



WARRINGAH
COUNCIL

ATTACHMENT BOOKLET 2

ORDINARY COUNCIL MEETING

TUESDAY 27 AUGUST 2013



TABLE OF CONTENTS

Item No	Subject	
ATTACHMENT BOOKLET 1		
6.1	COUNCILLOR REPORTS FROM MUNICIPAL ASSOCIATION OF VICTORIA (MAV) CONFERENCE – FUTURE OF LOCAL GOVERNMENT NATIONAL SUMMIT AND THE MAKING CITIES LIVEABLE AND SUSTAINABLE TRANSFORMATION JOINT CONFERENCE	
	Attachment 1: Cr Harrison Conference Report - 2013 Municipal Association of Victoria (MAV) Conference – Future of Local Government National Summit	3
	Attachment 2: Cr Harrison Conference Report - Making Cities Liveable and Sustainable Transformation Joint Conference 2013.....	16
6.3	AUDITED GENERAL PURPOSE AND SPECIAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013 AND AUDITORS REPORTS	
	Attachment : 2013 Audited Financial Statements	20
7.2	INTERNAL AUDIT ANNUAL REPORT 2011-2012	
	Attachment : Internal Audit - Annual Report 2011-2012	103
8.1	COAST AND PORTS CONFERENCE 2013	
	Attachment : Coasts and Ports 2013 Program	112
ATTACHMENT BOOKLET 2		
8.3	ANNUAL REPORT 2012-2013	
	Attachment 1: Warringah Annual Report 2013 Part A - Section 1-5.....	115
ATTACHMENT BOOKLET 3		
8.3	ANNUAL REPORT 2012-2013	
	Attachment 2: Warringah Annual Report 2013 Part B - Section 6	286
	Attachment 3: Performance Against Planned Activities 2012-2013.....	371
ATTACHMENT BOOKLET 4		
8.7	PLANNING PROPOSAL FOR 20-24 TRALEE AVENUE, KILLARNEY HEIGHTS	
	Attachment 1: Planning Proposal Report.....	373
	Attachment 2: Minutes of the Warringah Development Assessment Panel meeting held 26 June 2013	563

ATTACHMENT BOOKLET 5a

8.8 LOCAL GOVERNMENT INFRASTRUCTURE AUDIT: WARRINGAH COUNCILS POSITION IN RELATION TO OTHER COUNCILS

Attachment 1:	Roads AMP Summary	566
Attachment 2:	Buildings AMP Summary	568
Attachment 3:	Stormwater AMP Summary	570
Attachment 4:	Parks AMP Summary	572
Attachment 5:	Asset Management Policy	574
Attachment 6:	Asset Management Strategy 2013-2023	579

8.9 DRAFT MANLY WARRINGAH WAR MEMORIAL PARK PLAN OF MANAGEMENT

Attachment :	Draft Manly Warringah War Memorial Park Plan of Management...	634
--------------	---	-----

ATTACHMENT BOOKLET 5b

8.9 DRAFT MANLY WARRINGAH WAR MEMORIAL PARK PLAN OF MANAGEMENT

Attachment :	Draft Manly Warringah War Memorial Park Plan of Management...	634
--------------	---	-----

8.11 NEW 24 HOUR ALCOHOL PROHIBITED AREAS IN WARRINGAH

Attachment :	Proposed 24 Hour Alcohol Prohibited Areas - Narrabeen Lagoon - Council 27 August 2013	851
--------------	--	-----

ATTACHMENT BOOKLET 6a

8.13 ADOPTION OF THE DEE WHY SOUTH CATCHMENT FLOOD STUDY

Attachment :	Stage 3: Flood Study Report for the Dee Why South Catchment Flood Study - 27 June 2013	856
--------------	---	-----

ATTACHMENT BOOKLET 6b

8.13 ADOPTION OF THE DEE WHY SOUTH CATCHMENT FLOOD STUDY

Attachment :	Stage 3: Flood Study Report for the Dee Why South Catchment Flood Study - 27 June 2013	856
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*Warringah
Annual Report
2013*

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WARRINGAH
COUNCIL

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HOW TO READ THIS REPORT

This Annual Report compares our performance against what we said we'd do in the 2011-2012 financial year, which was outlined in our Strategic Community Plan 2012: 149,000 residents one shared vision.

KEY

To ensure we meet our community's vision for Warringah we need to plan for and perform against our five Strategic Community Outcomes, which are outlined below. These provide a clear strategic direction and help ensure we are delivering real outcomes for our community and Warringah in the short, medium and long term.

- LIVING ENVIRONMENT
- LIVING COMMUNITIES
- LIVING SPACES
- LIVING ENTERPRISES
- LIVING ORGANISATION

STATUS

Our progress against each satisfaction indicator is illustrated by the following symbols:

- ▲ statistically significant increase
- ▬ statistically insignificant change
- ▼ statistically significant decrease

Our progress against each of our commitments is illustrated by the following symbols:

- at least 90% of completion target achieved
- less than 90% of completion target achieved
- ✓ action has been completed



1 OVERVIEW

- 1 About Us
- 2 Our Purpose
- 3 At a Glance
- 5 Purpose of Annual Report
- 7 Mayor's Message
- 9 General Manager's Message
- 11 How We Govern

2 REGULATORY & OPERATING ENVIRONMENT

- 18 A More Sustainable Warringah
- 19 Social Justice PRINCIPALS
- 20 State & Regional Directions
- 22 State & Local Government Responsibilities
- 27 Annual Community Survey

3 COMMUNITY OUTCOMES

- 31 Living Environment
- 42 Living Communities
- 57 Living Spaces
- 77 Living Enterprises
- 87 Living Organisation

4 SERVICE HIGHLIGHTS

- 105 Certification Services
- 107 Children's Services
- 109 Community Services
- 113 Compliance Services
- 115 Cultural Events
- 117 Development Assessment

- 119 Glen Street Theatre
- 121 Information and Library Services
- 124 Kimbriki Environmental Enterprises Pty Ltd
- 126 Natural Environment Services
- 130 Parks, Reserves and Foreshores
- 133 Roads, Traffic and Waste
- 137 Strategic Planning
- 140 Aquatic Centre
- 142 Corporate Support Services
- 146 Good Governance

5 STATUTORY RETURNS

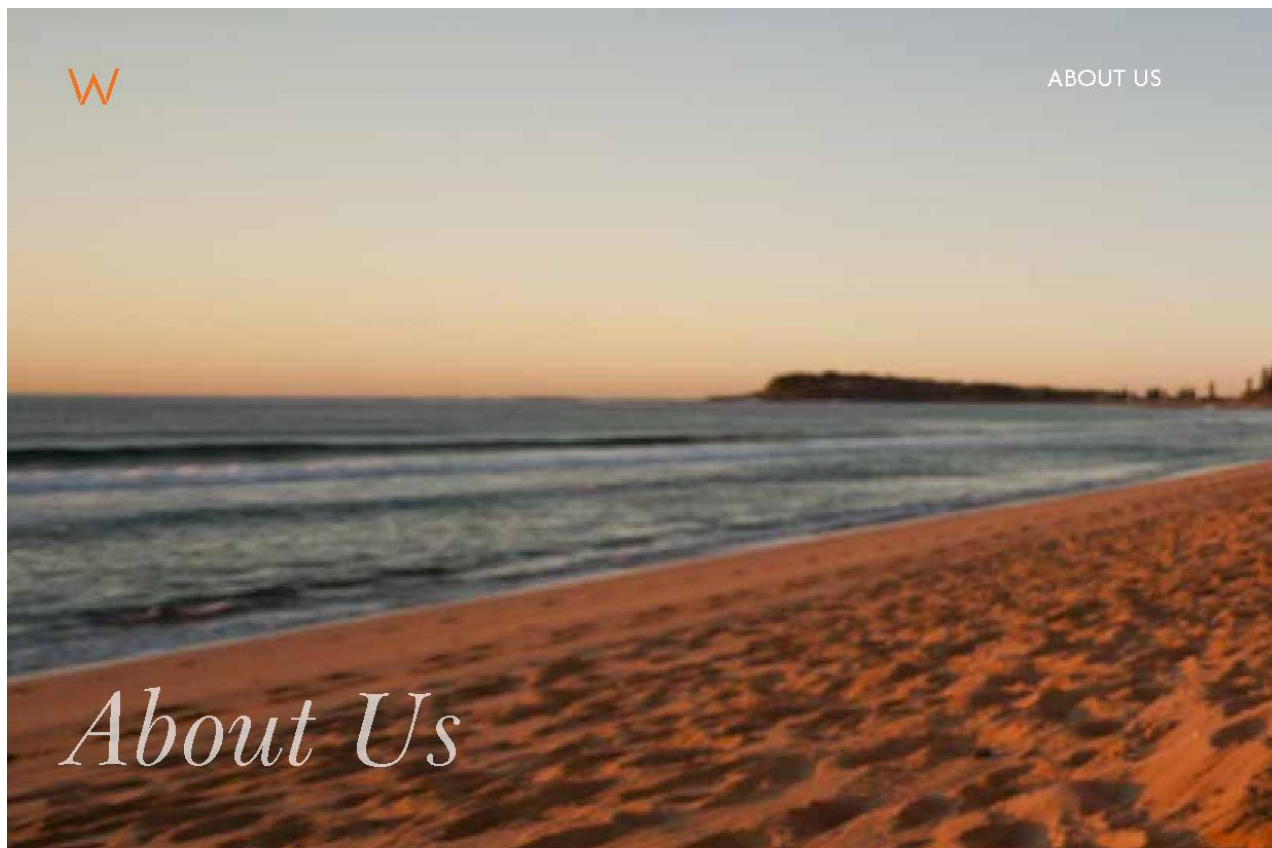
6 FINANCIALS





OVERVIEW

- 01 About Us
- 02 Our Purpose
- 03 At a Glance
- 05 Purpose of Annual Report
- 07 Mayor's Message
- 09 General Manager's Message
- 11 How We Govern



WHO WE ARE

We are Warringah Council. We represent 149,000 residents and are guardians of our natural environment. We are a values-based organisation that is always striving to improve.

OUR HISTORY

Originally home to the Guringai people, Warringah is thought to mean 'middle harbour'. Warringah Council was established in 1906.

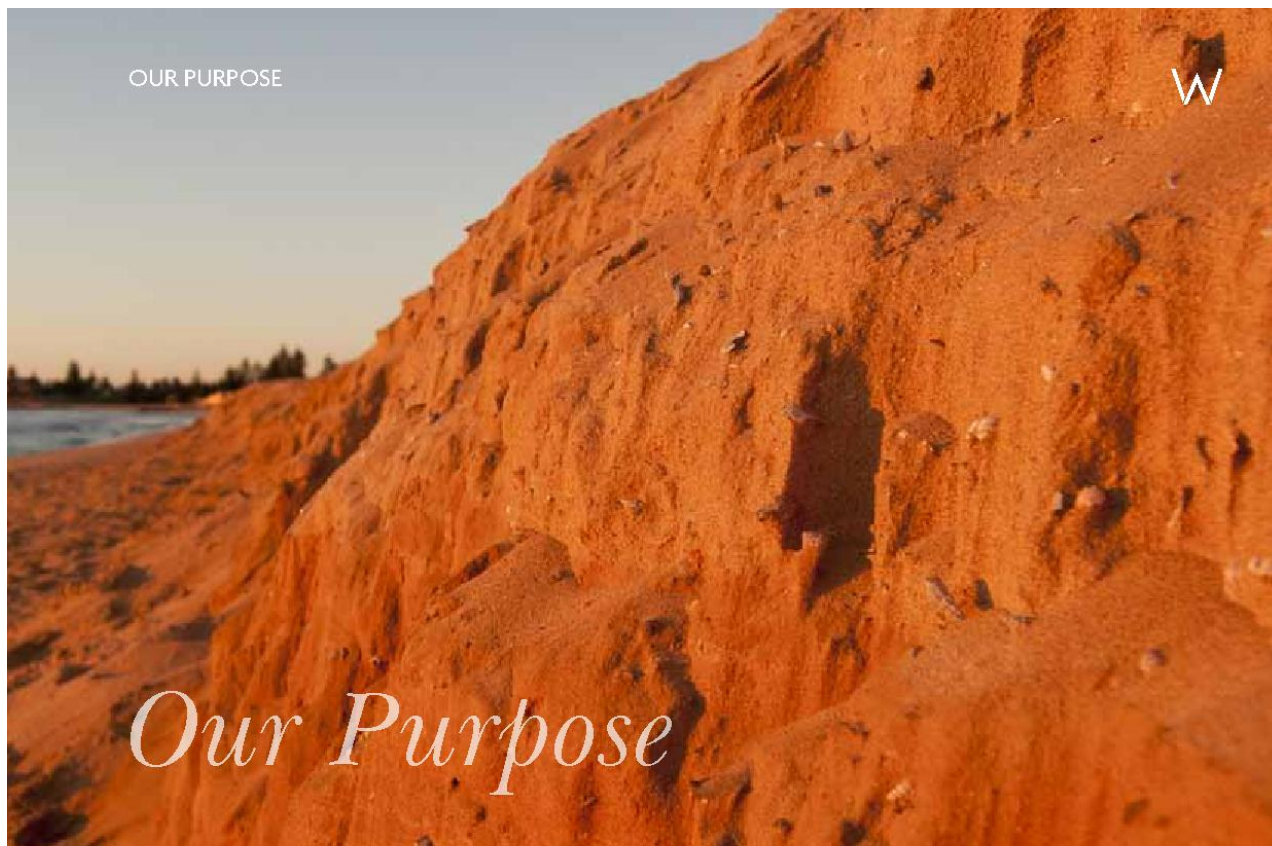
OUR HOME

We are home to 6,000 hectares of wilderness and open space as well as 14 kilometres of glorious beaches. We enjoy twice as much open space as the average Sydneysider to keep our lives balanced. Warringah has a vitality that makes it special - in work and in play.

WHAT WE DO

We are responsible for delivering 16 key services to our community:

- Certification Services
- Children's Services
- Community Services
- Compliance Services
- Cultural Events
- Development Assessment Services
- Glen Street Theatre
- Information and Library Services
- Kimbriki Environmental Enterprises Pty Ltd
- Natural Environment Services
- Parks, Reserves and Foreshores
- Roads, Traffic and Waste
- Strategic Planning
- Aquatic Centre
- Corporate Support Services
- Good Governance



COMMUNITY VISION

A vibrant community improving our quality of life by living and working in balance with our special bush and beach environment.

OUR CORPORATE VISION

- Leading our community
- Protecting our environment
- Creating our future

OUR CORPORATE MISSION

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

OUR CORPORATE VALUES

- Respect
- Integrity
- Teamwork
- Excellence
- Responsibility

STRATEGIC COMMUNITY OUTCOMES

- Living Environment
- Living Communities
- Living Spaces
- Living Enterprises
- Living Organisation

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AT A GLANCE

TOTAL EXPENDITURE

2011 - 2012
\$163.3m

\$173.03m

TOTAL CAPITAL SPEND

2011 - 2012
\$28.9m

\$36.467m

NET OPERATING RESULT*

**before capital grants and contributions.*

2011 - 2012
\$4.578m

\$10.853m

AT A GLANCE

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% ACTIONS COMPLETE*

**includes actions listed in Strategic Community Plan 2012 that were either completed or on schedule for completion at 30 June 2013.*

2011 - 2012
82%

85%

No. OF ACTIONS COMPLETE*

**includes actions listed in Strategic Community Plan 2012 that were either completed or on schedule for completion at 30 June 2013.*

2011 - 2012
156

151

CAPITAL vs. OPERATIONAL

Capital
21%

Operational
79%



PURPOSE OF ANNUAL REPORT

WHAT IS AN ANNUAL REPORT?

Far from being a mere legislative requirement the Annual Report is an opportunity for us to communicate our story, a snapshot of how we have performed over the 2012-2013 financial year. It's a medium that allows us to report back to our community how we performed against what we said we'd do.

In this way, the Annual Report is the chief reference document for our community, stakeholders, councillors and employees – it's not just a statutory obligation. At Warringah we leverage the Annual Report to help build greater community capacity, informing our community through increased transparency, accountability and disclosure. We believe having knowledge of what Council has done and what it plans to do helps empower our community with the decision making process and helps encourage participatory democracy.

Internationally, better practice standards have evolved. Private and public organisations exhibiting better practice are using more transparent, accountable and meaningful approaches to build a more comprehensive picture of their annual performance – both financial and non-financial.

WHAT IS A STRATEGIC COMMUNITY PLAN?

While the purpose of the Annual Report is to tell the story in retrospect, the Strategic Community Plan (SCP) is responsible for planning ahead. The SCP is our primary forward planning document and aligns our community's vision with a clear strategic direction for Warringah's long-term future. So what's in it?

- a 10 year strategic direction for Warringah, a resourcing strategy (including asset management planning, workforce plan and 10 year financial plan)
- detailed four-year delivery programs for each service including budgets

The SCP brings our strategic and tactical planning documents together. Significant social, cultural, economic, environmental and political factors – including regional, state and federal plans and policies – are also considered. This helps position our planning within a much broader context, considers current and emerging community needs and identifies key

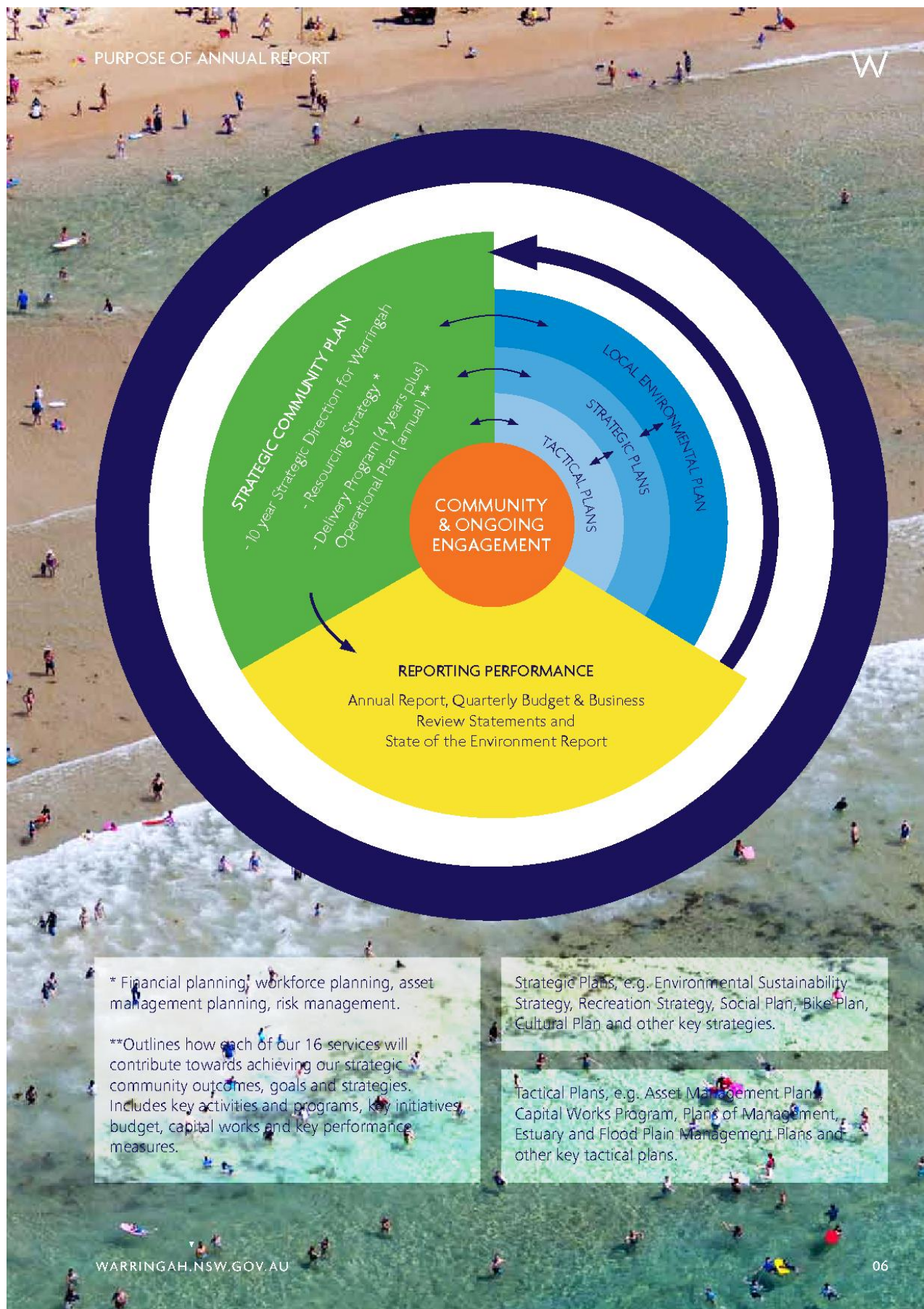
stakeholders and interdependencies, which may affect delivery of appropriate services to our community over time.

