










Scene Deux: Jackson Davies - Warringah Art Exhibition entrant

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
-  – between 70% - 90% of completion target achieved
-  – less than 70% of completion target achieved
-  – action has been completed



COMMUNITY OUTCOMES

Detailed account of our performance against what we said we'd do.

Living Environment	36
Living Communities	48
Living Spaces	62
Living Enterprises	80
Living Organisation	90



ENVIRONMENT

Living

A community that values the natural environment, protecting its health and diversity

Key Services

Compliance Services	116
Kimbriki Environmental Enterprises Pty Ltd	130
Natural Environment Services	132
Parks, Reserves and Foreshores	136
Roads, Traffic and Waste	140
Warringah Aquatic Centre	148
Corporate Support Services	150
Good Governance	154

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
NSW Office of Environment and Heritage		•	•	•	•
Environmental groups	•		•		•
Other government agencies and departments		•	•	•	•
Community groups including volunteers			•		•

Our Goal

I.1 Protecting the natural environment so it is healthy and diverse

Our Strategies

- Maintain the diversity of natural environments at their current levels or better
- Manage Warringah's catchments, waterways and marine environments in a sustainable way
- Ensure Council is recognised as a leader in corporate sustainability

Measuring progress against this goal is challenging as there are a range of scientific options available to monitor progress, and because of the costs involved in extensive monitoring.

We identified three indicators to measure our progress towards this goal:

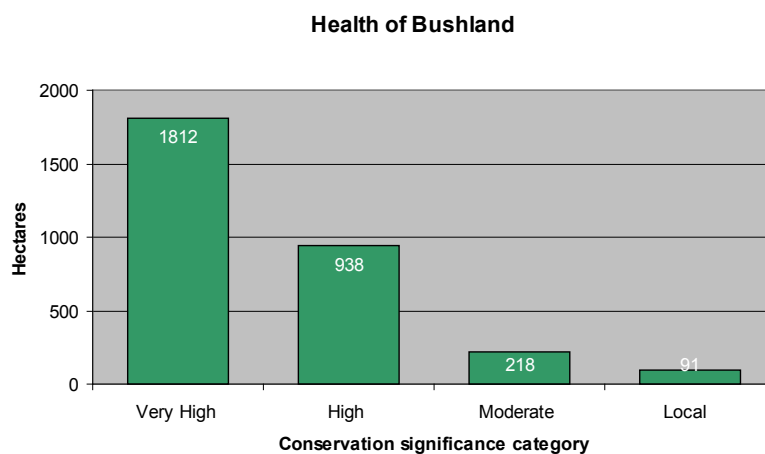
- Health of bushland
- Water quality

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 next year 2012-2013 as the baseline.



Warringah has over 3,000 hectares 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). The WBCS provides an innovative approach to bushland management and is helping Council to prioritise areas for management:

- Council's planning controls seek to direct loss away from areas of higher conservation significance
- Long term bushland regeneration seeks to maintain current vegetation condition and habitat in good areas and in some cases enhance the habitat value of bushland of moderate conservation significance
- There have been good gains in threatened species finds and recovery, fire regime management, control of weeds and feral species
- Increased protection of habitats through Wildlife Protection Areas, fencing and stabilising tracks and creek banks

Desired direction

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

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 (red) 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

Beaches	2009-2010 Grade	2010-2011 Grade	2011-2012 Grade
Collaroy	Good	Good	Good
Dee Why	Good	Good	Very Good
Freshwater	Good	Good	Good
Long Reef	Good	Good	Good
North Curl Curl	Good	Good	Good
North Narrabeen	Good	Good	Good
South Curl Curl	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 suitable
2005-2006	100
2006-2007	100
2007-2008	100
2008-2009	100
2009-2010	100
2010-2011	100
2011-2012	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. All seven beaches maintained good levels of cleanliness for swimming, with two beaches rated as very good. 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 2011-2012 based on blue-green algae results. Notably other aspects of the dam's water quality have also been consistently good over several years due to direct management of the waterbody; managing the sources of erosion, sedimentation and gross pollutants; recreational impacts, bush regeneration and education. Warringah has improved its framework for managing catchments and waterways, taking a more holistic approach to managing creeks, stormwater and lagoons in partnership with other Councils, Sydney Water, the State Government and the community.

Desired direction

Maintain the current high level of quality.

* Source: NSW Office of Environment and Heritage

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Area	Action	Status
Natural Environment	Bushland restoration	<input checked="" type="checkbox"/> ✓
	Manly Lagoon Catchment Study	<input type="checkbox"/>
	Manly Lagoon Flood Study	<input type="checkbox"/>
	Narrabeen Lagoon Flood Study	<input type="checkbox"/>
Good Governance	Finalise Environmental Sustainability Strategy	<input checked="" type="checkbox"/> ✓

Capital Works 2011-2012

Service Area	Action	Status
Natural Environment	Manly Lagoon - dredging	<input checked="" type="checkbox"/> ✓
	Restoration of Narrabeen Lagoon	<input checked="" type="checkbox"/> ✓



Nibbleswick: Mandy McClean - Warringah Art Exhibition entrant

Our Goal

1.2 Living in harmony with our environment

Our Strategy

- Ensure Warringah's community is a recognised leader in sustainable living practices
- Build capacity to reduce carbon emissions, increase renewable energy production, increase water saving and catchment management devices, respond to and reduce the impacts of climate change and enhance sustainability practices.

