33,800
Upgrade Warringah Council website	6,720	63,000	6,720
Heavy plant replacement program	574,921	600,000	600,000
Light Fleet Replacement Program	1,585,724	1,600,000	1,600,000

**PROJECTS BEHIND SCHEDULE
2013/14**

Project	Reason for delay/cancellation
Belrose Children's Centre - building upgrade	Issues with the roof design.
Belrose Children's Centre - playground	Issues with site availability for the landscape contractor as a result of the variations to the building upgrade project (see above).
Bringa Womens Centre - refurbishment of existing building	Cancelled at the request of the Manly Warringah Women's' Resource Centre.
Tramshed Arts and Community Centre, Narrabeen - building refurbishment for BCA compliance	Redesign needed to align works with other planned upgrades to the Tramshed to ensure more timely and cost effective approach.
Digital Resources - Libraries	Cancelled due to lack of funding as a result of reduced developer contributions.
Kimbriki - construction of access road	Design challenges in relation to achieving maximum allowable grades which required Roads and Maritime Service (RMS) assessment and agreement to ensure tie in with RMS upgrade plans for Mona Vale Road.
Kimbriki - plant, equipment, leachate treatment plant and high level drain	Focus on preparation for the Alternate Waste technology (AWT) facility. Projects such as landscaping and fencing have been delayed to focus on delivering the AWT and associate infrastructure.
Narrabeen Lagoon Multi-use Trail	Issues with the bridge design.
Collaroy stormwater outlet	Redesign needed as a result of quotes for initial design coming in substantially above the available budget.
Berry Reserve and Jamieson Park, Narrabeen - upgrades	Changes in the scope of the project.
Brookvale Oval - installation of accessible lift and associated works	Requirement for existing below ground services to be diverted.
Manly Dam Trail Renewal	Wet weather, supply of materials and landowner negotiation issues.
Dareen Street, Frenchs Forest - traffic calming scheme	Cancelled due to a lack of community support for the works.
King Street, Manly Vale - traffic calming scheme	Cancelled due to a lack of community support for the works.
Oxford Falls and Belrose North strategic review (resolved deferred lands)	Extended community engagement process due to a large number of submissions
Warringah business survey	Cancelled due to resourcing constraints.
Warringah Aquatic Centre - cogeneration project	Cancelled due to the increased cost of gas the making the business case for cogeneration at the WAC no longer viable.
Cromer Soccer Club, Cromer - upgrade of existing public amenity building	Redesign requirements as a result of the initial design coming in above the available budget, leading to a 4 month delay to project commencement.
IT software - new works	Extended development of the new intranet.
Enable on-line payments	Timing in the procurement process specifically in relation to availability of vendor demonstrations.

Revised Indicators 2013/14

Business unit	Original indicator	Revised indicator	Comment
Key service indicators			
Certification	'Median time for construction, building and strata certificates'	'Mean time for construction, building and strata certificates'	'Mean' is the industry standard for reporting, rather than 'Median'
Strategic Planning	'Asset renewal ratio'	'Building and Infrastructure renewal ratio'	This is a new standard indicator being used for financial health checks. The original indicator is no longer measured.
Corporate Support	<i>Financial Indicators:</i> 'Financial health check compliance' 'Overall budget performance' 'Asset renewal ratio'	'Achievement of key financial performance indicators in the Annual Financial Statements'	*New state-wide guidelines require reporting on new financial health indicators. Our original indicators are replaced by one which shows how we rate against a new standard 10-point financial health check. The 10 point check is shown in full as 'Key Performance Indicators' in the Financial Statements, in the final part of the Annual Report.
Program indicators			
Natural Environment	'Reduction in the number of invasive animal and plant species in natural areas'	'Number of programs to reduce invasive animals'	Difficult to report on simply, as it combines the number of animal programs with distance of weed control. Noxious weeds will now be reported separately in Fast Facts for this service
Parks Reserves Foreshores	'Annual Number of visitors to key recreational spaces: including Manly Dam, Narrabeen Multi Use Trail'	Split into 2 indicators, one each for Manly Dam and Narrabeen Multi Use Trail	They are based on different measurements eg. walkers and cyclists observed on Narrabeen Trail vs vehicles visiting Manly Dam.
Strategic Planning	'Organisational energy use'	'Organisational water use'	'Energy' was used in error here as this service already has 2 other energy-related indicators. Need to use 'water' here to help reflect the progress of the Water and Energy Savings Action Plan.

* Local Government Code of Accounting Practice and Financial Reporting Guidelines, June 2014.