Importantly, the SCP negotiates a range of internal and external factors unique to local government. This helps us plan for the long term by prioritising and determining actions and funding for each of our key services. The SCP acts as a central repository, helping to ensure various planning documents complement and speak directly to each other in more integrated, meaningful and streamlined ways to become more holistic, manageable and effective.

Put simply, the SCP outlines what we plan to do, while the Annual Report discusses our progress against this at the end of each financial year.

COMMUNITY STRATEGIC PLAN 2023

This is the final year we shall be reporting against the current SCP framework. From next year the Annual Report will address the outcomes and objectives in the new Community Strategic Plan (CSP) 2023. The development of the Plan has taken more than twelve months and involved a range of consultation with the Warringah community to capture the aspirations for the future. While Council facilitated the development of the Community Strategic Plan, the new vision, outcomes and objectives again belong to the whole Warringah community.





MAYOR'S MESSAGE



MAYOR'S MESSAGE

I was very humbled to have been re-elected your Mayor for this four-year-term and what an exciting start it has been. We have a great new team of Councillors to serve our community. They come with both experience and fresh perspectives and have been working together extremely well to deliver for the community.

The community's aspirations for the future of Warringah are set out in the Community Strategic Plan and Council's program of works. This includes the ambitious Dee Why Town Centre Masterplan. Some key elements of the planned transformation include streetscaping, new open spaces, extra car parking, new bike paths and laneways, a new Police Citizens Youth Club, and a central community hub with a landmark civic plaza. Council will begin its work on the public areas this financial year.

Council has also adopted the proposed Masterplan for a cultural hub at Glen Street Theatre. The innovative plan will see the Belrose library move to the Glen Street site with Council using proceeds of the land sale to fund the redevelopment. Work also continues on the next stage of the Collaroy Accessibility Precinct. When completed it will be a fabulous asset to the community and to visitors of all abilities.

MAYOR'S MESSAGE



We are also close to completing the Narrabeen Lagoon Multi-use Trail. Works on the bridges and final section of trail will start mid 2013 and users will be able to make a full circuit of the Lagoon once the completed trail opens in 2014.

We will continue to present budget surpluses to ensure new initiatives and projects can be delivered such as the installation of outdoor exercise equipment at Frenchs Forest showground and two new WiFi hotspots at the Forestville Shops and Narrabeen Village. These match the six WiFi hotspots already available at Dee Why Beach, Freshwater Village and the four Warringah libraries. In addition, \$10,000 will go towards public art in Warringah, and \$50,000 is earmarked for the construction of new footpaths at Forestville, Freshwater and Narrabeen.

Your Council has kicked some serious goals in the area of sporting infrastructure over the past 12 months. The Curl Curl Sports Centre upgrade was completed, providing vastly improved amenities and Warringah's first new sportsfield in more than 20 years opened at Cromer Park. In addition to the new No. 5 field, our \$4m investment included the refurbishment of three other fields, a new cricket pitch, a new car park, a new bike path and an innovative water harvesting system which will save millions of litres of water per year. Work will also soon begin on another new field at St Matthews Farm in Cromer which will include new amenities.

In May, we reopened the upgraded playground at Undula Reserve in Belrose. The playground is a great example of Council working in partnership with local residents and the State Government to bring about a positive result.

Another top priority for Council is to continue the care and custodianship of our natural environment. In addition to planting over 1,000 trees each year, we made a commitment to plant a further 400 new trees in Warringah with over 300 along the creek between Fisher Road North and South Creek Road already planted. We will continue to provide support for volunteer groups and provide direct investment to areas such as Manly Dam, Stony Range and various bush regeneration projects across Warringah.

There is a new focus on enhancing and promoting cultural life in Warringah. We are working on developing an integrated Cultural Plan and have launched pop up cafes and established an 'Artist in Residency' program. We will continue to provide major arts events, community grants and prizes, and establish creative space for artists. We believe our rich cultural diversity and natural surroundings should be celebrated, just take a look at the mural at the bus stop on Pittwater Road in Dee Why which we proudly supported.

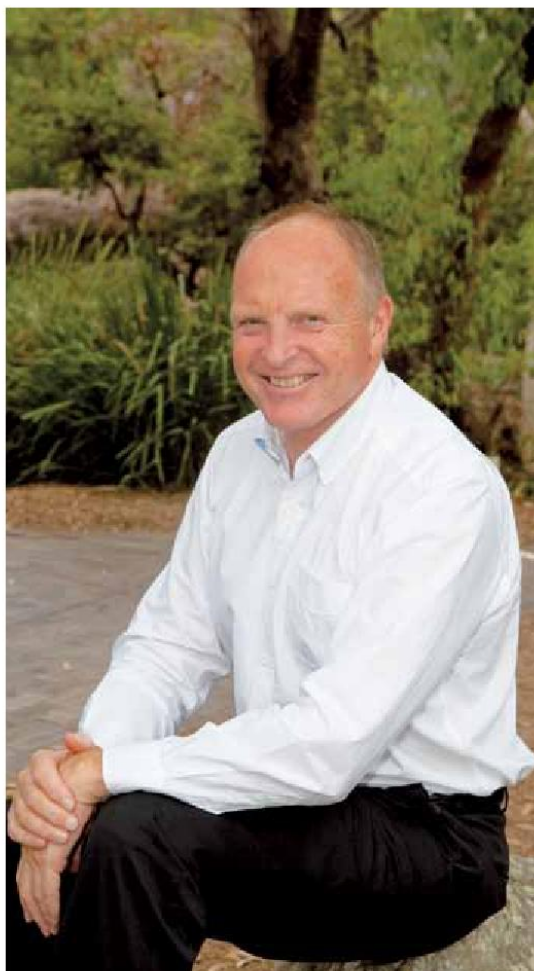
Traffic remains one of our biggest issues and I will continue to advocate for more immediate solutions particularly now that the State Government has announced funding for essential road upgrades to support the proposed Frenchs Forest hospital however more is needed. This is not the only area we need to address so we will also continue to push the State Government for the immediate implementation of both the North-South Bus Rapid Transit (BRT) system and an East-West BRT along the Warringah Road corridor from Dee Why to Chatswood. We will remind the State Government at every opportunity that this is a priority for the whole of the northern beaches community and needs their immediate attention.

There is always so much happening so take the time to look at the Community Strategic Plan and send us your thoughts, and have a look at our new website and discover some of the amazing things going on in our community.

Mayor Michael Regan



GENERAL MANAGER'S MESSAGE



During the last 12 months we have had Council elections, developed with the community a new long term Community Strategic Plan, gone through an audit by the Department of Local Government and had an evaluation of our finances by the Treasury Corporation, had a new Metro Strategy for Sydney released, and seen important announcements on both the future of local government and changes to the NSW planning framework. When you then consider the exciting major projects we have announced this year, as well as the business of actually delivering services, you can understand what a busy year it's been.

WELCOME TO OUR NEW COUNCILLORS

I would like to start by welcoming both our new and returning Councillors. It has been a very positive start, the Councillors have demonstrated strong leadership and a willingness to work together on difficult issues to get the best outcome for the community. I am sure this will continue throughout the duration of their term.

DOING BUSINESS BETTER

We have been using the Business Excellence framework to build a culture that facilitates change, innovation and improvement. We have introduced systems to help us work smarter and equip people with the skills they need to lead the organisation. This year has witnessed 25 improvement initiatives alone.

In June, our new integrated digital web platform was launched. The website focuses on issues you care about, structured around the themes of live, work and play, and showcases Warringah as a destination for recreation. The site is web 2.0 compliant and features adaptive technology which allows you to easily view it from a smart phone, tablet or computer. We have also raised the bar in terms of transparency as part of our goal is to become role models in local government accessibility and open communication.

Our Community Strategic Plan and Long Term Financial Plan are also online and interactive. This means there is no need to publish huge strategic or budget documents at great cost to the community. And, it's only the start of improvements to our online communication.

As part of the revamp of our digital platform we have also developed a new contemporary look and logo for Warringah. This is featured throughout this Annual Report and will be progressively rolled out across Warringah in future months and years.

MAINTAINING QUALITY SERVICES

I am very excited to say that Warringah Council has the fastest development assessment processing times in Sydney. This is the second year in a row our average processing time for Development Applications is under 50 days. I would like to congratulate the Development Assessment team for the hard work they have put in.

GENERAL MANAGER'S MESSAGE



The quality of care provided by our Children's Services has been recognised as part of the new National Quality Framework. The Dee Why and Brookvale Centres are rated as meeting the National Quality Standards, while Family Day Care and Narrabeen Children's Centre exceeded the National Quality Standards. Only 14% of providers in NSW have received an 'Exceeds' rating. This reinforces the efforts of staff in providing high quality education and care programs.

We received a clean bill of health from Workcover underscoring our efforts to provide a safe work place. Workcover audited our work, health and safety policies, procedures and practices and recommended the renewal of our self insurers licence for the maximum period of three years. We are one of 13 councils in the state that hold a self insurers licence. This saves the community \$1 million a year in premiums.

STRONG FINANCIAL POSITION

The NSW Treasury Corporation Report on Warringah, which outlines Council's financial health, gave us a first place ranking in five out of ten criteria. Warringah is now in the top three large Councils for financial sustainability. The Report 'Financial Sustainability of the NSW Local Government Sector' assessed the financial capacity, long-term sustainability and financial performance of each of the 152 councils in the state. Key drivers to achieving sustainability were seen as quality management and staff, a responsible Council that understands its role and, good reporting and budgeting.

A similar audit by the Division of Local Government of asset management also found Warringah is ahead of the pack. The Report 'Local Government Infrastructure Audit' found we are one of only five NSW Councils rated as very strong for managing our assets sustainably.

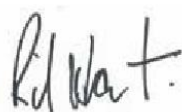
While we are managing our finances wisely, there are calls to increase the level of service and provision of assets to the community. Over the next 12 months we will consult with the community about a special rate increase to fund improvements to service levels.

INDUSTRY REFORMS

The State Government is examining the future of local government to meet the challenges facing the sector over the next 25 years - challenges such as finances, assets, services, population, skills and technology. Council has been actively involved in reviewing all the papers released to date and preparing submissions to outline our views. The Independent Local Government Review Panel's final report will be issued around September and we eagerly await the recommendations.

We have also been involved in discussions on the Planning White Paper which sets out proposals for a new planning system for NSW. The White Paper focuses on the delivery of jobs and houses to support growing cities and regions. It was important that the views of Council and the community are heard by the State Government.

In closing, I would like to thank fellow members of the Leadership Group and Council staff for their commitment to delivering high quality services to our community and contributing to making Warringah a great place to live, work and play.



General Manager
Rik Hart



MAYOR AND COUNCILLORS: ROLES AND RESPONSIBILITIES

Dear resident,

As the elected Council our primary responsibilities are to represent the interests of the community, provide leadership and good governance for Warringah and facilitate communication between the community and the Council. It is our responsibility to set the strategic direction for Warringah Council and deliver a clear vision - a vibrant community improving our quality of life by living and working in balance with our special bush and beach environment.

It is our job to review Warringah Council's performance, delivery of services, Strategic Community Plan and financial planning policies to ensure funding, strategies and the allocation of resources best meet the needs of our local community. We also play a key role in the development and review of public policy.

Mayor Michael Regan

HOW ARE COUNCILLORS ELECTED?

Elections are held every four years to determine who will represent the interests of Warringah, its residents and ratepayers. Residents vote for the Mayor and three Councillors for each of the three wards.

On 8 September 2012, Councillor Michael Regan was re-elected as Mayor and Councillors Vincent De Luca and Bob Giltinan were re-elected for a second term. Councillors Vanessa Moskal, Wayne Gobert, Sue Heins, Pat Daley, Roslyn Harrison, Duncan Kerr and Jose Menano-Pires were elected for their first term.

WHEN ARE THE NEXT ELECTIONS?

The next local government elections will be held in September 2016. Persons registered to vote will go to the poll to elect a Mayor and nine Councillors, i.e. three Councillors for each ward.

WHO STANDS FOR COUNCIL?

Anyone who lives in Warringah, or is a non-resident land owner, can stand for Council. As in State Government elections, a Local Government Councillor can identify either as a candidate of a registered political party or as an independent.

WHAT HAPPENS AT COUNCIL MEETINGS AND WHO CAN ATTEND?

Meetings, chaired by the Mayor, allow members of the public to see their Council in action. Councillors debate and vote on a variety of issues affecting Warringah and the local community.

Members of the public also have an opportunity to address the Council meeting during public forum. Anyone may submit a question, comment or statement



to the public forum session of ordinary Council meetings, provided a written request is submitted before 3pm on the day prior to the meeting. If the day before is a public holiday, the request can be submitted on the day of the meeting (no later than 9.30am). Questions may relate to general policy matters, matters before Council or any other issue relevant to Warringah. Further details or questions relating to public forum can be directed to the Coordinator Governance on 9942 2737.

WHEN ARE COUNCIL MEETINGS HELD?

Council meetings are held monthly with the exception of January, February and December. Meetings begin at 6pm at the Civic Centre, Dee Why, in the Council Chambers.

WHERE CAN I FIND OUT MORE?

Council's business papers, including all agenda items, can be viewed online at warringah.nsw.gov.au. Hard copies of the agenda are also available at our libraries and Customer Service Centre at the Civic Centre in Dee Why on the Thursday prior to the meeting. Limited copies of the agenda and agenda items are available at Council meetings. Council meetings are screened live via webcast and archived online at warringah.nsw.gov.au.

▼
WARRINGAH.NSW.GOV.AU



MICHAEL REGAN

Mayor

T (02) 9942 2422
F (02) 9942 2604
mayor@warringah.nsw.gov.au



VANESSA MOSKAL

A Ward

M 0427 232 553
vanessa.moskal@warringah.nsw.gov.au

A Ward



WAYNE GOBERT

A Ward

M 0427 227 804
wayne.gobert@warringah.nsw.gov.au

A Ward



VINCENT DE LUCA

A Ward

M 0408 650 651
vincent.dluca@warringah.nsw.gov.au

A Ward



SUE HEINS

B Ward

M 0427 226 453
sue.heins@warringah.nsw.gov.au

B Ward



BOB GILTINAN

B Ward

M 0408 096 991
bob.giltinan@warringah.nsw.gov.au

B Ward



PAT DALEY

B Ward

M 0427 159 899
pat.daley@warringah.nsw.gov.au

B Ward



ROSLYN HARRISON

C Ward

M 0427 329 907
roslyn.harrison@warringah.nsw.gov.au

C Ward



DUNCAN KERR

C Ward

M 0427 338 916
duncan.kerr@warringah.nsw.gov.au

C Ward



JOSE MENANO-PIRES

C Ward

M 0427 377 631
jose.mcnano-pires@warringah.nsw.gov.au

C Ward



HOW WE GOVERN

GENERAL MANAGER: ROLES AND RESPONSIBILITIES

Dear resident,

As General Manager I am responsible for ensuring day-to-day operations are efficient and effective. I am committed to ensuring we have the right people for the right job. It is my duty to make sure Council as an organisation delivers on the goals, responsibilities and targets set out in the Strategic Community Plan.

I ensure the Councillor's decisions are implemented without undue delay and will continue to lead Council employees toward our Corporate Mission: A better and exciting Warringah through innovative leadership, partnerships and outstanding service.

General Manager, Rik Hart

The Office of the Internal Ombudsman's main purpose is to ensure that all Council's dealings with the community are fair, transparent and accountable. It seeks to ensure that Council acts in the public interest and carries out all its business in an ethical and accountable manner.

The mission of the Office of the Internal Ombudsman is to: champion excellence in probity and accountability through independent and professional complaint handling and investigations.

The Office of the Internal Ombudsman gives guidance and advice to the General Manager and Council officers about how to improve probity and reduce the likelihood of maladministration or misconduct. This is done by both addressing requests for advice and by proactively educating Council in relation to ethical standards and the Code of Conduct.

EXECUTIVE LEADERSHIP

The Executive Management Team (EMT) comprises the General Manager and Directors. This is a forum to discuss strategic and operational issues material to good governance. The General Manager's role is supported and underpinned by EMT, which helps direct the implementation of Council decisions and drive organisational wellbeing.

OFFICE OF THE INTERNAL OMBUDSMAN

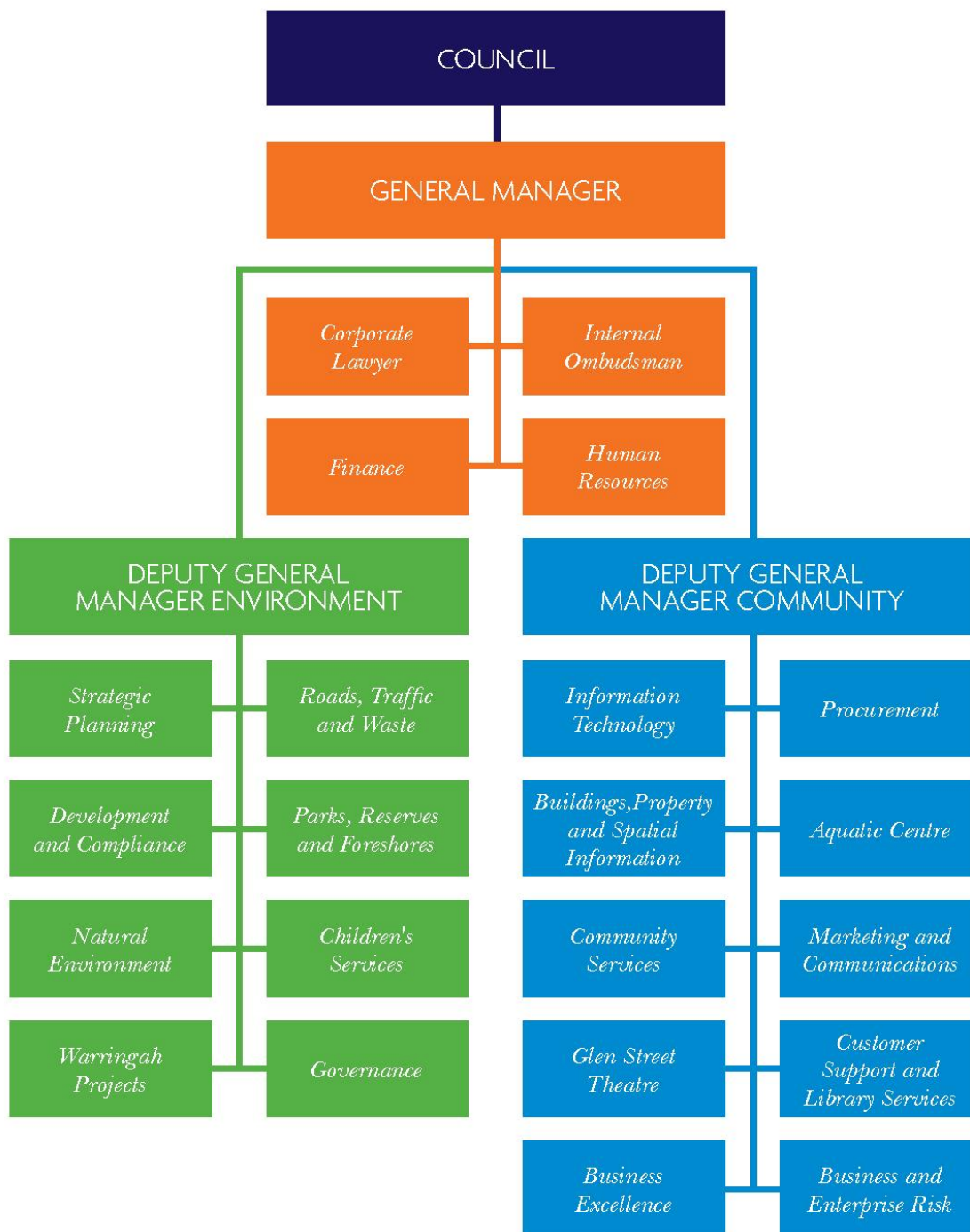
The Office of the Internal Ombudsman was established in 2003 to improve Warringah Council's accountability. An initial review of the Office of the Internal Ombudsman was conducted in 2009-2010 resulting in the office being maintained.

Warringah is one of nine Councils in NSW which has instituted an Internal Ombudsman function. The Internal Ombudsman reports directly to the General Manager and operates completely independently of the rest of Warringah Council.