We identified four indicators to measure our progress towards this goal:

- Electricity consumption
- Water consumption
- Waste and recycling volumes
- Air quality complaints

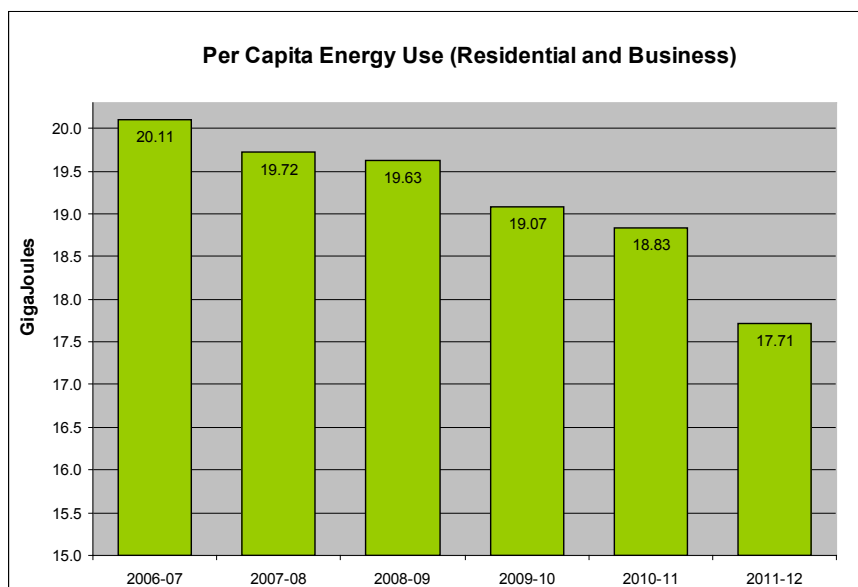
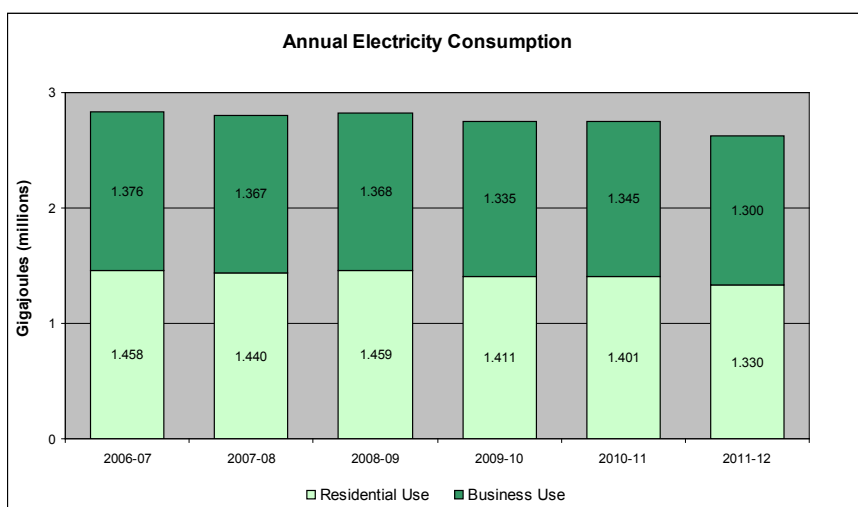
The first three indicators are measured for the community as a whole and per capita (per person). We cannot measure actual air quality owing to a lack of measuring stations within the Warringah local government area, so we use air quality complaints received by Council as a substitute.

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.



The long-term trend is for declining energy consumption on a per capita basis since 2008-2009 probably 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.

* Data source: AusGrid

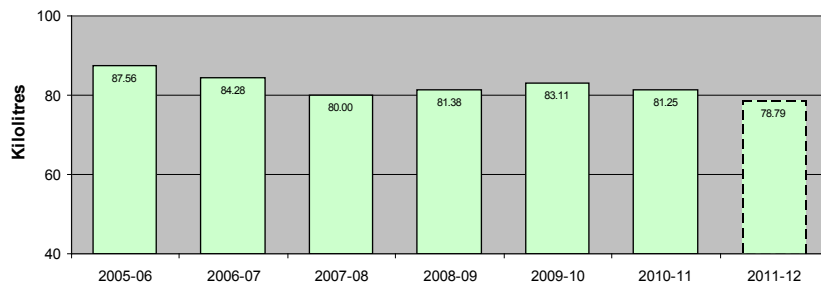
Community Sustainability Indicators

Water Consumption*

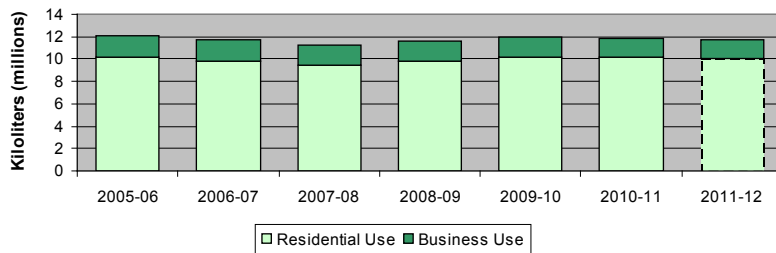
What do we measure?

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

Warringah LGA Annual Water Consumption - Kilolitres per Capita



Warringah LGA Annual Water Consumption



Water consumption for 2011-2012 has been estimated due to the unavailability of data from Sydney Water at the time of preparing this report. Final data will be available in 2013. 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

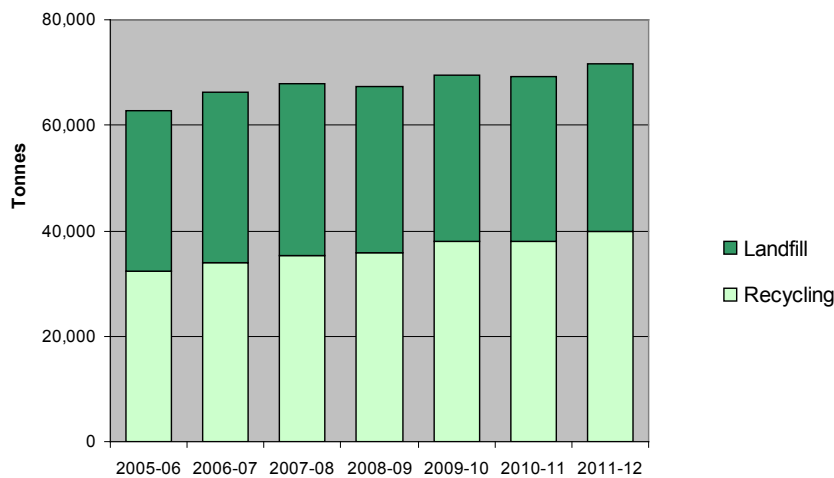
* Source: Sydney Water

Waste and Recycling Volumes

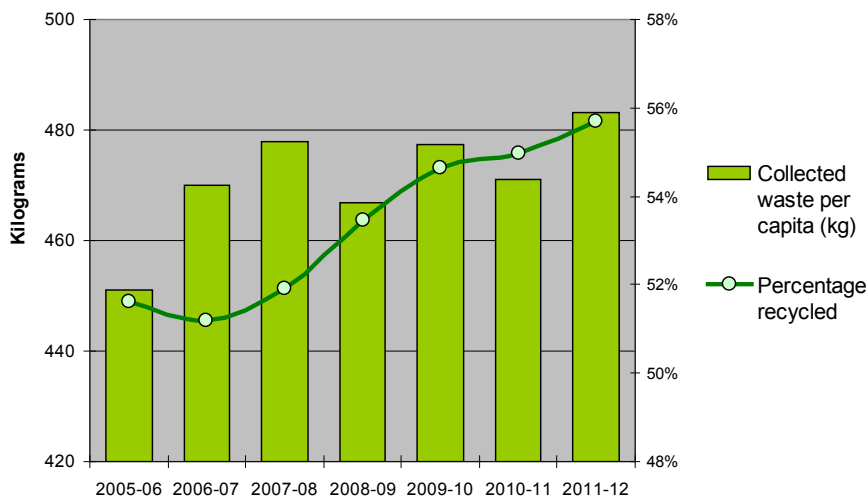
What do we measure?

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 of waste going to landfill per capita has been steadily falling since 2007. The proportion of waste recycled (ie 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 service using wheelie bins in July 2009. Hundreds of tonnes of e-waste per year are also diverted from landfill for recycling.

Desired direction

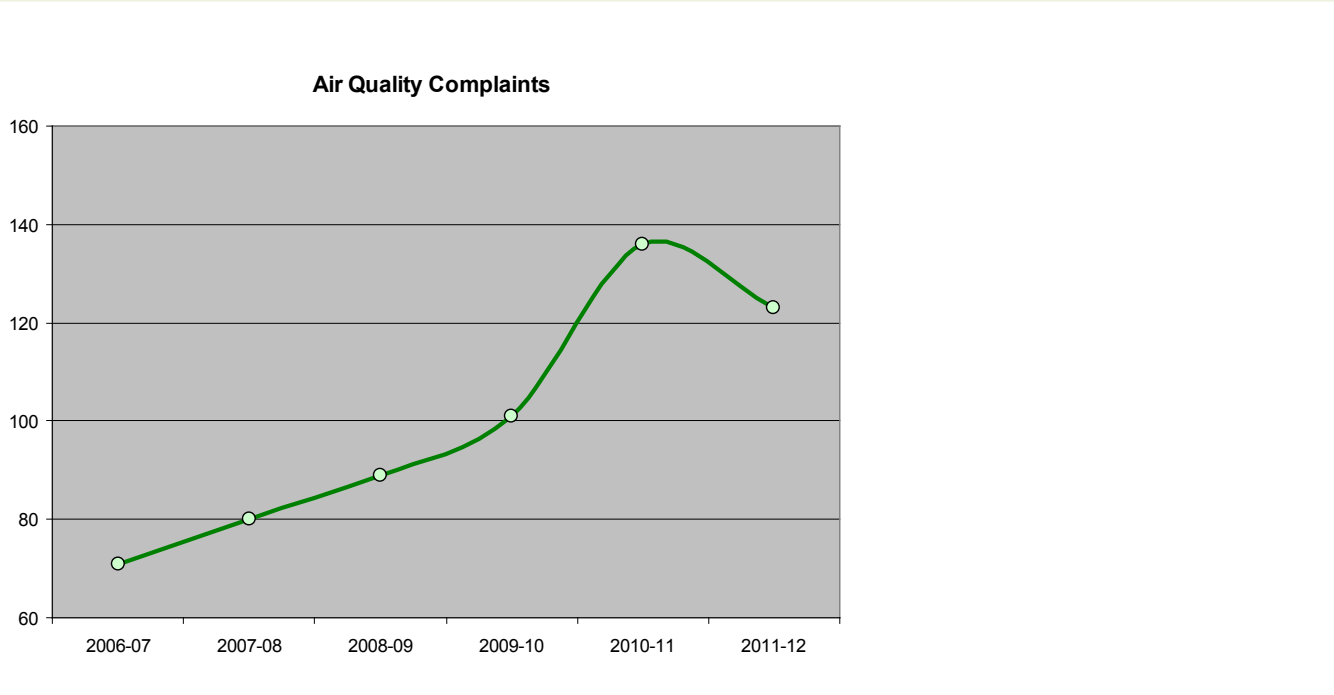
A decrease in total and per capita waste produced, and an increased percentage of total waste recycled.