HOW WE GOVERN



OUR ORGANISATIONAL CHART







REGULATORY & OPERATING ENVIRONMENT

A BROADER LOOK AT THE CONTEXT IN WHICH WE OPERATE

- 18 A More Sustainable Warringah
- 19 Social Justice PRINCIPALS
- 20 State and Regional Directions
- 22 State and Local Government Responsibilities
- 27 Annual Community Survey

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A MORE SUSTAINABLE WARRINGAH

In the following pages we take a step back and provide an overview of the environment we operated in during the financial year. In setting our strategic direction for 2012-2013 and beyond we considered a range of social, cultural, political and economic factors. We also monitored these factors closely throughout the year to ensure our organisation remained well positioned to execute its strategic direction and deliver what we said we would to our community - on time, within budget and with the most effective and efficient use of our resources.

We believe this contextual information helps our community and stakeholders assess our performance and also provide some insight into the factors we need to consider in planning for our future. We needed to abide by certain regulatory obligations, but some of the issues unique to local government and Warringah require us to find sustainable solutions for the immediate and longer term.

A MORE SUSTAINABLE WARRINGAH



Council has set eight strategic directions in our new Environmental Sustainability Strategy to inspire change and guide our progress in the long term. These directions have a foundation in what we see as the key focus areas for a more sustainable Warringah.

We distinguish between two types of strategic directions:

COMMITMENTS

These targets relate to Council operations and are within our sphere of control:

- 40% reduction in Council's corporate carbon emissions by 2020 (using a 2000 baseline)
- Support a 40% minimum reduction of carbon emissions in Warringah by 2020 (2000 baseline)
- 50% increase in neighbourhood food production and distribution by 2020 (using 2010 baseline)
- 40% less food waste in the general waste stream by 2020 (using a 2000 baseline)

ASPIRATIONS

These targets relate to areas where Council has only partial ability to influence outcomes and where partnerships with the community and other levels of government are critical to our success:

- Maintain and enhance local indigenous biodiversity in Warringah
- Maintain and enhance waterway function in Warringah
- Minimise the risk to life, property and the environment from natural hazards through partnerships with other levels of government and the community
- Protect the natural and cultural values of council-managed lands while ensuring that visitor access and use is sustainable

Environmental education is a key tool to help our community achieve these aspirations.

Adapting to climate change impacts is a challenge that goes hand in hand with reducing our greenhouse gas emissions. We are building capacity for adapting to climate change in a range of planning and operational contexts including flood studies, coastline hazard mapping, management plans and education.



SOCIAL JUSTICE PRINCIPALS

WHAT ARE SOCIAL JUSTICE PRINCIPALS?

To meet the diverse needs, wants and aspirations of our community we ensure social justice PRINCIPALS inform our planning. The NSW Government's social justice strategy identifies these PRINCIPALS as follows:

EQUITY - there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

ACCESS - all people should have fair access to services, resources and opportunities to improve their quality of life.

PARTICIPATION - everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

RIGHTS - equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

General subject areas relevant to Warringah are also analysed, including:

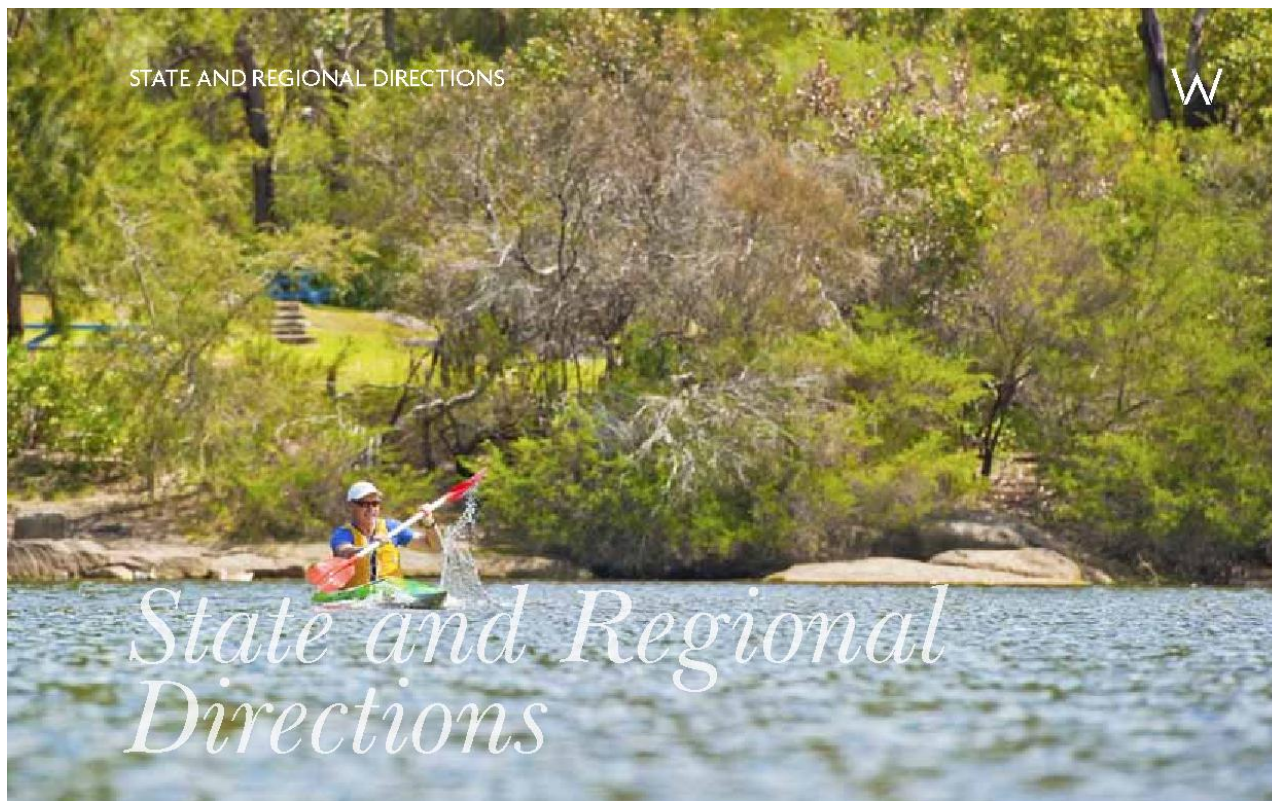
- Community connectedness and community capacity building
- Community and safety
- Health and wellbeing
- Transport
- Community information provision
- Housing
- Recreation and cultural provision and development

Our Social Plan provides a wealth of information which can help inform future decision making. It defines 'how' we propose to improve social outcomes for Warringah and therefore helps guide 'what' we are going to do in the future. It also forms part of our broader integrated and holistic approach to planning and reporting, helping us to negotiate often complex interdependencies for the benefit of our community. Take a look at the Social Plan on our website for a comprehensive account of local community needs and the kinds of strategies we have in mind to address these.

WARRINGAH COUNCIL SOCIAL PLAN

To help us understand and plan for the diverse needs, wants and aspirations of our community we produced a Social Plan in 2010. The Social Plan provides valuable demographic information and analyses key issues relevant to the following target groups:

- Children and families
- Women and men
- Young people
- Older people
- People with disabilities, including those with chronic illness
- Aboriginal and Torres Strait Islander people
- People from culturally and linguistically diverse backgrounds



As a Local Government organisation, we operate within a much broader social, cultural, political and economic environment. We need to negotiate a range of factors to successfully plan for our future. On the following pages we discuss our regulatory and operating environment and some of the issues unique to local government or Warringah.

PLANNING COLLABORATIVELY FOR THE FUTURE

When it comes to planning we need to be mindful of the broader context and impact. Our planning is subject to regional, state and national priorities and we have to plan accordingly, taking into account this framework and our community's needs.

STATE PLAN - NSW 2021

The new State Government was elected in March 2011 and released its State Plan "NSW 2021" in September 2011. It defines the overarching goals that will shape State policy over a ten-year period, driving the actions of government agencies in areas such as health, education, transport and economic development.

Priorities in NSW 2021 include improving the economy and cost of living; jobs and skill development;

investing in critical infrastructure; and improving local environments, community life and transport. The government has been working with local councils, Regional Organisations of Councils (ROCs) and communities to develop local and regional action plans to deliver priority needs for each area. The final regional action plans were released in early 2013 and focus on meeting healthcare needs; improving transport connections from and across the region; protecting the ecological and cultural values of the area; and improving housing availability.

METROPOLITAN PLANNING

The new government will be changing a number of central aspects of the planning system. Provisions for state significant development (Part 3A) have been repealed and a review of the planning legislation is underway.

The Metropolitan Plan from the previous State Government has been reviewed and an updated plan was released in mid 2013. The plan details housing and employment growth targets for the north region (Hornsby, Ku-ring-gai, Manly, Pittwater and Warringah). In anticipation of a predicted growth in population for the region of 81,000 by 2031, State Government has set targets of 37,000 new dwellings and 39,000



STATE AND REGIONAL DIRECTIONS

new jobs to be created by 2031. While there are no details of the specific targets for Warringah, the plan does identify Dee Why/Brookvale as a major centre for the region with a target of an additional 3,000 jobs by 2031.

REGIONAL DIRECTIONS

The Shore Regional Organisation of Councils (SHOROC) includes Warringah, Pittwater, Manly and Mosman. It undertakes collaborative planning and service delivery for the mutual benefit of the councils and their communities. We provide a contribution of \$138,000 per year to the resourcing of SHOROC. The benefits provided include some savings from joint tendering and contracting, as well as planning and advocacy to State and Federal Government for our region's needs. All four councils have developed and endorsed a SHOROC regional strategy "Shaping our Future", with directions and priorities on transport, roads, health services, housing and jobs. An accompanying sustainability plan addresses the natural environment, waste, energy, transport, development and climate change.

A number of initiatives have arisen from this, including working towards a common waste service by 2014. The strategy also assists in gaining State and Federal Government support for the region's needs, including feasibility studies on a Bus Rapid Transit (BRT) system for the northern beaches, input into other transport infrastructure planning and developing local and regional action plans with the new NSW Government.

INFRASTRUCTURE STRATEGY

The 'State Infrastructure Strategy 2012 – 2032' is Infrastructure NSW's independent advice to State Government on priority infrastructure investment and reform. The strategy recommends the northern beaches bus corridor improvement plan incorporating Spit Bridge augmentation and priority lanes as a necessary program of works to be undertaken within five to 10 years. Linked to this is a recommendation to construct a tunnel from the Harbour Bridge to the Town Hall for a BRT.

DESTINATION 2036 – LOCAL GOVERNMENT REFORM

Governments at all levels have recognised the increasing pressures on Local Government, and the need for some major shifts if the sector is to serve its communities well into the future. Under its 'Destination 2036' Action Plan, the NSW Government has continued to consult, research and develop a range of reforms aimed at improving service delivery, governance, financial sustainability, structures and strengthening the state-local government partnership. Potential council groupings for our region were released in the 'Future Directions' paper from the Independent Local Government Review Panel, which proposed combining the three northern beaches councils into one regional council, or alternatively under an additional County Council structure.

Council has been very active in the discussions, scoping options for our region and developing three comprehensive submissions. We have kept our community closely informed, with access to a range of documents on Your Say Warringah. During 2013-2014 the Minister for Local Government will consider final recommendations from its working groups on the reforms.

STATE AND LOCAL GOVERNMENT RESPONSIBILITIES



KEY RESPONSIBILITIES

To help contextualise our regulatory and operating environment we have put together this table. It identifies key issues for our community and outlines the roles of the State Government alongside our own.

TRAFFIC AND TRANSPORT	STATE	LOCAL
Strategic transport planning to accommodate projected housing and population growth on the peninsula (e.g. designated bus lanes).	✓	✓
Plan for and improve the efficiency of the state road network (e.g. Spit Bridge improvements).	✓	
Advocate for efficiency of the state road network.		✓
Provide grant funding for local roads.	✓	
Maintenance of state roads (e.g. Warringah Road, Mona Vale Road, Pittwater Road, Forest Way, Condamine Road) and planning to reduce congestion.	✓	
Maintenance of local roads and planning to reduce congestion.		✓
Provision and maintenance of traffic lights and road regulatory signage (e.g. Give Way, speed limits).	✓	
Construct traffic calming devices on regional and local roads (e.g. speed humps, pedestrian crossings etc) to reduce speed and improve safety for pedestrians and other road users as approved by the Traffic Committee.		✓
Road safety education.	✓	✓
Liaise with the Roads and Maritime Services, the police and other key agencies to improve road safety and the efficiency of the road network.		✓
Operate Sydney Buses and manage regional bus contracts (e.g. Forest Coach Lines).	✓	
Liaise with State Government and bus operators about service gaps in public transport.		✓
Provision and maintenance of infrastructure that supports the efficiency of the bus network i.e. provision of bus shelters and seats.		✓
Promote public transport as a way of reducing congestion and impact on the environment.	✓	✓
Enforcement of road rules (e.g. speeding, load limits).	✓	
Enforcement of load limits in local streets (e.g. 4 tonne load limit).		✓
Enforcement of on and off-street parking restrictions.		✓
Provision and maintenance of Council off street car parks.		✓



STATE AND LOCAL GOVERNMENT RESPONSIBILITIES

BIKE PATHS / CYCLE WAYS / FOOTPATHS	STATE	LOCAL
Provide grant funding for bike paths, cycle ways and footpaths.	✓	
Promote and plan for cycle ways, bike paths and footpaths as alternate modes of transport.	✓	✓
Plan for interconnected networks of cycle ways, bike paths and footpaths across Warringah and the region (i.e. Bike Plan and Pedestrian Access and Mobility Plan).		✓
Maintain and build new cycle ways, bike paths and footpaths associated with state roads.	✓	
Maintain existing pavements and bike infrastructure.		✓
Build new sections of bike paths, footpaths, cycle ways and associated bike infrastructure.		✓

UTILITIES – ENERGY (ELECTRICITY AND GAS), WATER AND SEWERAGE	STATE	LOCAL
Plan and deliver new energy, water, and sewerage infrastructure to meet service gaps and/or increased loads from business, housing and population growth.	✓	
Plan for improvements to the storm water network in response to local flooding or development.		✓
Maintenance and renewal of the storm water network including sweeping of streets and clearing of pits and pipes.		✓
Operation of public corporations that provide energy, water, and sewerage.	✓	
Education programs and incentives to reduce consumption of energy and water.	✓	
Information and education programs for households to reduce energy and water consumption that complement the state's program.		✓
Water and energy savings initiatives to reduce our overall usage i.e. installation of water tanks at the Aquatic Centre.		✓
Paying for street lighting and lighting in public places.		✓
Installation and maintenance of street lighting and lighting in public places.	✓	
Working with the energy provider to determine safety lighting needs in streets and public places.		✓
Lopping of street trees under power lines (i.e. trimming).	✓	
Removal and trimming of trees on public land.		✓

STATE AND LOCAL GOVERNMENT RESPONSIBILITIES



HEALTH SERVICES	STATE	LOCAL
Development of public health policy.	✓	
Provision and planning for state wide public health services and infrastructure (e.g. public hospitals, ambulance service, the new Northern Beaches Hospital).	✓	
Work with the community to identify gaps in health service / emerging health needs within Warringah and advocate for solutions on behalf of our community.		✓
Ensure land use plans provide appropriate locations for health services.		✓
Health promotion and education.	✓	
Provide an information and referral service on health issues to target groups in the community (e.g. youth and aged).		✓

LAW ENFORCEMENT	STATE	LOCAL
Provision and management of NSW Police Force (primary law enforcement agency in NSW) to: <ul style="list-style-type: none"> • prevent, detect and investigate crime • monitor and promote road safety • maintain social order (e.g. dealing with noisy parties and drunk and disorderly conduct) • perform and coordinate emergency and rescue operations 	✓	
Provision of Council Rangers, Building Surveyors, Environmental Health Officers and Development Control Officers who enforce compliance and issue infringement notices relating to: illegal parking (on and off street parking); abandoned vehicles on public streets; dog attacks; illegal building work; unauthorised land uses; environmental; public health and safety breaches.		✓
Issuing and revoking licences for restaurants, clubs and pubs to serve alcohol, including conditions of operation.	✓	
Working with relevant agencies to develop and implement crime prevention initiatives.		✓



STATE AND LOCAL GOVERNMENT RESPONSIBILITIES

RESIDENTIAL AND COMMERCIAL DEVELOPMENT	STATE	LOCAL
Development of state, regional and sub-regional planning strategies.	✓	
Provide growth targets for residential and commercial developments (e.g. Metropolitan Strategy).	✓	
Establish State Environmental Planning Policies (SEPP) to address significant issues of the state and for the people of NSW. SEPPs override council local environmental plans.	✓	
Approve development applications that are significant to the state of NSW and its residents.	✓	
Assess and determine development applications in accordance with the Local Environmental Plan, Development Control Plan and SEPPs.		✓
Hear appeals against Council decisions on development applications (Land and Environment Court).	✓	
Provide a standard framework for councils to develop local land use plans (e.g. Local Environment Plan and Development Control Plan).	✓	
Approve local land use plans (e.g. Warringah Local Environmental Plan).	✓	
Develop local land use plans for Warringah (e.g. Local Environmental Plan and Development Control Plan) that define the activities (e.g. residential, commercial uses) and the structures that can be built on the land. The Local Environmental Plan needs to accommodate growth targets for business, housing and population growth set by the State Government.		✓
Adopt Development Control Plans.		✓
Accredit private certifiers to oversee compliance with development conditions and construction certificates (Building Professionals Board). Investigate non compliance with approvals that they have been appointed to oversee.	✓	
Ensure compliance with development consent conditions when Council is appointed the principal certifying authority. Where a private certifier is appointed principal certifying authority, Council reports any breaches of approval to the Building Professionals Board – State Government.		✓

STATE AND LOCAL GOVERNMENT RESPONSIBILITIES



ENVIRONMENT	STATE	LOCAL
Natural resource management policies, plans and education (e.g. biodiversity, climate change, adaptation and mitigation, coastal zone, floodplains, waterways, water cycle and heritage).	✓	✓
Protecting native animals and plants, including threatened species, tree preservation orders and development conditions of consent.	✓	✓
Managing national parks, aquatic reserves, intertidal protected zones and crown land.	✓	*
Managing local reserves and lagoons (e.g. water quality, biodiversity, bush regeneration, weeds and pests, fire, recreation and access).		✓
Pollution (water, air, noise and land) by a licensed industry and premises, vehicles, dangerous goods, boats and ships, algal blooms and fish kills.	✓	
Pollution (water, air, noise and land) on all unlicensed premises including residences, small business and development sites.		✓
Drinking water quality and supply and sewer overflows.	✓	
Waste collection, recycling and cleaning of streets and facilities.		✓
Waste – illegal dumping.	✓	✓

* Long Reef Aquatic Reserve is jointly managed with the National Parks and Wildlife Service, to protect wildlife from dogs, illegal harvesting of fish and shellfish and other activities.



ANNUAL COMMUNITY SURVEY

WHAT AND WHY?

In April 2013, some 600 Warringah residents participated in the community survey to measure overall satisfaction and importance of services. This information provides valuable insights into the needs and priorities of our residents, and is a good basis for further engagement, consultation and research. It informs our strategic planning, quality improvement processes and ultimately the delivery of services.

MAJOR ISSUES OF CONCERN

	2013
Traffic management	21%
Roads	11%
Public Transport	7%
Development	6%
Housing	6%
Overpopulation	4%
	2012
Traffic management	12%
Transport	12%
Development issues	11%
Housing	6%
Population growth	6%
Roads	6%

OVERALL SATISFACTION

Overall satisfaction with Council has significantly increased from a low of 57% in 2010 to 78% in 2013. For the most part we consolidated gains in 2013 although there was a slight overall decrease in satisfaction from 2012.

The top three factors that contribute to overall satisfaction with Council, from the highest to lowest, are community engagement, environmental services and planning and development.

SURVEY	% SATISFIED (score greater than 6 out of 10)
2007	69%
2008	67%
2009	69%
2010	57%
2011	67%
2012	79%
2013	78%

The number of satisfied residents, that scored Council more than 6 out of 10, is 78% of respondents.

ANNUAL COMMUNITY SURVEY



SURVEY MEAN SCORE 2013

SURVEY	MEAN SCORE
Warringah	6.5
NSW benchmark mean	5.8
NSW best	7.0
NSW worst	3.5
Warringah 2012	6.6
Warringah 2011	6.0

Warringah's mean score for overall satisfaction of 6.5 out of 10 is above the NSW average satisfaction score of 5.8.

INDIVIDUAL COUNCIL SERVICES AND FACILITIES

The survey covered 45 Council services and facilities. The majority maintained high satisfaction levels of 2012 with nine showing a significant decrease. Satisfaction with a number of essential services exceeded the NSW benchmark including satisfaction with maintaining local roads, facilities and services for people with disabilities, facilities and services for youth, provision of car parking, environmental protection and enforcement, parks and recreation areas and household waste collection.