Community Sustainability Indicators

Air Quality Complaints

What do we measure?

Number of air quality complaints received by Council.



Air quality complaints have been continually rising in recent years, though 2011-2012 saw a drop. Whilst 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. Any air pollution effects are commonly localised to within five properties of the source and are usually dust, smoke or odour.

Desired direction

Decreasing number of complaints

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Area	Action	Status
Natural Environment	Hilltop to Headland Environmental Series	<input checked="" type="checkbox"/> ✓
	Education for Sustainability Programs	<input checked="" type="checkbox"/> ✓
	Pest Species Control Program	<input checked="" type="checkbox"/> ✓
	Oxford Falls Constraints Study	<input checked="" type="checkbox"/> ✓
	Coordination of fire management access zones, hazard reductions and ecological burning	<input checked="" type="checkbox"/> ✓

Capital Works 2011-2012

Service Areas	Action	Status
Kimbriki	Kimbriki land improvements	<input checked="" type="checkbox"/> ✓



Untitled: Gianni Cincotta-Lee - Warringah Art Exhibition entrant



COMMUNITIES

Living

A vibrant and diverse community supported by innovative services and effective communication with Council



Key Services

Childcare Services	106
Community and Safety Services	110
Compliance Services	116
Cultural Services	120
Glen Street Theatre	126
Information and Library Services	128
Warringah Aquatic Centre	148
Corporate Support Services	152
Good Governance	154

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
Department Family of Community Services		•	•	•	•
Other government agencies and departments		•	•	•	•
Police Local Area Command	•		•	•	•
Department Attorney General and Justice		•			•
Not for profit organisations	•		•		•
Community groups	•		•		•

Our Goal

2.1 Promoting a supportive, caring community

Our Strategies

- Build a community that works in partnership with government, community based and private organisations to achieve real and lasting improvement
- Build an informed and empowered community
- Build a resourceful community that draws on the diversity, skills and expertise of its residents
- Actively encourage and support the community to use open space and participate in recreation
- Build a healthy community that is free of public health risks
- Build a vibrant community that reflects the culture, heritage and lifestyle of the people in Warringah
- Build a community that shows pride in its sense of identity where people are comfortable meeting and interacting in public spaces

Measuring progress against this goal is challenging because of its many elements. We identified nine indicators for this goal to capture

trends. They are:

- Community connectedness
- Community safety
- Age diversity
- Educational qualifications

- Average weekly earnings
- Housing affordability
- Unemployment rate

The first two indicators are drawn from the Annual Community Survey.

The other indicators are drawn from external sources and Council has less influence over the trends that these indicators reveal.

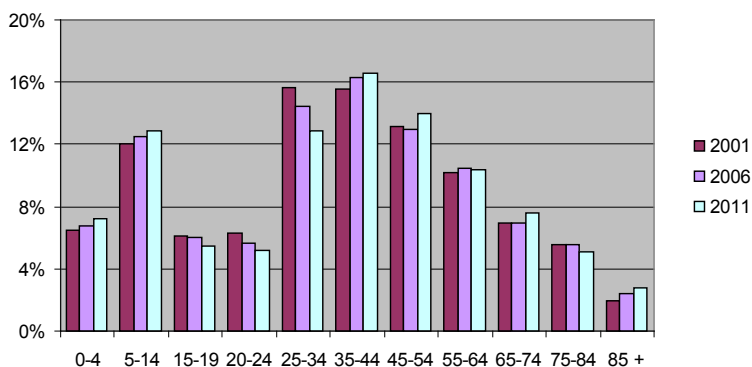
Community Sustainability Indicators

Age Diversity *

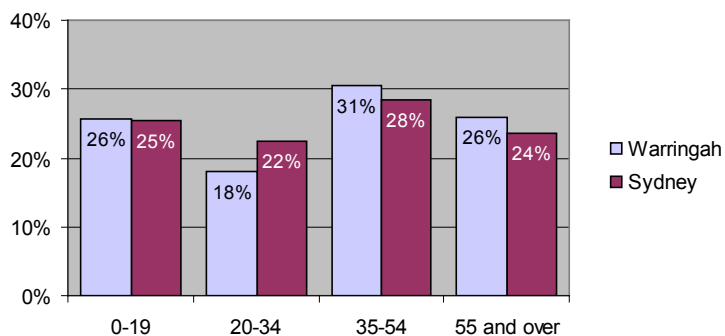
What do we measure?

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

Age Distribution in Warringah



Age Distribution Warringah and Sydney 2011



As of 2011, 26% of residents were aged 55 years or older, compared to 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 but it shows the demographic reality of our community and provides us with direction for various service areas.

Desired direction

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

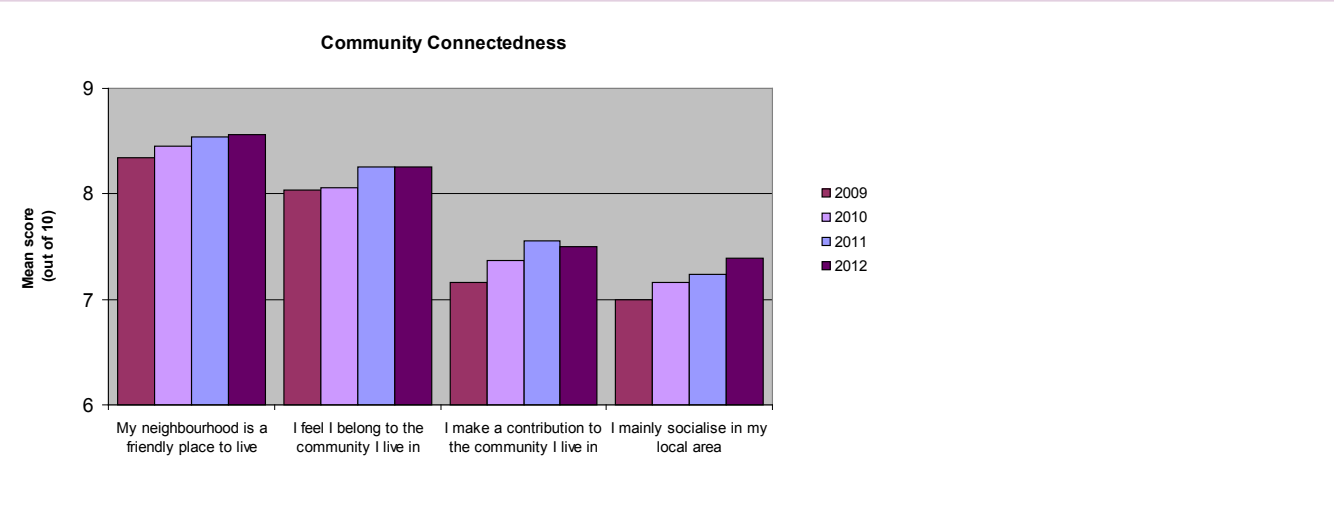
* Source: Australian Bureau of Statistics, Census of Population and Housing 2001, 2006 and 2011

Community Sustainability Indicators

Community Connectedness *

What do we measure?

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



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

Desired direction

Increase community connectedness.

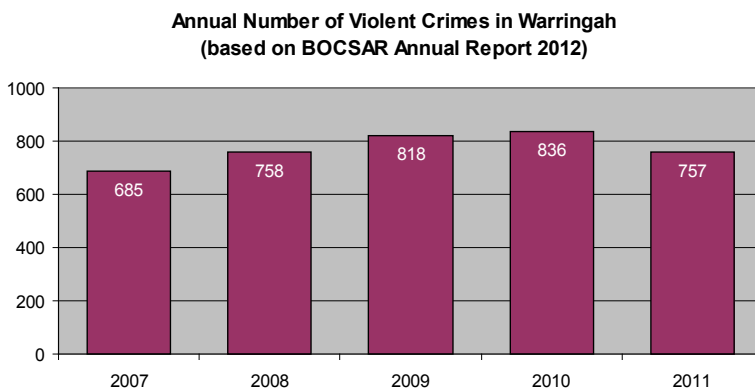
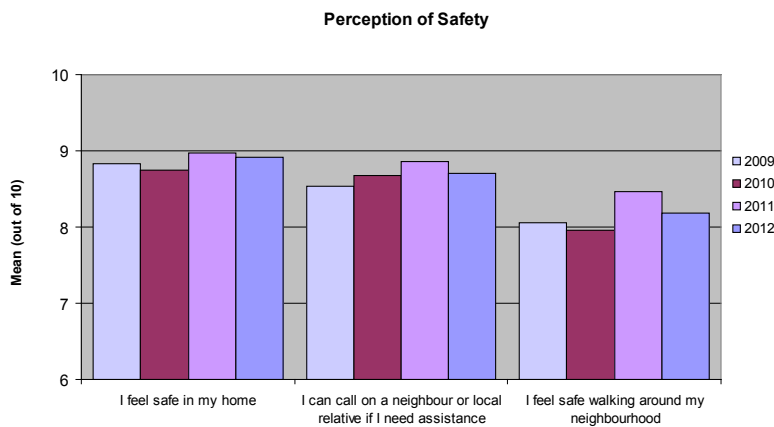
* Community Surveys by Iris Research (2009 and 2010), Micromex (2011 and 2012)