In-depth analysis revealed a number of priorities for improvement. Traffic management remains the highest ranked item while managing residential development has moved from second in 2012 to seventh.

1. Traffic management
2. Council responsiveness to community needs
3. Maintaining major roads
4. Consultation with the community by Council
5. Development approvals process
6. Maintaining local roads
7. Managing residential development

STAFF AND COUNCILLOR PERFORMANCE

Satisfaction with staff remains high with 75% of residents who had contact with Council staff satisfied with their performance. However, satisfaction with the performance of the Mayor and Councillors was moderate coming in at 53%. This is down from 59% in 2012, but well above 29% and 44% respectively achieved in 2010 and 2011.

COMMUNITY CONNECTEDNESS

Our residents continue to feel they live in a safe community with increases in most measures of neighbourhood perceptions and Warringah as a place to live. Some 95% feel safe in their own homes and there was a significant increase in the number of people who feel safe walking around their neighbourhood, from 86% in 2012 to 90% in 2013.

Warringah continues to have a strong sense of community connectedness, 85% felt that they belonged to the community they lived in, 90% felt their community was a friendly place to live and 89% felt they could call on a neighbour or local relative if they needed assistance.

Our residents also have a strong sense of local identity, with 89% of survey respondents agreeing that people in Warringah are proud of where they live.

FUTURE OUTLOOK

The results of the survey will inform Council's activities and projects into the future. The results also indicate a number of areas that could potentially be the focus of business improvement approaches. They will continue to guide Council in its decision making and future long term planning.





COMMUNITY OUTCOMES

DETAILED ACCOUNT OF OUR PERFORMANCE
AGAINST WHAT WE SAID WE'D DO

31	Living Environment
42	Living Communities
57	Living Spaces
77	Living Enterprises
87	Living Organisation

Our progress against each satisfaction indicator is illustrated by the following symbols:

- ▲ statistically significant increase
- statistically insignificant change
- ▼ statistically significant decrease

Our progress against each of our commitments is illustrated by the following symbols:

- at least 90% of completion target achieved
- less than 90% of completion target achieved
- ✓ action has been completed

W

Living Environment

A COMMUNITY THAT VALUES THE NATURAL
ENVIRONMENT, PROTECTING ITS HEALTH AND
DIVERSITY

KEY SERVICES

- 113 Compliance Services
- 124 Kimbriki Environmental Enterprises Pty Ltd
- 126 Natural Environment
- 130 Parks, Reserves and Foreshores
- 133 Roads, Traffic and Waste
- 140 Aquatic Centre
- 142 Corporate Support Services
- 146 Good Governance

KEY CONTRIBUTORS	AVOCATE	FUNDER	SERVICE PROVIDER	REGULATOR	PARTNER
Warringah Council	•	•	•	•	•
NSW Office of Environment and Heritage		•	•	•	•
Environmental groups	•		•		•
Other government agencies and departments		•	•	•	•
Community groups including volunteers			•		•

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LIVING ENVIRONMENT

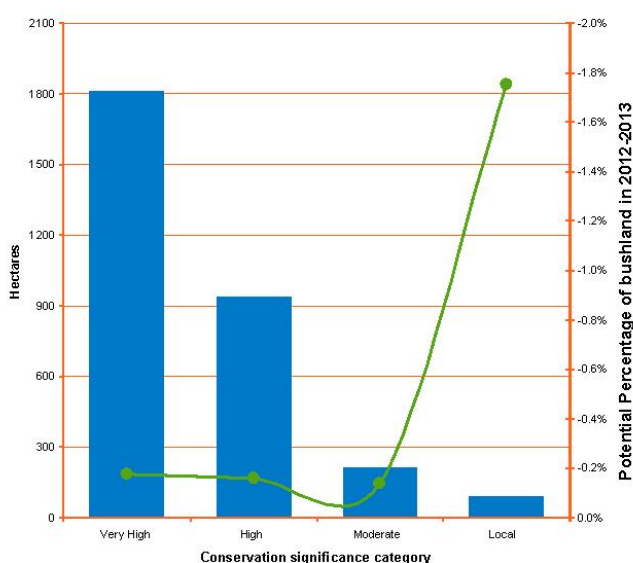
COMMUNITY SUSTAINABILITY INDICATORS

HEALTH OF BUSHLAND

What do we measure?

Annual number of hectares (ha) that can potentially be lost from each of the bushland conservation significance categories. This will be based on the amount of bushland included in approved development applications with 2012-2013 as the baseline.

Health of Bushland



Warringah has more than 3,000 ha of bushland outside of National Parks. The Warringah Biodiversity Conservation Study (WBCS), prepared in 2011, indicates that 59.2% of this habitat has very high conservation significance, whilst only 3% fits into the lowest category (of local conservation significance only). In the 2012-2013 financial year, Council reviewed approximately 100 development applications (DAs) to assess the impacts of proposed development on native vegetation, threatened species and wildlife corridors. Of the approved DAs, approximately 6.6 ha of vegetation was proposed to be cleared. The proportion of this clearing against the differing categories of significance are:

- Very High Conservation Significance - 3.2 ha
- High Conservation Significance - 1.5 ha
- Moderate Conservation Significance - 0.3 ha
- Local Conservation Significance - 1.6 ha

A larger proportion of Local Conservation Significance bushland will potentially be lost.

DESIRED DIRECTION

Minimise overall loss of bushland and direct losses to areas of lower conservation significance.

LIVING ENVIRONMENT



COMMUNITY SUSTAINABILITY INDICATORS

WATER QUALITY

What do we measure?

Cleanliness of beaches: The annual grading of Warringah's beaches, by NSW Office of Environment and Heritage, for susceptibility to faecal pollution following inspection and water quality measurements. Beaches are graded very good (green), good (green), fair (amber), poor or very poor (red).

Manly Dam: The percentage of time each year Manly Dam is suitable for swimming based on testing for potentially toxic blue-green algae together with a visual assessment of water clarity.

BEACHWATCH RATING

BEACH	GRADE 2010-11	GRADE 2011-12	GRADE 2012-13
Collaroy	Good	Good	Good
Dee Why	Good	Very Good	Good
Freshwater	Good	Good	Good
Long Reef	Good	Good	Good
North Curl Curl	Good	Good	Good
North Narrabeen	Good	Good	Good
South Curl Curl	Very Good	Very Good	Very Good
OTHER LOCATIONS			
Narrabeen Lagoon (at Birdwood Park)	Poor	Poor	Poor

SUITABILITY FOR SWIMMING AT MANLY DAM

YEAR	PERCENTAGE OF DAYS
2006-07	100
2007-08	100
2008-09	100
2009-10	100
2010-11	100
2011-12	100
2012-13	100

Note: Manly Dam is freshwater and is located within Manly Warringah War Memorial Park. These readings do not apply to Manly Lagoon which is estuarine and is located at North Manly.

Water quality for swimming suitability is high in most locations monitored by Beachwatch, based on preliminary results for the year. All seven beaches maintained good levels of cleanliness for swimming. Narrabeen Lagoon entrance at Birdwood Park is still rated as poor, though it is usually suitable for swimming during dry weather. Both Warringah Council and Pittwater Council continue to work with Sydney Water and residents to improve these results. The lake at Manly Dam was suitable for swimming 100% of the time in 2012-2013 based on blue-green algae results.

DESIRED DIRECTION

Maintain the current high level of quality.

Official Beachwatch ratings for 2012-2013 will not be available until October 2013. These are Council's estimated grades based on Beachwatch water sampling data.



LIVING ENVIRONMENT

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Natural Environment	KI	Narrabeen Lagoon Flood Study	●	
	KI	Ecological Assessment of Warringah Estuaries	●	
	KI	Dee Why South Catchment Flood Study	●	
	KI	Coastal Zone Management Plan	●	
	KI	Stormwater Asset Management Plan	●	
	KI	Manly Lagoon Flood Study	●	
	KI	Natural Areas Asset Management Plan	●	
Kimbriki	C	Kimbriki land improvements	●	
	C	Kimbriki plant, site works, equipment and road renewals	●	
Natural Environment	C	Emergency stormwater works	●	
Parks, Reserves & Foreshores	C	Manly Dam - trail renewal	●	
	C	North Narrabeen - landscape masterplan development and implementation	●	
	C	Dee Why beach - foreshore renewal	●	✓
	C	Sportsfields - water supply irrigation program	●	✓
Aquatic Centre	C	Tri-generation project	●	



LIVING ENVIRONMENT

COMMUNITY SUSTAINABILITY INDICATORS

ELECTRICITY CONSUMPTION*

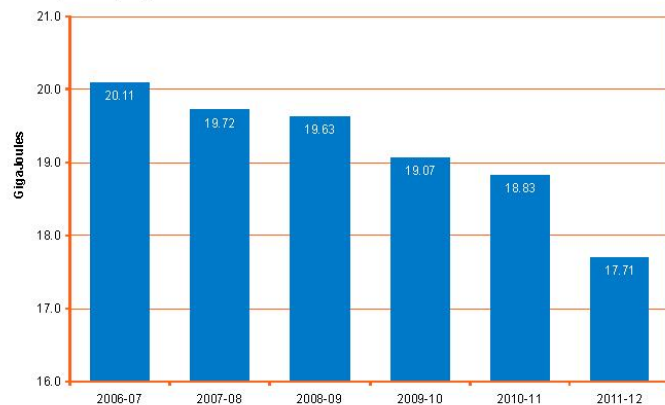
What do we measure?

The total amount and per capita amount of electricity consumed within the Warringah local government area (LGA).

Annual Electricity Consumption



Per Capita Energy Use (Residential and Business)



The long-term trend is for declining energy consumption on a per capita basis since 2008-2009, reflecting greater application of energy saving measures in response to rising power prices. However, it should also be noted that electricity consumption is highly weather-dependent and fluctuates with the seasons. One feature is the increasing contribution of roof top photovoltaics (PV) to the Warringah LGA energy profile. Local PV represents about 5.8 MW of installed generation capacity and it is estimated that local PV exported to the grid in 2011-2012 is the equivalent of around 1% of the electricity demand for the LGA.**

DESIRED DIRECTION

Decreasing electricity consumption.

* Source: AusGrid

** Note: Data for 2012-2013 unavailable at the time of publishing

LIVING ENVIRONMENT



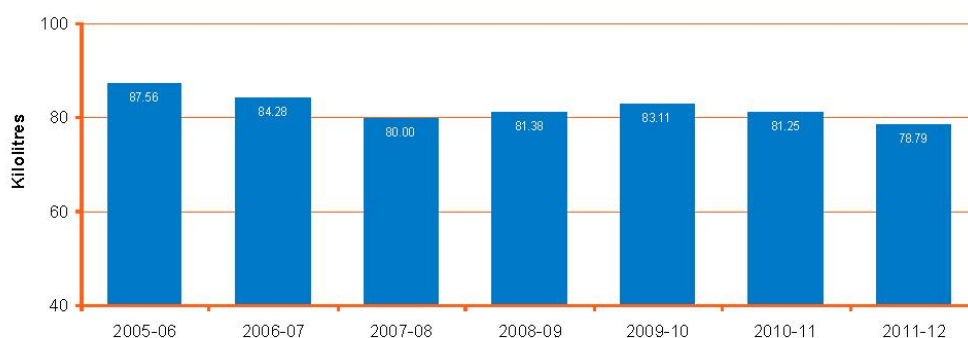
COMMUNITY SUSTAINABILITY INDICATORS

WATER CONSUMPTION*

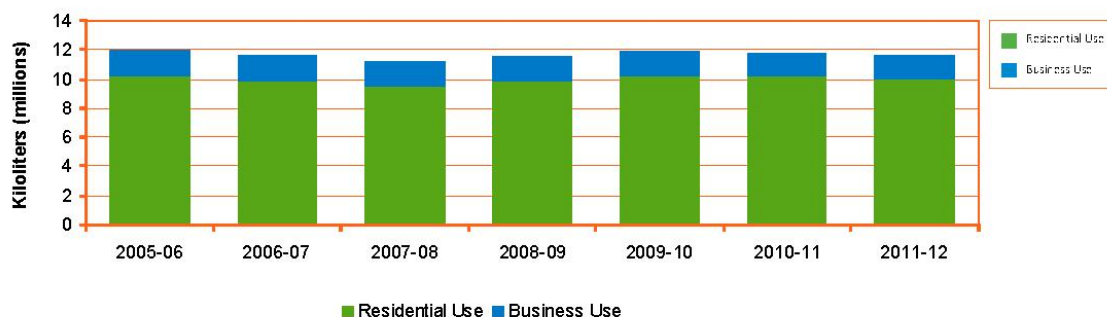
What do we measure?

The total annual amount and per capita annual amount of water consumed in Warringah, including breakdown by sector.

Warringah LGA Annual Water Consumption - Kilotitres per Capita



Warringah LGA Annual Water Consumption



Water consumption for 2012-2013 has been estimated due to the unavailability of data from Sydney Water at the time of preparing this report. Final data will be available by October 2013 and our online information will then be updated. Based on trends from previous years, total water consumption across the residential and commercial sectors is assumed to be largely static. The per capita consumption reflects the impact of water-saving programs over the last decade, though the easing of water restrictions in 2009-2010 saw a small increase in consumption.**

DESIRED DIRECTION

Decreasing water consumption.

* Source: Sydney Water

** Note: Data for 2012-2013 unavailable at the time of publishing



LIVING ENVIRONMENT

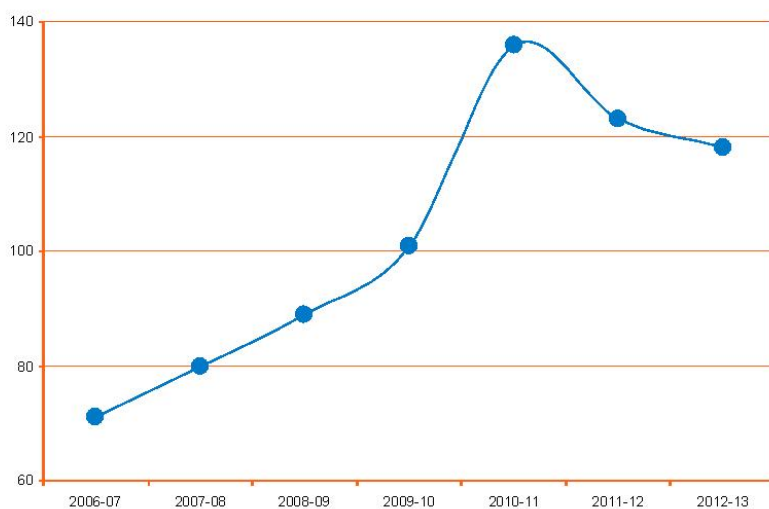
COMMUNITY SUSTAINABILITY INDICATORS

AIR QUALITY COMPLAINTS

What do we measure?

Number of air quality complaints received by Council.

Air Quality Complaints



Air quality complaints have decreased in recent years after a period of sustained increase. While the earlier rise may be a result of increased pollutants in the local atmosphere, it could also reflect greater community knowledge of, and willingness to report, breaches. Air pollution effects are commonly very localised within 5 properties of the source and usually related to dust, smoke or odour.

DESIRED DIRECTION

A decrease in the number of complaints.

LIVING ENVIRONMENT



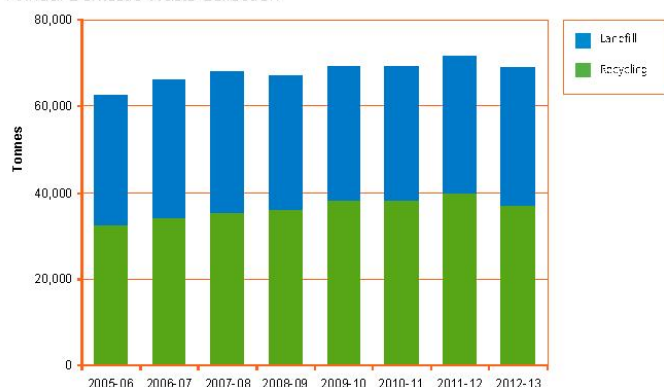
COMMUNITY SUSTAINABILITY INDICATORS

WASTE AND RECYCLING

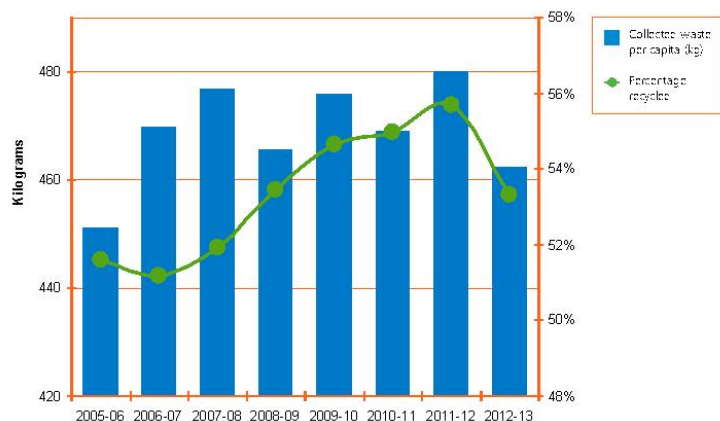
What do we measure?

The total volume and per capita volume of domestic material collected through Warringah Council's kerbside waste and recycling collection service, including the proportion of recycled waste.

Annual Domestic Waste Collection



Total Waste Collection per Capita and Percentage Recycled



While our total waste production has been increasing, the amount going to landfill has been steadily falling since 2007. The amount and proportion of waste recycled (i.e diverted from landfill) continues to increase yearly and now stands at 56% of all waste. Annual vegetation recycling has increased by almost 38% since the introduction of a fortnightly wheelie bin service in July 2009. Hundreds of tonnes per year of E-waste is also diverted from landfill for recycling.

DESIRED DIRECTION

A decrease in total and per capita waste produced and an increased percentage of total waste recycled.



LIVING ENVIRONMENT

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Natural Environment	KI	Oxford Falls Constraints Study	●	
Roads, Traffic and Waste	KI	Review domestic waste and recycling service in preparation for new waste processing facilities at Kimbriki in 2014	●	
Kimbriki	C	Kimbriki land improvements	●	
	C	Kimbriki plant, site works, equipment, and road renewals	●	
Natural Environment	C	Dee Why CBD - stage 2A construction	●	
Parks, Reserves and Foreshores	C	Sportsfields - water supply irrigation program	●	✓
	C	North Narrabeen - landscape masterplan development and implementation	●	
	C	Dee Why Beach - foreshore renewal	●	✓
Roads, Traffic and Waste	C	Bike Plan implementation	●	✓
Aquatic Centre	C	Tri-generation project	●	

Living Communities

A COMMUNITY THAT VALUES THE NATURAL ENVIRONMENT, PROTECTING ITS HEALTH AND DIVERSITY

KEY SERVICES

- 107 Children's Services
- 109 Community Services
- 113 Compliance Services
- 115 Cultural Services
- 119 Glen Street Theatre
- 121 Information and Library Services
- 140 Aquatic Centre
- 142 Corporate Support Services
- 146 Good Governance

KEY CONTRIBUTORS	ADVOCAT	FUNDER	SERVICE PROVIDER	REGULATOR	PARTNER
Warringah Council	•	•	•	•	•
Department of Family and Community Services		•	•	•	•
Other government agencies and departments		•	•	•	•
Police Local Area Command	•		•	•	•
Department of Attorney General and Justice		•			•
Not for profit organisations	•		•		•
Community groups	•		•		•

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LIVING COMMUNITIES



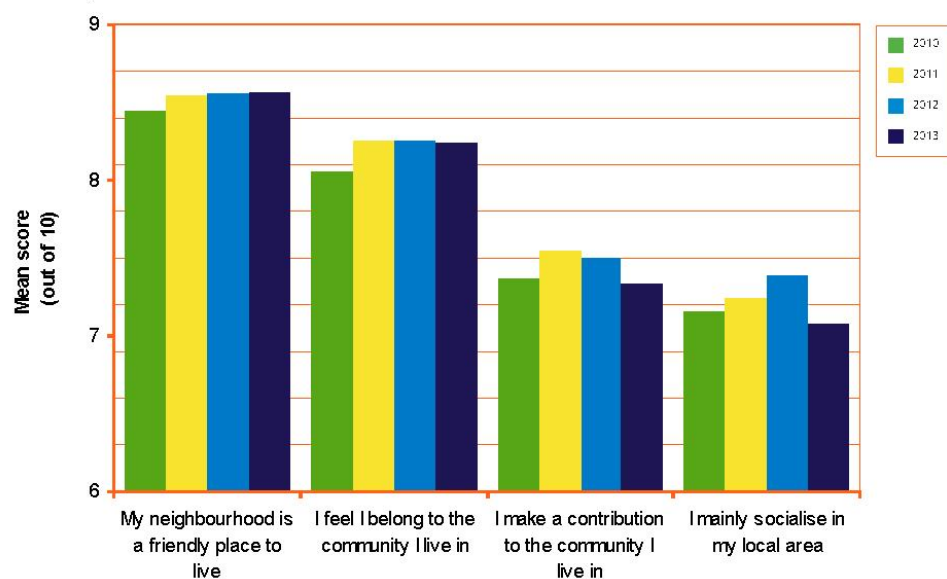
COMMUNITY SUSTAINABILITY INDICATORS

COMMUNITY CONNECTEDNESS*

What do we measure?