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 BOCSAR in the assault and robbery categories (seven categories altogether). **



Warringah has low crime rates compared to other local government areas in Sydney, but has experienced a year on year increase in violent crimes over the previous three years. This year there has been a drop in the total number of violent crimes. Robberies and sexual offences continue to trend down, and assaults have dropped this year after rising over the previous three years. Domestic assaults have increased but non-domestic assaults (which peaked last year) have decreased. There has been a slight decrease 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 and 2012)

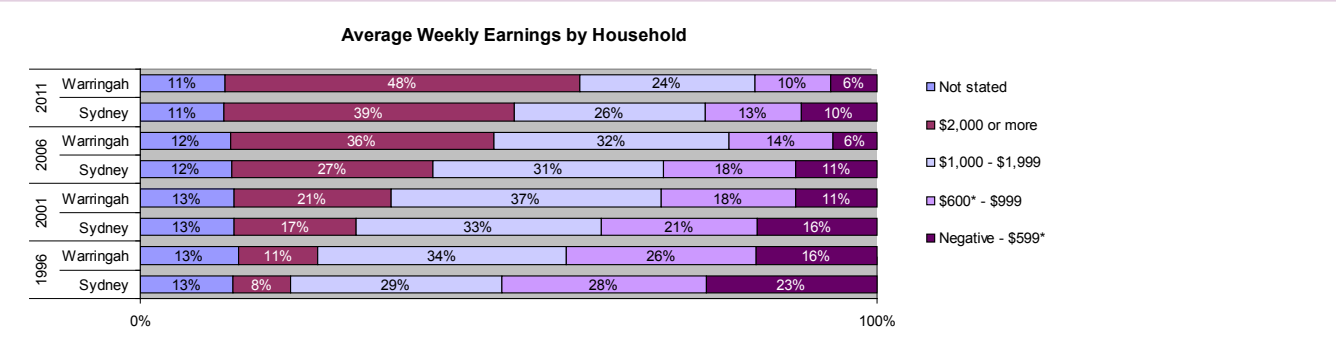
** Source: NSW Bureau of Crime Statistics and Research (BOCSAR): Annual Report 2012

Community Sustainability Indicators

Average Weekly Earnings *

What do we measure?

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



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

Desired direction

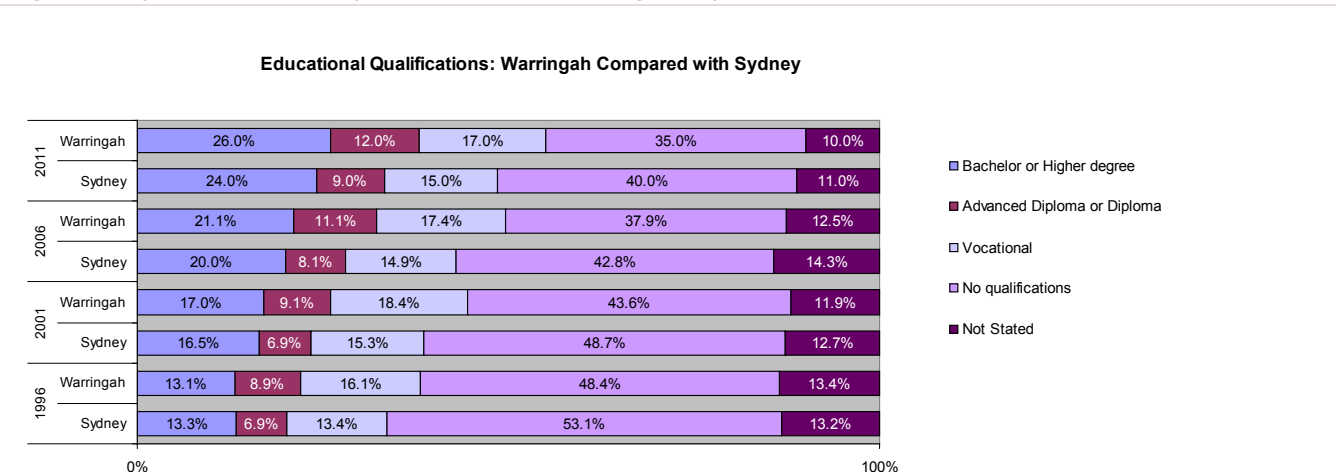
Maintain Warringah household income position relative to Sydney Metropolitan.

* Source: Australian Bureau of Statistics, Census of Population and Housing 1996, 2001, 2006 and 2011

Educational Qualifications *

What do we measure?

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



Between 1996 and 2011 the percentage of Warringah residents 15 years or older holding a bachelor degree or higher doubled from 13% 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 1996, 2001, 2006

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 35% of their gross income on housing costs, they are likely to be in 'housing stress'.

The trend is decreasing housing affordability.

Though 2011 Census figures are not yet available, the 2006 Census showed that 64% of renters in Warringah were in housing stress, compared to 56% across metropolitan Sydney. It is clear from many other indicators that housing affordability is an increasing problem for a growing proportion of low to moderate income earners in Warringah and Sydney in general. Increasing the housing supply can only be done by all levels of government coming together with the private sector.