The mean satisfaction scores recorded by residents when asked four questions about community connectedness.

Community Connectedness



There is a strong and increasing sense of community connectedness among residents as expressed in the annual Community Survey.

DESIRED DIRECTION

An increase in community connectedness.

* Community Surveys by Iris Research (2009 and 2010); Micromex (2011, 2012 and 2013)



LIVING COMMUNITIES

COMMUNITY SUSTAINABILITY INDICATORS

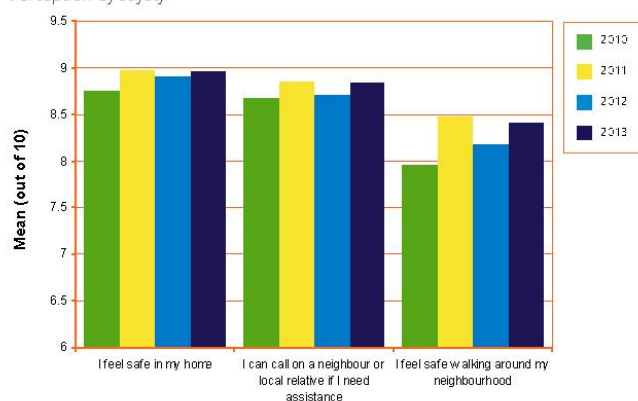
COMMUNITY SAFETY

What do we measure?

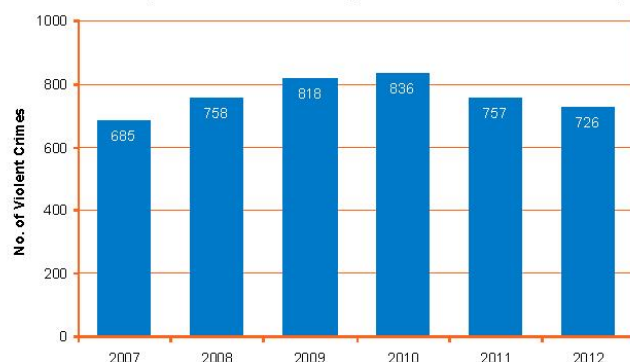
Perception of safety - residents' perceptions of safety as expressed by participants in response to three questions in the annual Community Survey.*

Violent crimes - the total number of crimes recorded by Bureau of Crime Statistics and Research (BOCSAR) in the assault and robbery categories (seven categories altogether). **

Perception of Safety



Annual Number of Violent Crimes in Warringah (based on BOCSAR Annual Report 2012)



Warringah has low crime rates compared with other local government areas in Sydney, and has experienced decreases in violent crimes over the previous two years. Assaults and sexual offences continue to trend down but robberies have increased slightly. There has been a slight increase in the community's safety perception this year.

DESIRED DIRECTION

Decreasing crime rates and increasing perceptions of safety.

* Source: Community Surveys by Iris Research (2009 and 2010); Micromex (2011, 2012 and 2013)

** Source: NSW Bureau of Crime Statistics and Research (BOCSAR): Annual Report 2012

LIVING COMMUNITIES



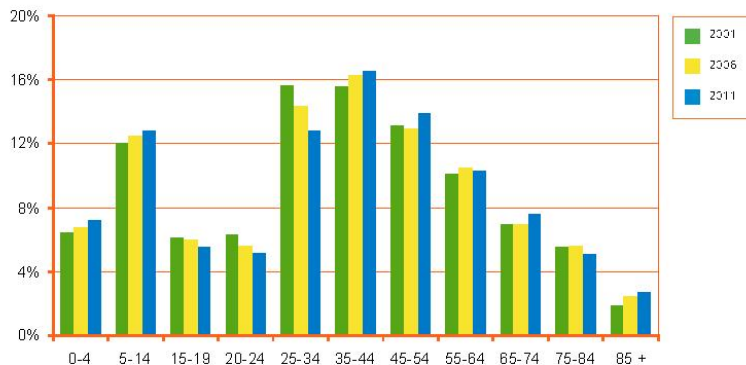
COMMUNITY SUSTAINABILITY INDICATORS

AGE DIVERSITY*

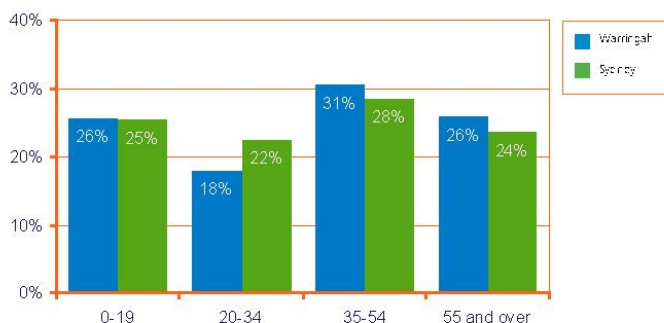
What do we measure?

The age structure of the population over time and compared with Metropolitan Sydney.

Age Distribution in Warringah



Age Distribution in Warringah and Sydney 2011



As of 2011, 26% of residents were aged 55 years or older, compared with 25% in 2001. The median age of people living in Warringah has also increased slightly from 37 to 38 in the same period. This difference in age distribution is fairly constant and follows the national trend.

This is an indicator over which we have limited influence. It shows the demographic reality of our community and provides us with direction for various service areas.

DESIRED DIRECTION

Maintain a healthy age distribution that supports our local economy and reflects an area that is attractive to all age groups.

* Source: Australian Bureau of Statistics, Census of Population and Housing 2001, 2006 and 2011



LIVING COMMUNITIES

COMMUNITY SUSTAINABILITY INDICATORS

AVERAGE WEEKLY EARNINGS*

What do we measure?

The weekly gross income of households in Warringah compared with Metropolitan Sydney.

Educational Qualifications: Warringah Compared with Sydney



Warringah households earn well above the average for Metropolitan Sydney, with 48% earning \$2,000 or more compared with 39% for Sydney Metropolitan, and this gap is widening.

DESIRED DIRECTION

Maintain Warringah household income position relative to Sydney Metropolitan.

** Source: Australian Bureau of Statistics, Census of Population and Housing 2001, 2006 and 2011*

LIVING COMMUNITIES



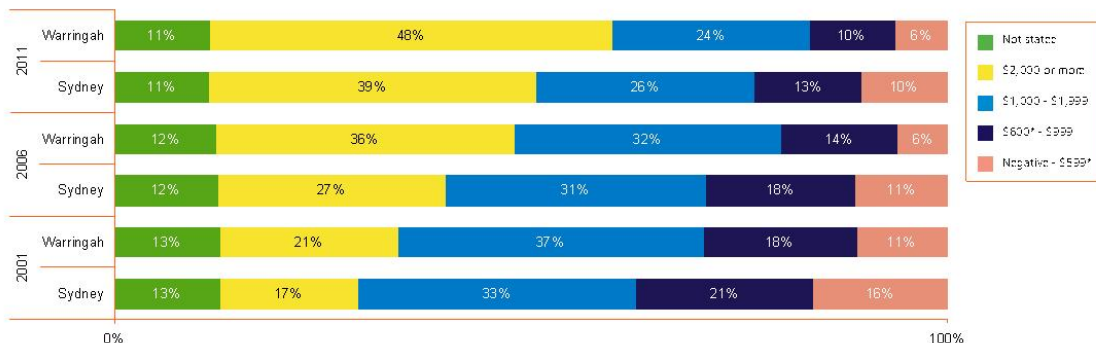
COMMUNITY SUSTAINABILITY INDICATORS

EDUCATIONAL QUALIFICATIONS*

What do we measure?

Highest completed educational qualifications of residents aged 15 years and over.

Average Weekly Earnings by Household



Between 2001 and 2011 the percentage of Warringah residents 15 years or older holding a bachelor degree or higher increased from 17% to 26%. This trend towards a higher-educated population was also seen across Sydney, but the overall level of education remains higher in Warringah.*

DESIRED DIRECTION

Maintain a balanced mix of educational qualifications that matches and supports our local economy.

* Source: Australian Bureau of Statistics, Census of Population and Housing 2001, 2006 and 2011



LIVING COMMUNITIES

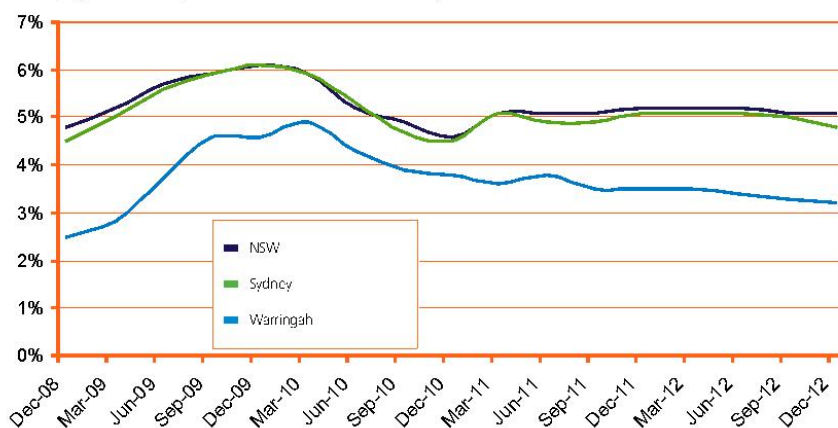
COMMUNITY SUSTAINABILITY INDICATORS

UNEMPLOYMENT RATE*

What do we measure?

Percentage of Warringah residents unemployed compared with metropolitan Sydney and NSW.

Unemployment Rates (December 2008 to March 2012)



Warringah residents have traditionally enjoyed lower rates of unemployment than their counterparts in metropolitan Sydney and NSW. Unemployment has come down from the high levels associated with the onset of the Global Financial Crisis (GFC) in 2009, but has not totally recovered to the very low rates enjoyed pre-GFC.

DESIRED DIRECTION

Hold low percentage relative to Sydney Metro and NSW.

* Source: Australian Government Department for Education, Employment and Workplace Relations, Small Area Labour Markets - March Quarter 2013

LIVING COMMUNITIES



COMMUNITY SUSTAINABILITY INDICATORS

HOUSING AFFORDABILITY

What do we measure?

Housing affordability is generally measured in relation to the proportion of income spent on housing costs. When a low-or moderate-income household is spending more than 30% of its gross income on housing costs, it is likely to be in 'housing stress'.

TREND

The trend is towards decreasing housing affordability within Warringah.

In 2011, 6.9% of Warringah's households were experiencing housing stress compared with 11.5% across metropolitan Sydney. However it is important to note the variations across the Warringah area. Proportions ranged from a low of 3.3% in Davidson to a high of 11.1% in Dee Why.

THE FIVE AREAS WITH THE HIGHEST PERCENTAGES WERE:	
Dee Why	11.1%
Brookvale	10.8%
Manly Vale	10.4%
Narraweena	10.3%
Narrabeen	7.8%

DESIRED DIRECTION

One of our greatest challenges for the coming decades is to do our part to help increase housing affordability and decrease housing stress for our residents. We cannot do this alone but will need to partner with Federal and State Governments and the private sector.



LIVING COMMUNITIES

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL/KI	ACTION	STATUS	COMPLETED?
Corporate Support	KI	Implement an external customer satisfaction survey	●	✓
Cultural Services	KI	Deliver a program of events	●	✓
Information and Libraries	KI	Introduction of e-books to the collection	●	✓
	KI	National Year of Reading program of author talks and literary events	●	✓
	KI	Festival of Children's Literature	●	✓
Good Governance	KI	Respond to the Local Government Reform Agenda	●	✓
	KI	Review the long term Community Strategic Plan	●	✓
	KI	Establish the Delivery Program for 2013-2017	●	✓
	KI	Develop the annual Operational Plan and Budget	●	✓
	KI	Publish the Annual Report	●	✓
	KI	Conduct the Annual Community Survey	●	✓
	KI	Prepare the Internal Ombudsman's Annual Report	●	✓
	KI	Council elections	●	✓
	KI	Develop a Healthy Ageing Strategy	●	
	KI	Develop a Youth Strategy	●	✓
Community and Safety	C	Replacement of Beach Services equipment	●	✓
Corporate Support	C	Dee Why Town Centre parking and community facility - design and construction	●	
	C	Dee Why Community Hub	●	✓
	C	Fishermans beach surf club building - renewal and upgrade	●	✓
	C	Collaroy Accessibility Precinct - public amenities upgrades	●	✓
	C	Cromer Soccer Club, St Matthews Farm - public amenities renewals	●	✓

LIVING COMMUNITIES



PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL/KI	ACTION	STATUS	COMPLETED?
	C	Amenities buildings program - renewal works	●	✓
	C	Community buildings - Disability Discrimination Act upgrades	●	✓
	C	Community buildings - renewal works	●	✓
	C	Tramshed toilet and kitchen - Building Code of Australia and Disability Discrimination Act renewals	●	
	C	New Brookvale Occasional Care Centre	●	✓
	C	Brookvale Children's Centre - renewal and expansion	●	✓
	C	Beach and surf club buildings - renewal works	●	✓
	C	Sporting club buildings - renewal works	●	✓
Glen Street Theatre	C	Network wiring	●	✓
	C	Minor asset renewal	●	✓
	C	Concept plans - design	●	✓
Information and Libraries	C	Library book vote - renew book stock	●	✓
Natural Environment	C	Rhoker Reserve - trail upgrade	●	
Parks, Reserves and Foreshores	C	Playground improvement program	●	✓
	C	St Matthews Farm, Cromer - new skate facility	●	
	C	Collaroy Accessibility Precinct - playground and reserve improvements	●	
Roads, Traffic and Waste	C	Collaroy Accessibility Precinct - streetscape improvements	●	✓

LIVING COMMUNITIES



COMMUNITY SUSTAINABILITY INDICATORS

SATISFACTION WITH COUNCIL'S PERFORMANCE*

What do we measure?

The proportion of residents satisfied with Council's overall performance as expressed in the annual Community Survey.

Proportion of Residents Satisfied with Council's Overall Performance



The proportion of residents satisfied with Council's overall performance was 78% in 2013 which is on par with last year and a significant increase on previous years.

DESIRED DIRECTION

Increase resident satisfaction.

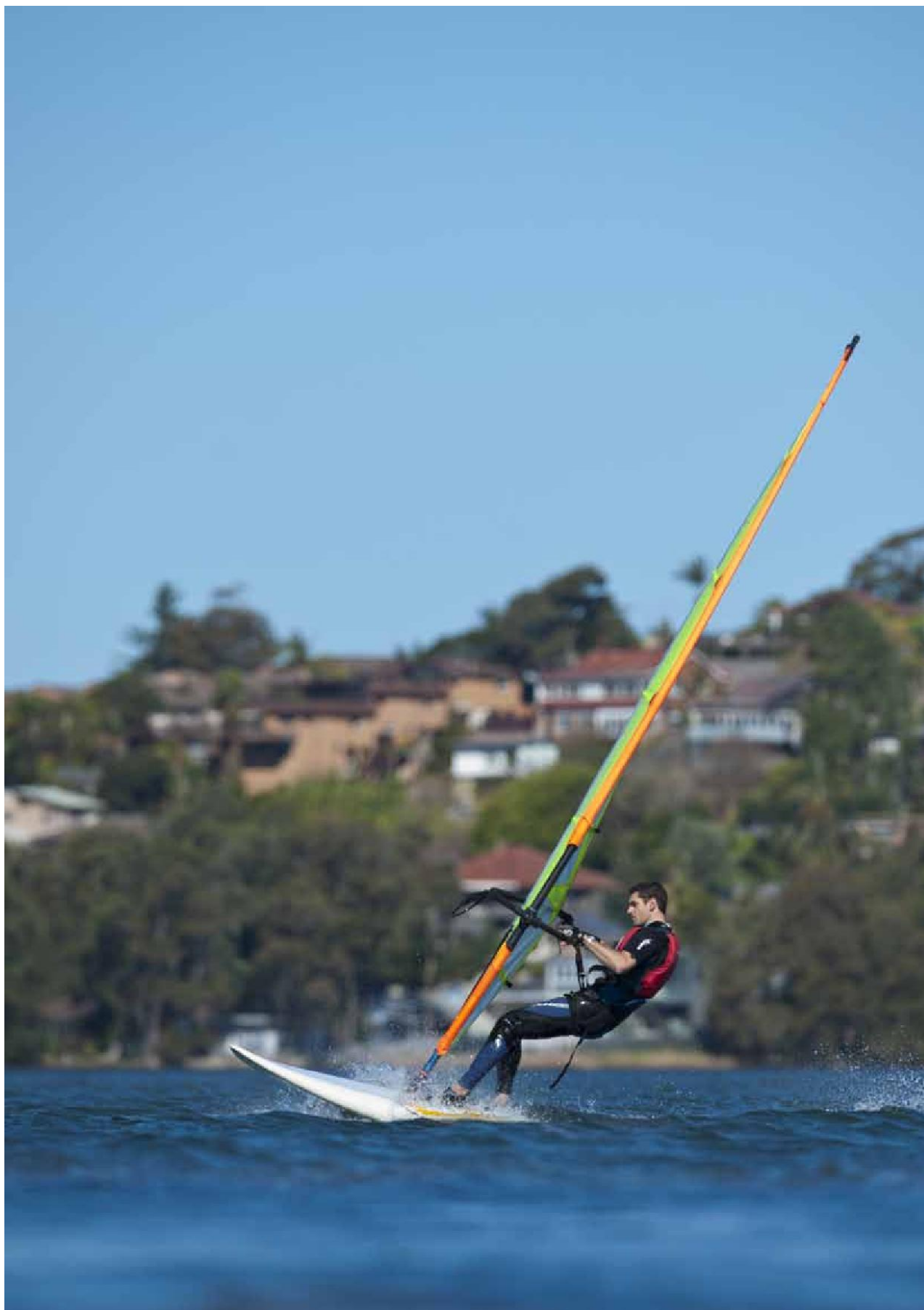
** Community Surveys by Iris Research (2007, 2008, 2009 and 2010); Micromex (2011, 2012 and 2013)*



LIVING COMMUNITIES

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL/KI	ACTION	STATUS	COMPLETED?
Corporate Support	KI	Increase the range of self-help services available online	●	✓
	KI	Redesign Council's website	●	✓
	KI	Implement an external customer satisfaction survey	●	✓
Good Governance	KI	Respond to the Local Government Reform agenda	●	✓
	KI	Review the long term Community Strategic Plan	●	✓
	KI	Establish the Delivery Program for 2013-2017	●	✓
	KI	Develop the annual Operational Plan and Budget	●	✓
	KI	Publish the Annual Report	●	✓
	KI	Conduct the Annual Community Survey	●	✓
	KI	Prepare the Internal Ombudsman's Annual Report	●	✓
	KI	Council elections	●	✓
Parks, Reserves and Foreshores	C	Sports clubs capital assistance grants	●	✓



W

Living Spaces

SAFE OUTDOOR SPACES THAT ARE WELL MAINTAINED,
ACCESSIBLE, SYMPATHETIC TO THE ENVIRONMENT
AND MEET THE NEEDS OF THE COMMUNITY

KEY SERVICES

- 109 Community Services
- 113 Compliance Services
- 117 Development Assessment
- 119 Glen Street Theatre
- 126 Natural Environment
- 130 Parks, Reserves and Foreshores
- 133 Roads, Traffic and Waste
- 137 Strategic Planning
- 140 Aquatic Centre
- 142 Corporate Support Services

KEY CONTRIBUTORS	ADVOCAT	FUNDER	SERVICE PROVIDER	REGULATOR	PARTNER
Warringah Council	•	•	•	•	•
Roads and Maritime Services		•	•	•	•
Transport for NSW		•	•	•	•
Private bus companies			•		
Department of Planning and Infrastructure	•	•	•	•	•
Other government agencies and departments		•	•	•	•
Community groups			•		•

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LIVING SPACES

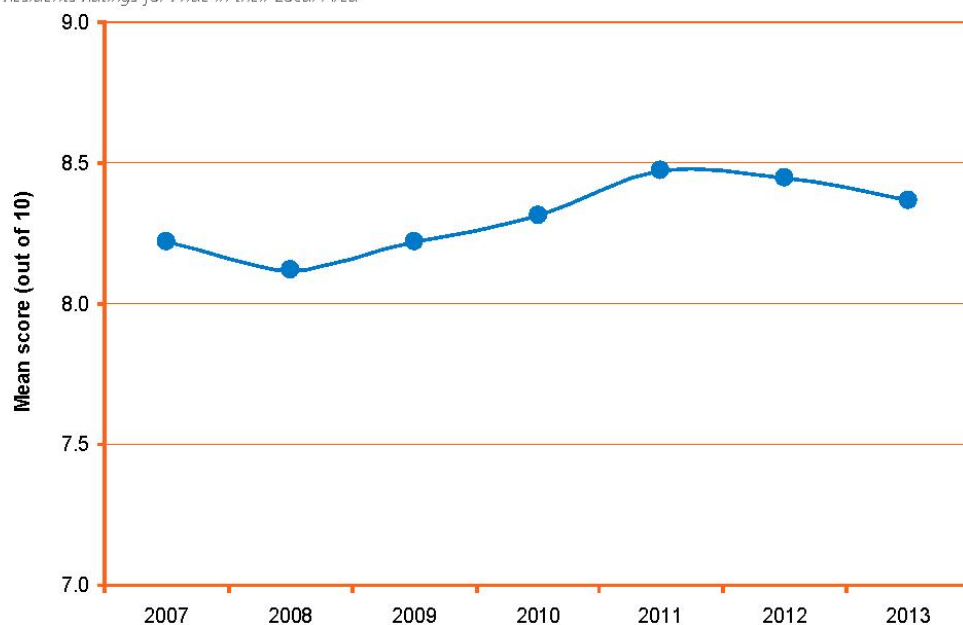
COMMUNITY SUSTAINABILITY INDICATORS

COMMUNITY PRIDE*

What do we measure?