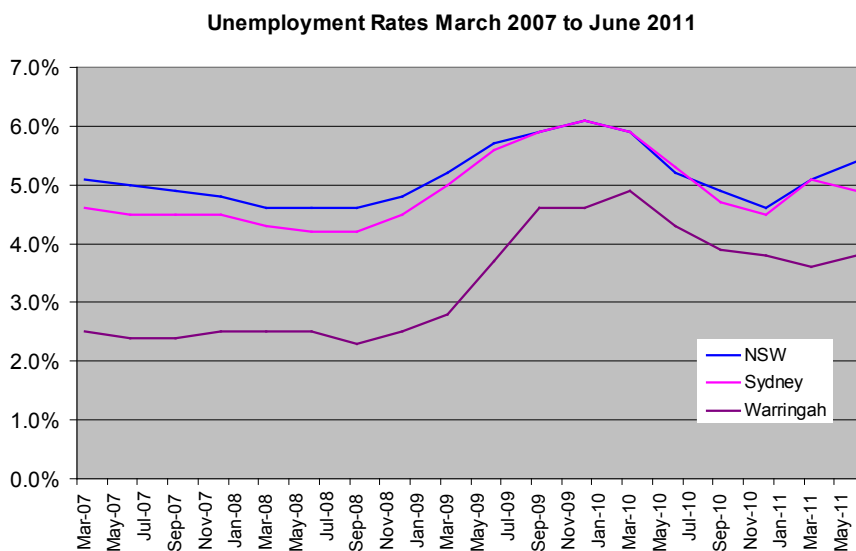
Desired direction

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.

Unemployment Rate

What do we measure?

Percentage of Warringah residents unemployed compared to metropolitan Sydney and NSW.*



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 that were enjoyed pre-GFC.






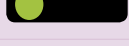

Desired direction

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 2012






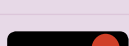




Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Community and Safety Services	Strategic review of Council's grant giving and subsidy programs.	 ✓
	Develop a Water Safety Risk Management Plan to address priority risk areas related to Beach Services activities.	
Corporate Support Services	Deliver a Festival of Children's Literature	 ✓
	Review Library Services Access Policy	 ✓
Strategic Planning	Develop a Community Gardens Policy	 ✓
Good Governance	Develop a Healthy Ageing Strategy	 ✓
	Research the capacity of the local community service sector	

Capital Works 2011-2012

Service Area	Action	Status
Corporate Support	Replacement of Beach Services equipment	 ✓
	Deliver an annual program of events	 ✓
	Renewals – place of public entertainment works	 ✓
	Refurbish public toilets	 ✓
	Installation of radio frequency identification in library items	
	Library Bookvote - renew book stock	 ✓
	YOYOs kitchen renewal	 ✓
	Narraweena Youth Hall - upgrade of bathrooms and installation of storage, replace flooring in all three halls (tarkett system) and playground upgrade	 ✓
	Beacon Hill Community Centre - retaining wall	 ✓
	Cromer Community Centre - flooring renewal and external drainage works	 ✓
	Minor storage upgrades at Forestville Memorial Hall and Collaroy Plateau Memorial Hall	 ✓

Corporate Support cont.	Community Buildings minor renewal works		✓
	Manly Vale Community Centre - replace floor in kindergarten and landscaping of entire site		✓
	Forestville Memorial Hall rectification of external pavement in front of hall to eliminate major safety hazards		✓
	Brookvale Occasional Care Centre - stage 2 of 2		
	All community centres - major works resulting from the Disability Discrimination Act audit		✓
	Brookvale Children's Centre - renew bathrooms		
	Dee Why Children's Centre - renew softfall in babies' playground		✓
	Capitalised renewal works on Council buildings		✓
	Long Reef Beach - viewing tower		✓
	Dee Why Beach viewing tower		



Ladybug: Shelbie Newson - Warringah Art Exhibition entrant

Our Goal

2.2 A transparent, open and trusting relationship between Council and the Community

Our Strategies

- Increase community understanding of demographics and population change and their effect on community needs and trends
- Provide consistent and effective policies that are understood and supported by the community
- Have a stronger voice for local people in regional, metropolitan, state and federal affairs
- Achieve effective communication between the community and Council that recognises and balances needs and expectations with constraints
- Show effective Council leadership by communicating with people and organisations
- Manage funding and resources effectively and efficiently so we achieve better outcomes for the community

Measuring progress against this goal is predominantly done with our Strategic Performance Measures in the Living Organisation section on pages 90 to 101. From the community perspective we use overall satisfaction with Council performance as expressed in the Annual Community Survey.