Residents' ratings for how proud they are of their local area. All residents' ratings averaged out of 10. Data is collected via the annual Community Survey.

Residents Ratings for Pride in their Local Area



The previous two years have seen a slight decrease in residents' level of community pride.

DESIRED DIRECTION

Steady increase in residents' level of community pride over time.

* Community Surveys by Iris Research (2007, 2008, 2009 and 2010); Micromex (2011, 2012 and 2013)

LIVING SPACES



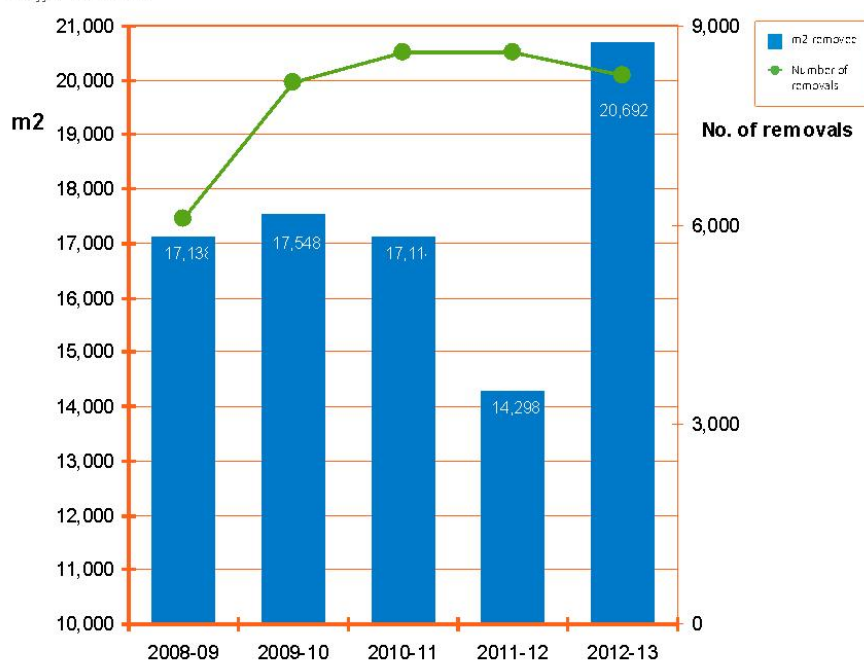
COMMUNITY SUSTAINABILITY INDICATORS

LEVEL OF GRAFFITI VANDALISM

What do we measure?

Total number of graffiti removals and the total area cleansed from public open space or private property fronting open space.

Graffiti Vandalism



The number of graffiti removal jobs decreased slightly while the area (m²) removed increased significantly. Removal technicians indicate this is due to new graffiti vandals becoming active in the area and working together in groups. However, a snapshot audit in September 2012 showed a 30% reduction in visible graffiti compared with a similar audit conducted in 2008. The continuation of the Rapid Removal Program is expected to discourage graffiti vandals.

DESIRED DIRECTION

Decrease the incidence of graffiti vandalism.



LIVING SPACES

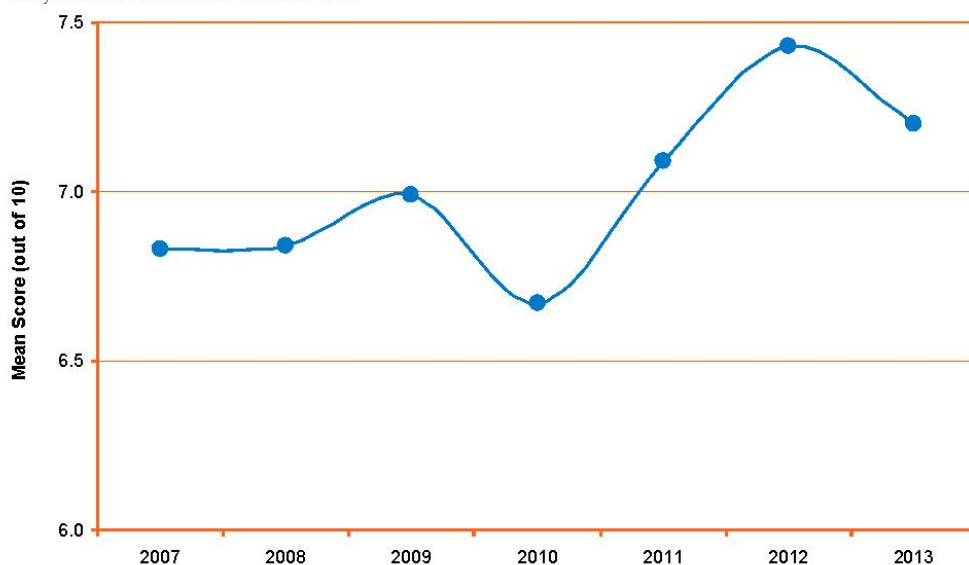
COMMUNITY SUSTAINABILITY INDICATORS

SATISFACTION WITH PARKS AND RECREATION, INCLUDING PLAYGROUNDS*

What do we measure?

Mean satisfaction score (out of 10) recorded by residents in the annual Community Survey.

Satisfaction with Parks and Recreation Areas



There has been a slight decrease this year but the general trend has been for a gradual increase in satisfaction levels since 2007.

DESIRED DIRECTION

General increase in satisfaction over time.

* Community Surveys by Iris Research (2007, 2008, 2009 and 2010); Micromex (2011, 2012 and 2013)

LIVING SPACES



PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Natural Environment	KI	Coastal Zone Management Plan	●	
Parks, Reserves and Foreshores	KI	Review the Coastal Lands Plan of Management	●	
	KI	Maintenance of new Narrabeen Lagoon Trail	●	✓
Community and Safety	C	Replacement of beach services equipment	●	✓
Corporate Support	C	17B Crown Road, Freshwater - demolition and remediation	●	✓
	C	Administration buildings - minor renewal works	●	✓
	C	Community buildings - minor renewal works	●	✓
	C	Beach and surf club buildings - renewal works	●	✓
	C	Sporting club buildings - renewal works	●	✓
	C	Collaroy Access Tourism Precinct - public amenities upgrades	●	✓
	C	Cromer Soccer Club, St Matthews Farm - public amenities renewals	●	✓
	C	Amenities buildings program - renewal works	●	✓
	C	Community buildings - Disability Discrimination Act upgrades	●	✓
	C	Community buildings - renewal works	●	✓
	C	Tramshed toilet and kitchen - Building Code of Australia and Disability Discrimination Act renewals	●	
	C	New Brookvale Occasional Care Centre	●	✓
	C	Brookvale Children's Centre - renewal and expansion	●	✓
	C	Griffith Park Amenities	●	✓
	C	Brookvale Oval Planned Asset Upgrade Works	●	✓



LIVING SPACES

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Glen Street Theatre	C	Network wiring	●	✓
	C	Minor asset renewal	●	✓
	C	Concept plans - design	●	✓
Kimbriki	C	Kimbriki land improvements	●	
	C	Kimbriki plant, site works, equipment and road renewals	●	
Natural Environment	C	Allenby Park - design of track and trail upgrades	●	
	C	Narrabeen Lagoon - multi-use trail	●	
	C	Rhoker Reserve - trail upgrade	●	
Parks, Reserves and Foreshores	C	Sportsfields - minor rectification works	●	✓
	C	Cromer Park, Cromer – creating a new field (field 5) and rectification of fields 3 and 4	●	✓
	C	Melwood Oval, Forestville - sportsfield rectification program	●	
	C	Parks - minor renewal works	●	✓
	C	Millers Reserve, Manly Vale - floodlighting improvement	●	✓
	C	Sportsfields - water supply irrigation program	●	✓
	C	Sports clubs capital assistance grants	●	✓
	C	St Matthews Farm, Cromer - new skate facility	●	
	C	Manly Dam - trail renewal	●	
	C	Stony Range Flora Reserve, Dee Why - renewal	●	✓
	C	Collaroy Accessibility Precinct - playground and reserve improvements	●	

LIVING SPACES



PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
	C	Playground improvement program	●	✓
	C	Manly Dam - carpark and turning area	●	
	C	Manly Dam - renewals	●	✓
	C	Freshwater rockpool - upgrade	●	✓
	C	Queenscliff rockpool - upgrade	●	
Roads, Traffic and Waste	C	Blackbills Road, Belrose - upgrade refuge island east of Athol Street	●	✓
	C	Pillwater Road, Dee Why - widening and signal adjustments	●	✓
	C	Crown Road, Queenscliff - median island and landscape kerb blisters	●	✓
	C	Dalley Street, Queenscliff - partial closure	●	✓
	C	Tramore Place, Melwood Avenue and Starkey Street, Killamey Heights - kerb blister islands	●	✓
	C	Bike plan implementation	●	✓
Aquatic Centre	C	Tri-generation project	●	
	C	Conceptual design for revitalising the Aquatic Centre	●	
	C	Disability Access and Renewal Project	●	

LIVING SPACES



COMMUNITY SUSTAINABILITY INDICATORS

It is difficult to quantify achievement against this goal because what counts as 'responsible development' is largely subjective, and also such changes only occur over a long period of time. However, Council's planning and development strategies and its policies are designed to guide development in Warringah towards greater social and environmental sustainability.

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Natural Environment	C	Allenby Park - design of track and trail upgrades	●	
	C	Emergency stormwater works	●	
	C	Narrabeen Lagoon - multi-use trail	●	
	C	Narrabeen Lagoon - recreation	●	
	C	Dee Why CBD - stage 2A construction	●	
	C	Rhoker Reserve - trail upgrade	●	
	C	Collaroy Reserve - trail upgrade	●	✓
Roads, Traffic and Waste	C	Freshwater Village shade structure	●	✓
	C	Collaroy Accessibility Precinct - streetscape improvements	●	✓
	C	Bike plan implementation	●	✓
	C	Blackbutts Road, Belrose - upgrade refuge island east of Athol Street	●	✓
	C	Pittwater Road, Dee Why - widening and signal adjustments	●	✓
	C	Crown Road, Queenscliff - median island and landscape kerb blisters	●	✓
	C	Dalley Street, Queenscliff - partial closure	●	✓
Strategic Planning	C	Tramore Place, Melwood Avenue and Starkey Street, Killamey Heights - kerb blister islands	●	✓
	KI	Initiation of a street life improvement program for Dee Why Town Centre	●	
	KI	Develop an Employment Lands Strategy to meet the future employment targets	●	✓



LIVING SPACES

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
	KI	Amend the Warringah Development Control Plan	●	
	KI	Evaluate Planning Proposals lodged by external parties	●	
	KI	Review zoning classifications of Council car parks and land	●	
	KI	Complete the Urban Form Study and further master planning for Dee Why Town Centre	●	
	KI	Develop a Section 94A Development Contribution works program	●	✓
	KI	Develop a policy on voluntary planning agreements	●	
	KI	Contribute to the review of the Environmental Planning and Assessment Act	●	✓
	KI	Contribute to the finalisation of the Northern Beaches Regional Plan	●	✓
	KI	Frenchs Forest Planning - amendment to the Development Control Plan	●	
	KI	Review planning controls for Oxford Falls and Belrose North area (deferred lands)	●	
	KI	Review the Local Environmental Plan to reflect the findings of the Brookvale traffic study	●	
	KI	Amend the Local Environmental Plan to reflect the Heritage review findings	●	



LIVING SPACES

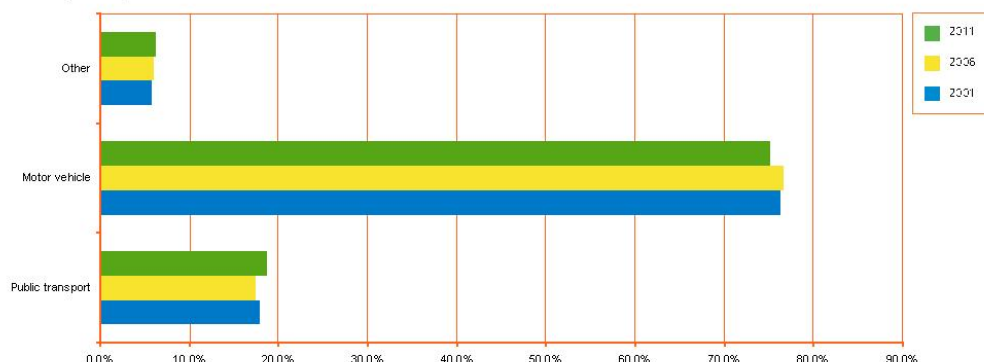
COMMUNITY SUSTAINABILITY INDICATORS

MODE OF TRANSPORT TO WORK*

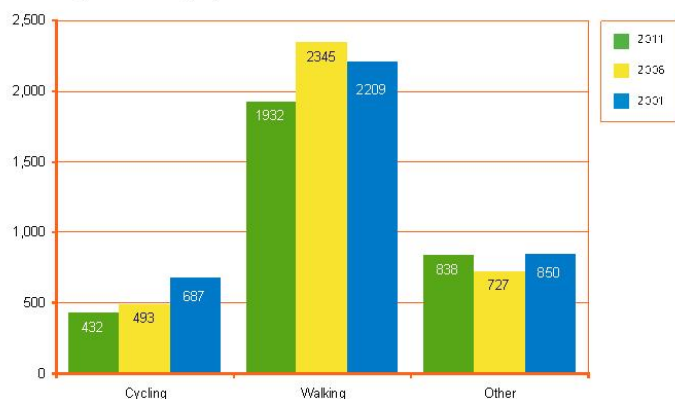
What do we measure?

We measure two things: mode of transport to work expressed as a percentage of all workers and total number of people cycling or walking to work.

Mode of Transport To Work



Breakdown of 'Other' Category



Census figures show that since 2001 there has been an increase in the proportion of residents using public transport, predominantly buses. Data from the Bureau of Transport Statistics shows a marked increase in active transport such as walking and cycling. There is still however a high reliance on private motor vehicles at about 75% in 2011, though it did drop 2% due to an apparent increase in car pooling (as passenger trips increased from 25% in 2007 to 28% in 2011).

DESIRED DIRECTION

Continue the trends towards more public transport usage and more cycling and walking.

* Source: Australian Bureau of Statistics Census data 2001, 2006 and 2011

LIVING SPACES



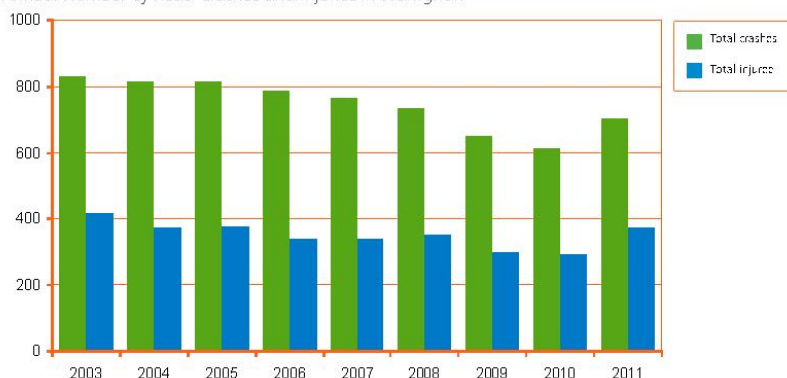
COMMUNITY SUSTAINABILITY INDICATORS

ROAD SAFETY*

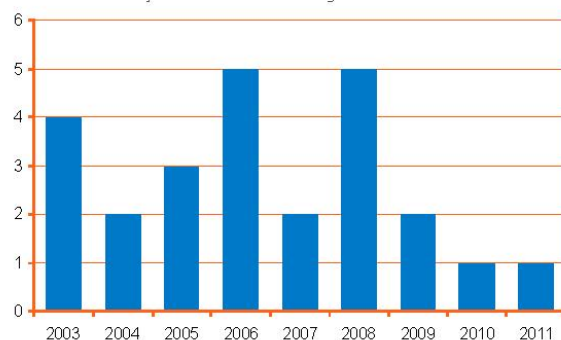
What do we measure?

The total number of road accidents and total number of casualties in Warringah LGA, including deaths.**

Annual Number of Road Crashes and injuries in Warringah



Annual Number of Road Deaths in Warringah



The trend from 2003 onwards has shown a gradual decrease in total accidents and injuries on Warringah roads, a good result considering the number of registered vehicles increases yearly. Results for 2011 show a rise in crashes and injuries. NSW Police advise that this may reflect increased reporting of minor accidents for insurance purposes, and more crashes during this wettest year in northern Sydney since 1998. Speed is involved in 10% of crashes and alcohol in less than 3%. The total number of people killed on Warringah Roads has remained in single figures so is statistically too small to see any patterns or draw conclusions. Council runs a comprehensive road safety education program in response to crash data - details can be found at http://www.warringah.nsw.gov.au/community/safety_road.aspx.

DESIRED DIRECTION

Decline in both total accidents and in number of people killed or injured.

* Source: RMS Crash Statistics

** Note: Data for 2012 unavailable at the time of publication



LIVING SPACES

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Corporate Support	C	Dee Why Town Centre parking and community facility - design and construction	●	✓
		Dee Why Community Hub	●	✓
Parks, Reserves and Foreshores	C	Manly Dam - carpark and turning area	●	
Roads, Traffic and Waste	C	Carpark renewal program	●	✓
	C	Kerb and gutter renewal program	●	✓
	C	Road resheeting program	●	✓
	C	Footpaths new	●	✓
	C	Footpath renewals	●	✓
	C	Bus stop renewals	●	✓
	C	Retaining wall renewals	●	✓
	C	Collaroy Accessibility Precinct - streetscape improvements	●	✓
	C	Bike plan implementation	●	✓
	C	Blackbills Road, Belrose - upgrade refuge island east of Athol Street	●	✓
	C	Pittwater Road, Dee Why - widening and signal adjustments	●	✓
	C	Crown Road, Queenscliff - median island and landscape kerb blisters	●	✓
	C	Dalley Street, Queenscliff - partial closure	●	✓
	C	Tramore Place, Melwood Avenue and Starky Street, Killamey Heights - kerb blister islands	●	✓



LIVING SPACES

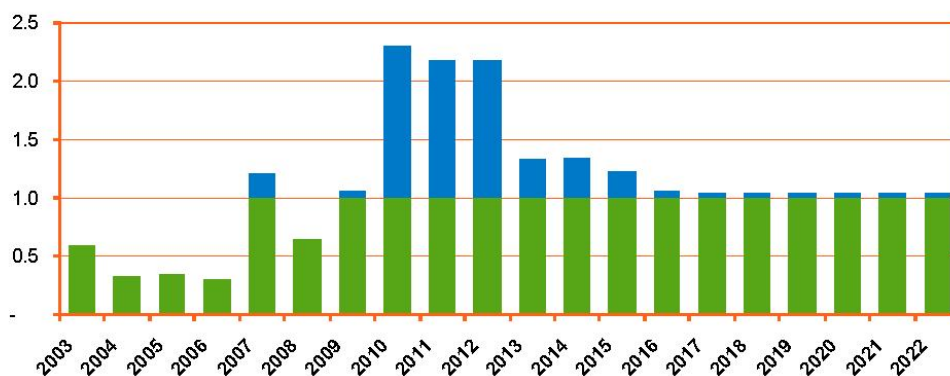
COMMUNITY SUSTAINABILITY INDICATORS

ASSET RENEWAL RATIO

What do we measure?

The amount spent on renewing existing assets (as opposed to maintaining them) divided by their annual depreciation (loss of value). A ratio of 1.0 or greater is preferred.

Asset Renewal Ratio



Financial sustainability now and in the future is a top priority and also applies to the assets that Council manages on behalf of the community. In the last few years we have increased our asset renewal ratio from well below the minimum preferred rate of 1.0 to 2.3 in 2009-2010. For the coming years we have budgeted ratios ranging from 1.5 to 2.1, ensuring that we can keep our assets at the desired service levels for the longer term.

DESIRED DIRECTION

An actual ratio of greater than 1.0 annually.

LIVING SPACES



PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Corporate Support	C	Administration buildings - renewal works	●	✓
	C	Civic Centre - roof membrane renewal	●	✓
	C	Civic Centre - upgrade to Customer Service Centre	●	✓
	C	Civic Centre - fire services and Building Code of Australia upgrades	●	
	C	Fishermans beach surf club building - renewal and upgrade	●	✓
	C	Beach and surf club buildings - renewal works	●	✓
	C	Sporting club buildings - renewal works	●	✓
	C	Dee Why Town Centre parking and community facility - design and construction	●	✓
	C	Collaroy Accessibility Precinct - public amenities upgrades	●	✓
	C	Cromer Soccer Club, St Matthews Farm - public amenities renewals	●	✓
	C	Wheeler Park - new public amenity	●	
	C	Amenities buildings program - renewal works	●	✓
	C	Community buildings - Disability Discrimination Act upgrades	●	✓
	C	Community buildings - renewal works	●	✓
	C	Tramshed toilet and kitchen - Building Code of Australia and Disability Discrimination Act renewals	●	
	C	Slony Range pavilion upgrade	●	✓
	C	Curl Curl Sports Centre - Stage 2 construction and commissioning	●	✓
	C	17B Crown Road, Freshwater - demolition and remediation	●	✓
Kimbriki	C	Kimbriki land improvements	●	
	C	Kimbriki plant, site works, equipment, and road renewals	●	



LIVING SPACES

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Natural Environment	C	Allenby Park - design of track and trail upgrades	●	
	C	Emergency stormwater works	●	
	C	Narrabeen Lagoon - multi-use trail	●	
	C	Narrabeen Lagoon - recreation	●	
	C	Dee Why CBD - stage 2A construction	●	
	C	Rhoker Reserve - trail upgrade	●	
Parks, Reserves and Foreshores	C	North Narrabeen - landscape masterplan development and implementation	●	
	C	Dee Why beach - foreshore renewal	●	✓
	C	Queenscliff rockpool - upgrade	●	
	C	Freshwater rockpool - upgrade	●	✓
	C	Sportsfields - minor rectification works	●	✓
	C	Cromer Park, Cromer – creating a new field (field 5) and rectification of fields 3 and 4	●	✓
	C	Melwood Oval, Forestville - sportsfield rectification program	●	
	C	Parks - minor renewal works	●	✓
	C	Millers Reserve, Manly Vale - floodlighting improvement	●	✓
	C	Sportsfields - water supply irrigation program	●	✓
	C	St Matthews Farm, Cromer - new skate facility	●	
	C	South Curl Curl Rockpool - Stage 1	●	✓
Roads, Traffic and Waste	C	Carpark renewal program	●	✓
	C	Kerb and gutter renewal program	●	✓
	C	Road resheeting program	●	✓

LIVING SPACES



PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
	C	Footpaths new	●	✓
	C	Footpath renewals	●	✓
	C	Bus stop renewal	●	✓
	C	Retaining wall renewals	●	✓
	C	Blackbills Road, Belrose - upgrade refuge island east of Ahol Street	●	✓
	C	Pittwater Road, Dee Why - widening and signal adjustments	●	✓
	C	Crown Road, Queenscliff - median island and landscape kerb blisters	●	✓
	C	Dalley Street, Queenscliff - partial closure	●	✓
	C	Tramore Place, Melwood Avenue and Starkey Street, Killamey Heights - kerb blister islands	●	✓
Aquatic Centre	C	Tri-generation project	●	
	C	Conceptual design for revitalising the Aquatic Centre	●	

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Living Enterprises

A STRONG LOCAL ECONOMY THAT PROVIDES
EMPLOYMENT AND TRAINING OPPORTUNITIES

KEY SERVICES

- 105 Certification Services
- 113 Compliance Services
- 115 Cultural Services
- 117 Development Assessment Services
- 130 Parks, Reserves and Foreshores
- 133 Roads, Traffic and Waste
- 137 Strategic Planning
- 146 Good Governance

KEY CONTRIBUTORS	ADVOCAT	FUNDER	SERVICE PROVIDER	REGULATOR	PARTNER
Warringah Council	•	•	•	•	•
Chambers of Commerce	•	•			•
Local Enterprises		•	•		•
Department of Planning and Infrastructure	•			•	
Other government agencies and departments	•	•	•	•	•

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LIVING ENTERPRISES



Our Goal

4.1 SUSTAINING A STRONG LOCAL ECONOMY THAT PROVIDES EMPLOYMENT AND TRAINING OPPORTUNITIES

Strategies

- Understand business needs and trends based on a broad range of data
- Develop Council policies that encourage an appropriate and accessible range of businesses and services to meet the service and employment needs of the local and regional community
- Ensure employment and training for the community is available locally and for businesses in Warringah to have ready access to appropriately skilled workers
- The location of commercial, industrial and retail development to be convenient for users, to provide ready access for employees and to avoid conflicts about land uses
- To reduce the demand for travel through more local jobs and services
- Funding to enable Council support for business development in Warringah
- Develop strategies, policies and incentives to attract and encourage the creation and establishment of green industries and jobs



LIVING ENTERPRISES

STRATEGIC PERFORMANCE MEASURES

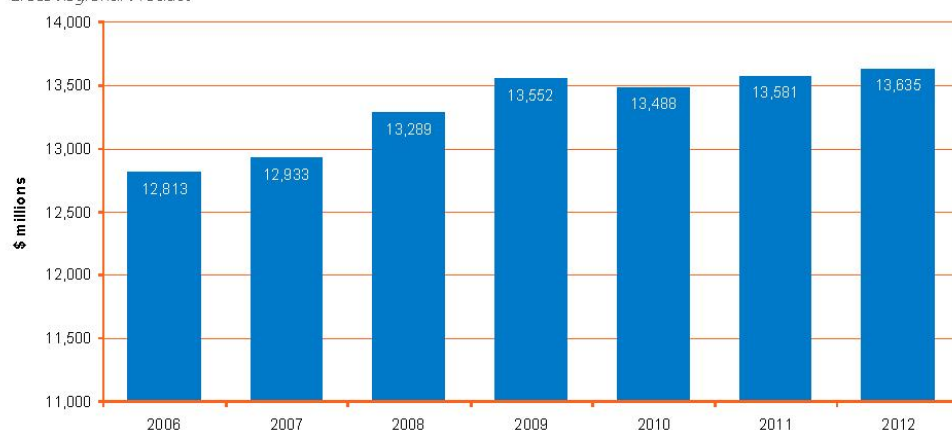
GROSS REGIONAL PRODUCT (GRP)*

What do we measure?

The total amount of wealth generated in the region, (i.e. Manly, Mosman, Pittwater and Warringah local government areas).

Note: GRP figures are recalculated after every census and therefore figures listed here for 2007 to 2011 are amended ABS figures and will not align with those in previous annual reports.

Gross Regional Product



There has been a general pattern of growth in GRP. The drop in 2010 was a reflection of a general slow down in the national economy following the initial wave of the Global Financial Crisis. Since then, the economy in general has picked up which is reflected locally in improved GRP in 2011 and 2012.

DESIRED DIRECTION

Steady increase in GRP over time.

* Source: SHOROC Economic Profile – economy id

LIVING ENTERPRISES



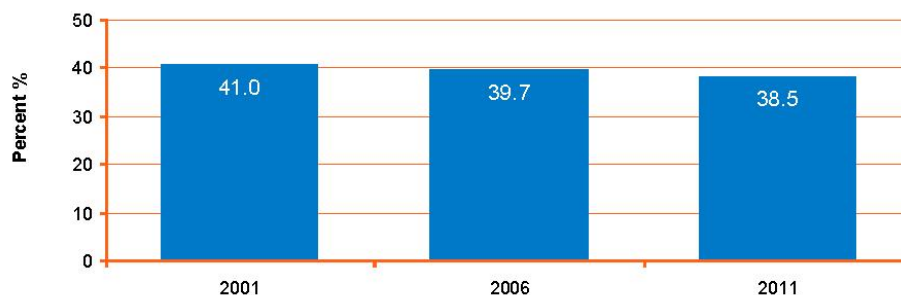
COMMUNITY SUSTAINABILITY INDICATORS

EMPLOYMENT CONTAINMENT*

What do we measure?

The employment location of Warringah residents.

Percentage of Warringah Residents Employed in the Local Area



On census night in 2011, 38.5% of residents worked in Warringah compared with 39.7% in 2006. Despite this small drop, employment containment in Warringah is higher than the metropolitan average. Also, it is worth noting that 51.1% of residents remain in the region for their employment (i.e. the local government areas of Pittwater, Warringah, Manly and Mosman).

DESIRED DIRECTION

Hold or increase containment rate, to minimise transport challenges and keep our local economy diverse and vibrant.

** Source: ABS Census Data 2011*



LIVING ENTERPRISES

COMMUNITY SUSTAINABILITY INDICATORS

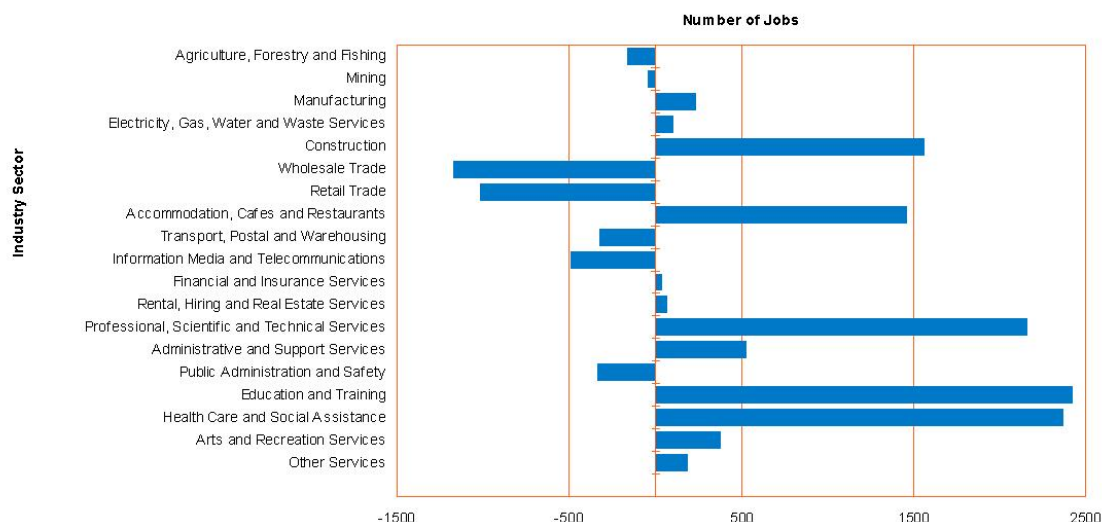
QUALIFICATION/LOCAL INDUSTRY MIX*

What do we measure?

We measure two things:

- (a) Industry breakdown of the workforce of Manly, Mosman, Pittwater and Warringah area (SHOROC region).
- (b) Industry change for the same workforce over a five year period. These figures are estimated.

*Change in Employment by Industry Sector, Shore Regional Organisation of Councils 2006-2011
(ANZSIC 2006 - Latest industry classifications) - Estimated*



The latest available results look at the change in employment sectors from 2006-2011, showing that the top four industry sectors employed nearly half of the regional workforce. They are retail (13.8%); construction (11.4%); health care and social assistance (11.2%); and professional, scientific and technical services (10.3%). Over those five years the jobs market grew by nearly 5,000 jobs, focussed in health care and social assistance; professional, scientific and technical services; and education and training. This reflects a more qualified workforce with more people now holding degrees and diplomas (see the indicator for educational qualifications on page 48).

DESIRED DIRECTION

This indicator should be viewed in conjunction with the previous indicator 'Employment Containment' (page 80). The better the match between the educational qualifications of the local work force and the industry mix, the higher employment containment can be.

* Source: National Institute of Economic and Industry Research 2011

LIVING ENTERPRISES



PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Good Governance	KI	Respond to the Local Government Reform agenda	●	✓
	KI	Host the Warringah Business Expo	●	✓
	KI	Establish a Warringah Pittwater business portal	●	
Strategic Planning	KI	Initiation of a street life improvement program for Dee Why Town Centre	●	
	KI	Develop an Employment Lands Strategy to meet the future employment targets	●	✓
	KI	Complete the Urban Form Study and further master planning for Dee Why Town Centre	●	

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LIVING ENTERPRISES

Our Goal

4.2 BALANCING THE ECONOMIC BENEFITS OF VISITORS AND THE IMPACT ON LOCAL RESOURCES AND THE COMMUNITY

Strategies

- Manage the impact of visitors to Warringah to balance the effect on the residents' lifestyles and economic development

LIVING ENTERPRISES



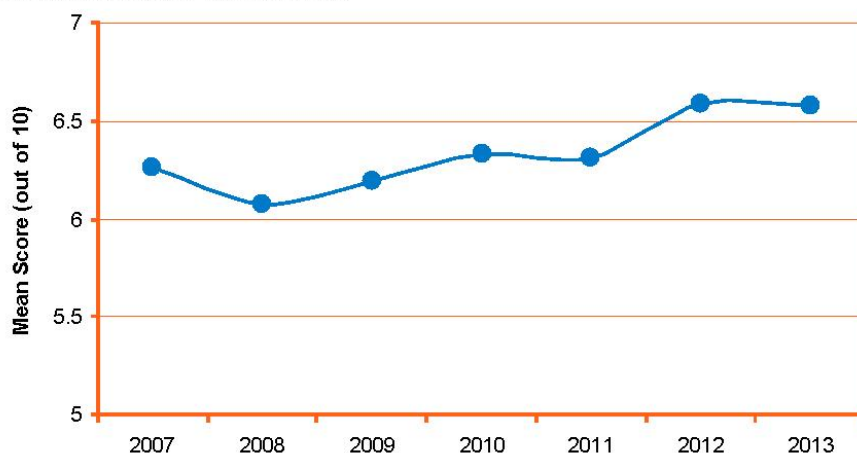
COMMUNITY SUSTAINABILITY INDICATORS

SATISFACTION WITH THE WAY COUNCIL MANAGES THE IMPACT OF VISITORS*

What do we measure?

Mean satisfaction score (out of 10) recorded by residents in the annual Community Survey.

Managing the impact of Visitors to the Area



Residents' satisfaction levels with Council's performance in this area have remained fairly stable over the last five years, but have increased in 2013 towards a more desirable level.

DESIRED DIRECTION

















General increase in satisfaction over time.

*Community Surveys by Iris Research (2007, 2008, 2009 and 2010); Micromex (2011, 2012 and 2013)



LIVING ENTERPRISES

PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Cultural Services	KI	Deliver a program of events		✓
Natural Environment	KI	Coastal Zone Management Plan		
Parks, Reserves and Foreshores	KI	Review the Coastal Lands Plan of Management		
Good Governance	KI	Host the Warringah Business Expo		✓
Corporate Support	C	Replacement of Beach Services equipment		✓
	C	Dee Why Town Centre parking and community facility - design and construction		✓
Natural Environment	C	Collaroy Accessible Precinct - public amenities upgrades		✓
Parks, Reserves and Foreshores	C	Dee Why CBD - stage 2A construction		
	C	Sports clubs capital assistance grants		✓
	C	Collaroy Accessibility Precinct - playground and reserve improvements		
	C	Queenscliff rockpool - upgrade		
	C	Freshwater rockpool - upgrade		✓
	C	North Narrabeen - landscape masterplan development and implementation		
Roads, Traffic and Waste	C	Dee Why beach - foreshore renewal		✓
	C	Freshwater Village shade structure		✓
	C	Collaroy Accessibility Precinct - streetscape improvements		✓

LIVING ENTERPRISES



Our Goal

4.3 WELL-MANAGED BUSINESS INFRASTRUCTURE TO SUPPORT A THRIVING LOCAL ECONOMY

Strategies

- Ensure the supply and cost of utilities and services meets the commercial, industrial and retail needs of Warringah

COMMUNITY SUSTAINABILITY INDICATORS

There is currently no indicator to measure progress against this goal.

W

Living Organisation

AN INNOVATIVE AND EFFECTIVE ORGANISATION
WITH STRONG LEADERSHIP

KEY SERVICES

142 Corporate Support
146 Good Governance

KEY CONTRIBUTORS	ADVOCAT	FUNDER	SERVICE PROVIDER	REGULATOR	PARTNER
Warringah Council	•	•	•	•	•
Local Government and Shires Association	•		•		•
Department of Premier and Cabinet, Local Government Division				•	•
SHOROC	•		•		•
Other professional associations (LGMA etc)	•		•		•

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LIVING ORGANISATION

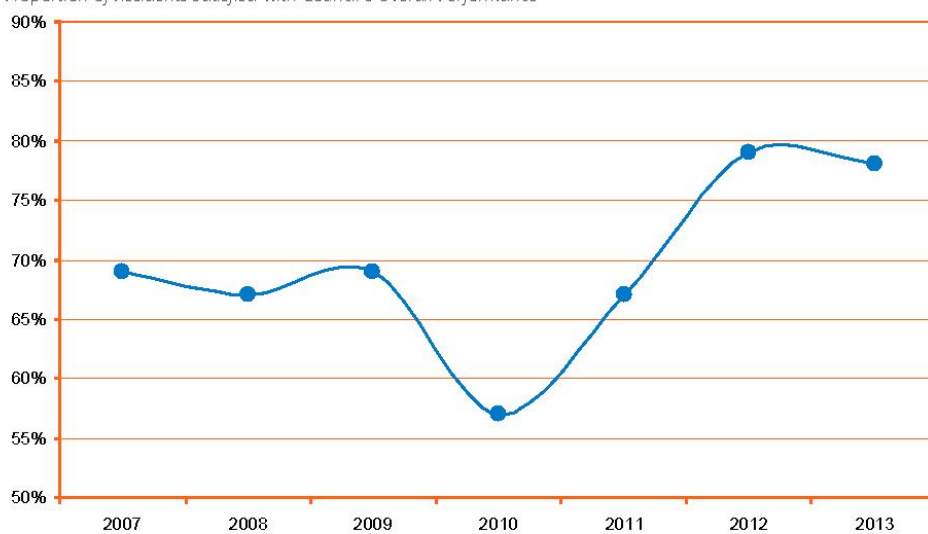
COMMUNITY SUSTAINABILITY INDICATORS

COMMUNITY'S OVERALL SATISFACTION WITH COUNCIL'S PERFORMANCE*

What do we measure?

The proportion of residents satisfied with Council's overall performance as expressed in the annual Community Survey.

Proportion of Residents Satisfied with Council's Overall Performance



The proportion of residents satisfied with Council's overall performance was 78% in 2013 which is on a par with last year and a significant increase on previous years.

DESIRED DIRECTION

Increase resident satisfaction.

* Community Surveys by Iris Research (2007, 2008, 2009 and 2010); Micromex (2011, 2012 and 2013)

LIVING ORGANISATION



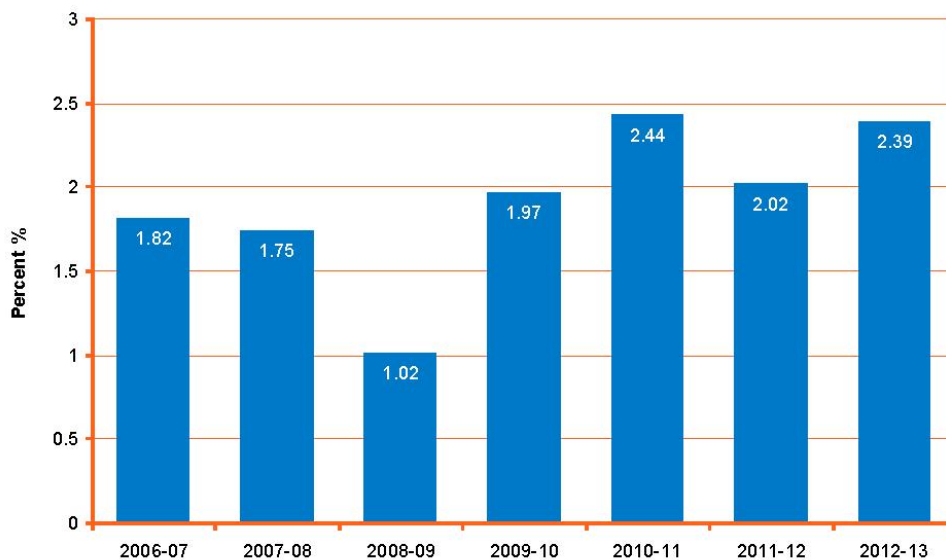
COMMUNITY SUSTAINABILITY INDICATORS

WORKPLACE HEALTH AND SAFETY

What do we measure?

Lost-time rate owing to injuries or disease. This is expressed as a percentage of the total number of employees.

Lost Time Rate owing to injuries or disease



Council continuously seeks to improve safe working conditions and procedures. Over the last year the time-lost rate has improved and compares favourably with most other self-insured Councils.

DESIRED DIRECTION

The Triple Zero (i.e. zero incidents, zero accidents and zero lost time due to workplace injuries and disease).



LIVING ORGANISATION

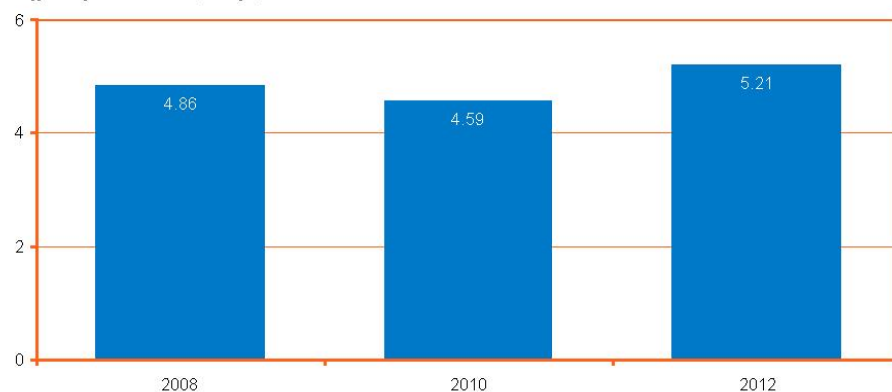
COMMUNITY SUSTAINABILITY INDICATORS

OVERALL STAFF SATISFACTION AND WELLBEING

What do we measure?

Mean averaged score (out of seven) provided by staff in the 2008, 2010 and 2012 Employee Opinion Surveys.

Staff Satisfaction Score (out of 7)



High overall satisfaction is a positive indicator of employee commitment to the organisation, pride in the organisation and desire to remain with the organisation. Our staff rated us at 4.86 out of 7 in 2008 which was the third highest rating of 12 comparable councils that also completed the survey. In 2010 this score had dropped to 4.59 with areas for improvement identified as leadership and investing in people. A long-term program of staff consultation was established to improve the organisation in respect of these matters, and the increase to 5.21 in 2012 shows that significant improvement has been made.

DESIRED DIRECTION

Maintain high level of staff satisfaction.

LIVING ORGANISATION



COMMUNITY SUSTAINABILITY INDICATORS

STAFF TRAINING

What do we measure?

Expenditure on external training per equivalent full-time employee and internal training hours per equivalent full-time employee.

Staff Training



High levels of investment in 2007-2009 reflected the roll out of new systems in finance, property and rating and records. A scaling back followed, with investment increasing again between 2010 and 2013 as new initiatives were rolled out to enhance leadership, customer-service skills, contract and project management and an education program in regard to bullying and harassment. The drop in overall external expenditure reflects a greater use of e-Learning to deliver savings for mandatory training such as Workplace Health and Safety.

DESIRED DIRECTION

Maintain commitment to external and internal training of staff.



LIVING ORGANISATION

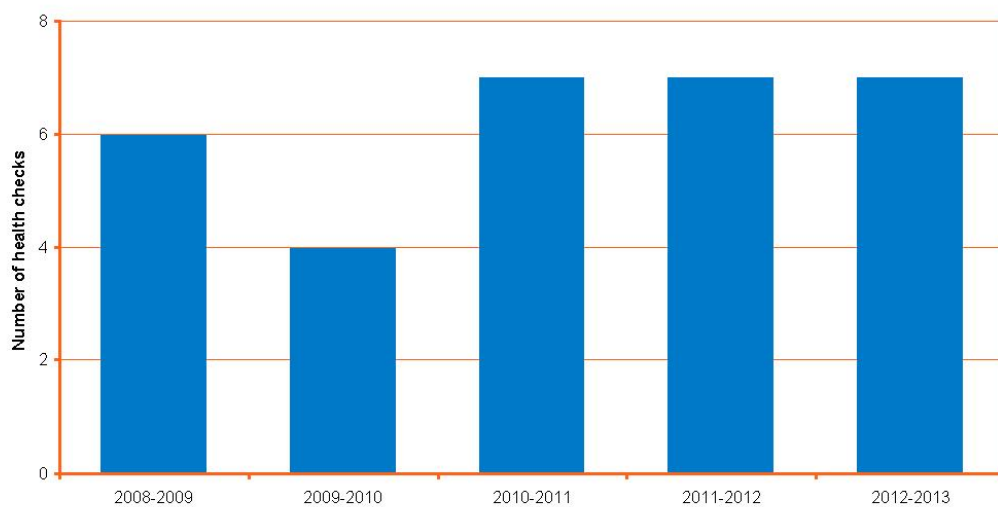
COMMUNITY SUSTAINABILITY INDICATORS

FINANCIAL HEALTH CHECK COMPLIANCE

What do we measure?

Our overall performance against seven Financial Health Checks.

Financial Health Check Compliance



Council was again compliant with all seven financial health checks.

DESIRED DIRECTION

Pass all seven health checks.

LIVING ORGANISATION



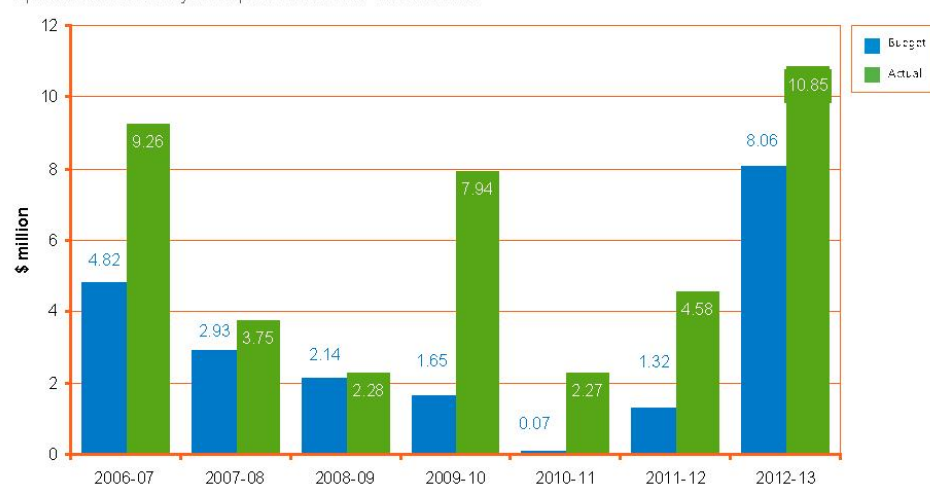
COMMUNITY SUSTAINABILITY INDICATORS

OVERALL BUDGET PERFORMANCE

What do we measure?

Whether the actual Operating Result for the year before Capital Grants and Contributions is within a 10% bandwidth of the budget.

Operational Result Before Capital Grants and Contributions



The net operating surplus before capital grants and contributions was \$10.85 million at the end of the 2012-2013 financial year compared to an original budget position of \$8.06 million. This is largely due to an increase in net gains from the disposal of assets as well as the rollover of a proportion of the WaSIP grant (Waste and Sustainability Improvement Program), insurance claims related to the fire at South Curl Curl Surf Lifesaving Club, and changes in the discount rate used to calculate Council's future liability for insurance claims and employee leave entitlements.

DESIRED DIRECTION

Remain within bandwidth of +/- 10%.



LIVING ORGANISATION

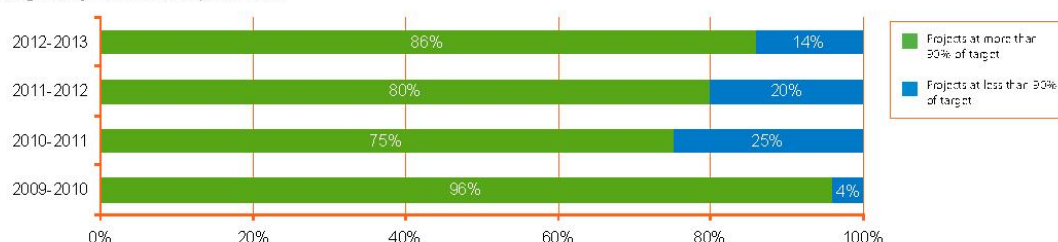
COMMUNITY SUSTAINABILITY INDICATORS

SCHEDULED CAPITAL WORKS COMPLETED

What do we measure?

Percentage of capital works with at least 90% progress target achieved by the end of the financial year.

Progress of Scheduled Capital Works



Some 86% of works were completed or on schedule by the end of the 2012-2013 financial year. Reasons for delays included resources being diverted to higher priority projects, weather delays and awaiting advice from external stakeholders. Performance has improved on the previous financial year and the target has been met.

DESIRED DIRECTION

At least 85% of capital works at 90% or more of the progress target for the financial year.

SCHEDULED PROJECTS COMPLETED

What do we measure?

Percentage of key initiatives with at least 90% of progress target achieved by the end of the financial year.

Progress of Scheduled Key Initiatives



Some 81% of initiatives were completed or on schedule by the end of the 2012-2013 financial year. Delays to other projects and reviews to services led to the target being narrowly missed.

DESIRED DIRECTION

At least 85% of projects at 90% or more of the progress target for the financial year.

LIVING ORGANISATION



PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Corporate Support	KI	Review ratings structure based on new land valuations	●	✓
	KI	Undertake an employee opinion survey of Council staff	●	✓
	KI	Support a 'Triple 0' policy on workplace accidents/incidents/injuries	●	✓
	KI	Implement the Enterprise Risk Management Program	●	✓
	KI	Implement and manage the Business Continuity Program	●	✓
Information and Libraries	KI	Introduce online booking to library programs	●	
	KI	Introduce mobile phone access to the library website/catalogue	●	
Natural Environment	KI	Stormwater Asset Management Plan	●	✓
	KI	Natural Areas Asset Management Plan	●	✓
Roads, Traffic and Waste	KI	Review the domestic waste and recycling service in preparation for new waste processing facilities at Kimbriki in 2014	●	
Corporate Support	C	Heavy plant replacement program	●	✓
	C	Light plant replacement program	●	✓
	C	Civic Centre - upgrade to Customer Service Centre	●	✓
	C	Civic Centre - fire services and building code of Australia upgrade	●	
	C	Civic Centre - upgrade air conditioning plant	●	
Information and Libraries	C	Installation of radio frequency identification in library items	●	

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LIVING ORGANISATION



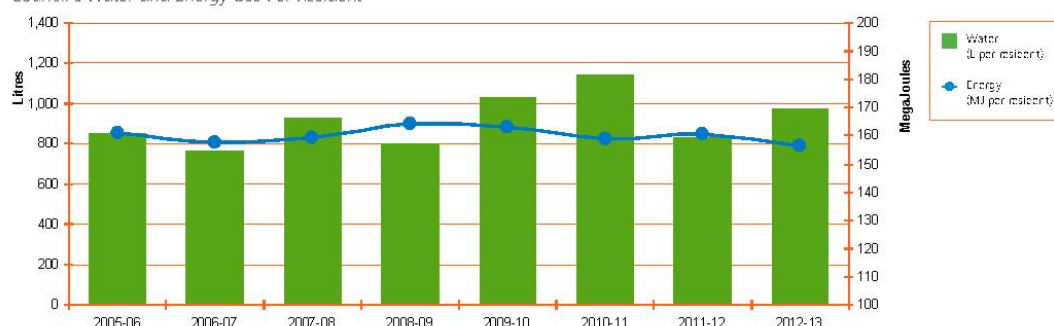
STRATEGIC PERFORMANCE MEASURES

CORPORATE ENVIRONMENTAL SUSTAINABILITY

What do we measure?

Water and energy consumption for all Council operations (excluding street lighting) per resident and per employee.

Council's Water and Energy Use Per Resident



Council's Water and Energy Use Per Employee



Council's energy consumption decreased by nearly 4%. This can attributed to energy efficiency improvements across the organisation as well as facility upgrades which have replaced older and less efficient plant and equipment. Water consumption increased by nearly 16%. However, part of this increase appears to be the result of a dubious meter reading at one of our playing fields. This recorded an enormous increase for one billing quarter. No operational fault or increase in usage could be identified to explain the massive one-off increase and it is therefore being investigated further with Sydney Water.

DESIRED DIRECTION

Decrease the consumption per employee.



LIVING ORGANISATION

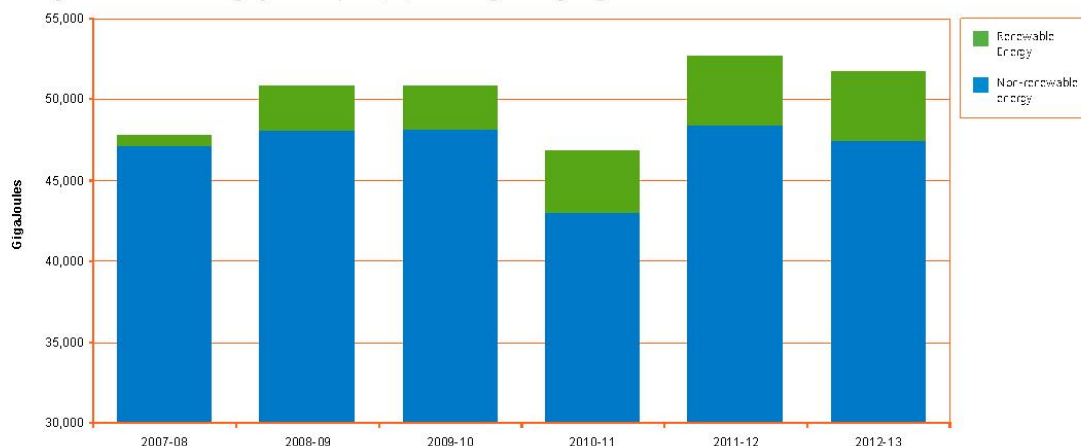
STRATEGIC PERFORMANCE MEASURES

RENEWABLE ENERGY USAGE (COUNCIL)

What do we measure?

Although we cannot yet measure the renewable energy usage for the entire population, we do know the percentage that Council purchases through GreenPower (in Gigajoules).

Warringah Council Annual Energy Consumption (GJ) - Including street lighting



Overall energy use from Council operations (excluding streetlights) declined by nearly 4%. This can be attributed to more efficient use of our facilities and facility upgrades which have replaced older less efficient technologies. Despite increasing our portfolio of renewable energy sources to 77 KW of installed capacity, our proportion of renewable energy declined to 5% as we ceased purchasing GreenPower from January 2013. This will enable funding to be switched directly into renewable energy and energy efficiency projects which will deliver greater benefits in the longer term. Unfortunately, this has resulted in a temporary decline in the proportion of renewable energy as we transition funding into new projects.

DESIRED DIRECTION

Increase the percentage of renewable energy usage.

LIVING ORGANISATION



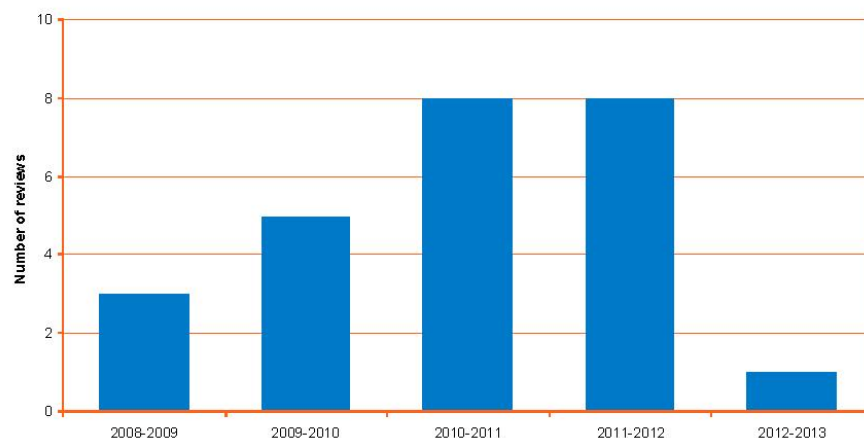
STRATEGIC PERFORMANCE MEASURES

SERVICE REVIEWS CONDUCTED

What do we measure?

Reviews undertaken of Council services during the financial year.

Service Reviews Completed



There were eight service reviews conducted over the financial year 2012-2013. Areas reviewed included Community and Cultural Services, Property and Commercial Development, Finance Services, Building Certification and Fire Safety, Development Engineering, Warringah Projects and Sullage Service. This resulted in either minor or major changes to the services concerned.

DESIRED DIRECTION

Ongoing program of service review reflecting Council's commitment to Business Excellence.



LIVING ORGANISATION

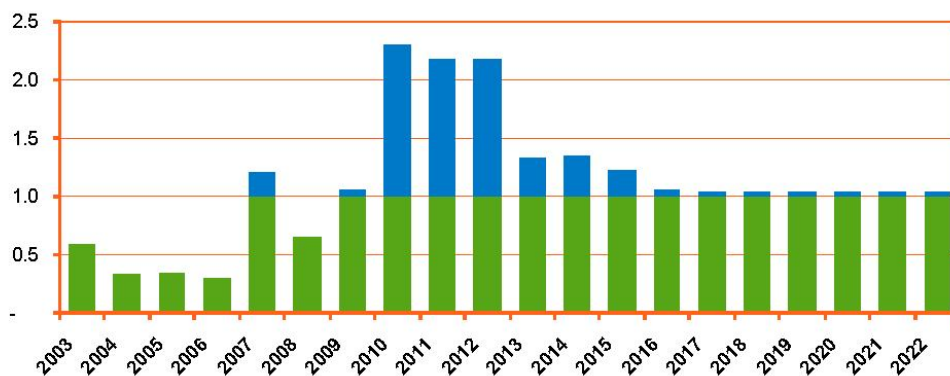
STRATEGIC PERFORMANCE MEASURES

ASSET RENEWAL RATIO

What do we measure?

The amount spent on renewing existing assets (as opposed to maintaining them) divided by their annual depreciation (loss of value). A ratio of 1.0 or greater is preferred.

Asset Renewal Ratio



Financial sustainability now and in the future is a top priority and also applies to the assets that Council manages on behalf of the community. In the last few years we have increased our asset renewal ratio from well below the minimum preferred rate of 1.0 to 2.3 in 2009-2010. For the coming years we have budgeted ratios ranging from 1.5 to 2.1, ensuring that we can keep our assets at the desired service levels for the longer term.

DESIRED DIRECTION

An actual ratio of greater than 1.0 annually.

LIVING ORGANISATION



PERFORMANCE AGAINST PRINCIPAL ACTIVITIES

SERVICE	CAPITAL / KI	ACTION	STATUS	COMPLETED?
Corporate Support	KI	Document Council's core business processes, in line with the PRINCIPALS of Business Excellence	●	
	KI	Increase the range of self-help services available online	●	
	KI	Redesign Council's website	●	✓
Information and Libraries	KI	Introduction of e-books to the collection	●	✓
	KI	Introduction of online booking to library programs	●	
	KI	Introduction of mobile phone access to the library website/catalogue	●	
Strategic Planning	KI	Contribute to the finalisation of the northern beaches Regional Plan	●	✓
Corporate Support	C	IT infrastructure - new works	●	✓
	C	IT software - new works	●	✓
	C	IT infrastructure - renewals	●	✓
	C	IT software - renewals	●	
Glen Street Theatre	C	Network wiring	●	
	C	Concept plans - design	●	✓
Aquatic Centre	C	Conceptual design for revitalising the Aquatic Centre	●	