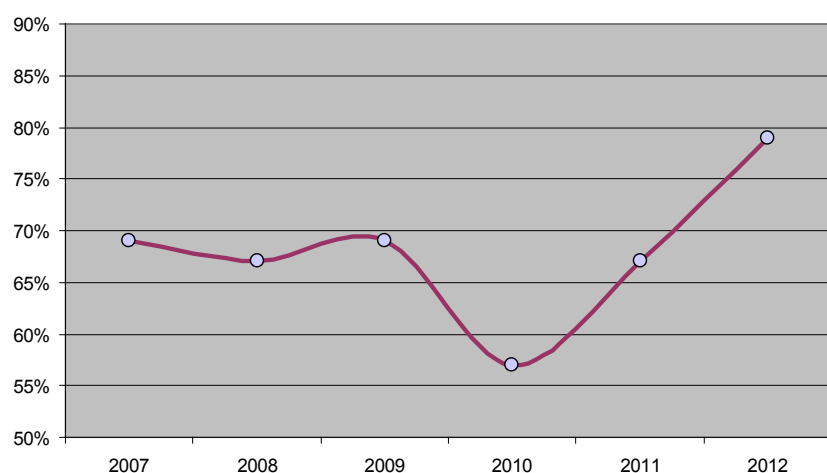
Community Sustainability Indicators

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 79% in 2012. This is a significant increase on previous years and is also reflected in increased satisfaction across a wide range of Council services, staff and Councillors.







Desired direction

Increase resident satisfaction.





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

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Community and Safety Services	Develop a Youth Engagement Strategy	
Corporate Support Services	Increase the range of self-help services available online to customers	 ✓
Good Governance	Development and review of policies	 ✓
	Prepare Internal Ombudsman's Annual Report	 ✓
	Conduct the Annual Community Survey	 ✓
	Review the Strategic Measures – Strategic Community Plan (2013-2017)	

Capital Works 2011-2012

Service Area	Action	Status
Corporate Support Services	Upgrade to Warringah Council website	
	Internet Protocol Telephony System	 ✓
	Complaints management system	
	Civic Centre – upgrade of customer services	



Strange Fruit: Penny Harkness - Warringah Art Exhibition entrant



SPACES

Living

Safe outdoor spaces that are well maintained, accessible, sympathetic to the environment and meet the needs of the community



Key Services

Community and Safety Services	110
Compliance Services	116
Development Assessment	124
Glen Street Theatre	126
Natural Environment	132
Parks, Reserves and Foreshores	136
Roads, Traffic and Waste	140
Strategic Planning	144
Warringah Aquatic Centre	148
Corporate Support Services	150

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
Roads and Maritime Services		•	•	•	•
Private bus companies			•		
Department of Planning and Infrastructure	•	•	•	•	•
Other government agencies and departments		•	•	•	•
Community groups			•		•

Our Goal

3.1 Safe and well maintained public spaces that reflect community needs

Our Strategies

- Provide a diverse range of high quality open space and recreation facilities to meet the needs of the community

- Provide recreational access to natural areas while ensuring the sustainability of the natural environment

We identified three indicators to measure progress against this goal:

- Community pride
- Level of graffiti vandalism
- Satisfaction with parks and recreation

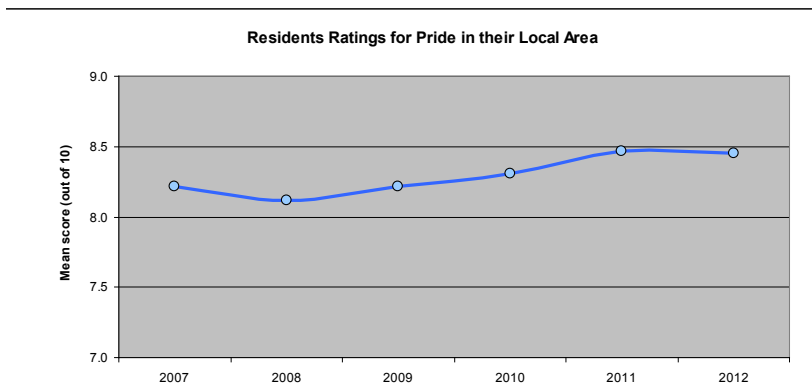
Community pride and satisfaction with parks and recreation are measured through the Annual Community Survey and the level of graffiti vandalism is the number of removals and the total area cleaned through Council's graffiti cleaning program.

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 collected via the Annual Community Survey.



The previous three years have seen a steady increase in residents' level of community pride and the rating remains steady this year.

Desired direction

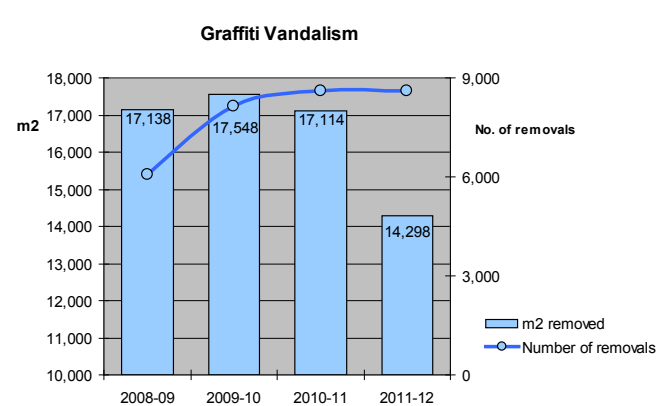
Steady increase in residents' level of community pride over time.

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

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.



The number of graffiti removal jobs decreased slightly while the area (m2) removed decreased significantly due to the success of the rapid removal program. The majority of jobs are for simple tags with a reduction in large graffiti such as illegal murals and larger paintings. This may indicate that recent acts of graffiti are more opportunistic and the more dedicated graffiti vandals are not operating as much in Warringah.

Desired direction

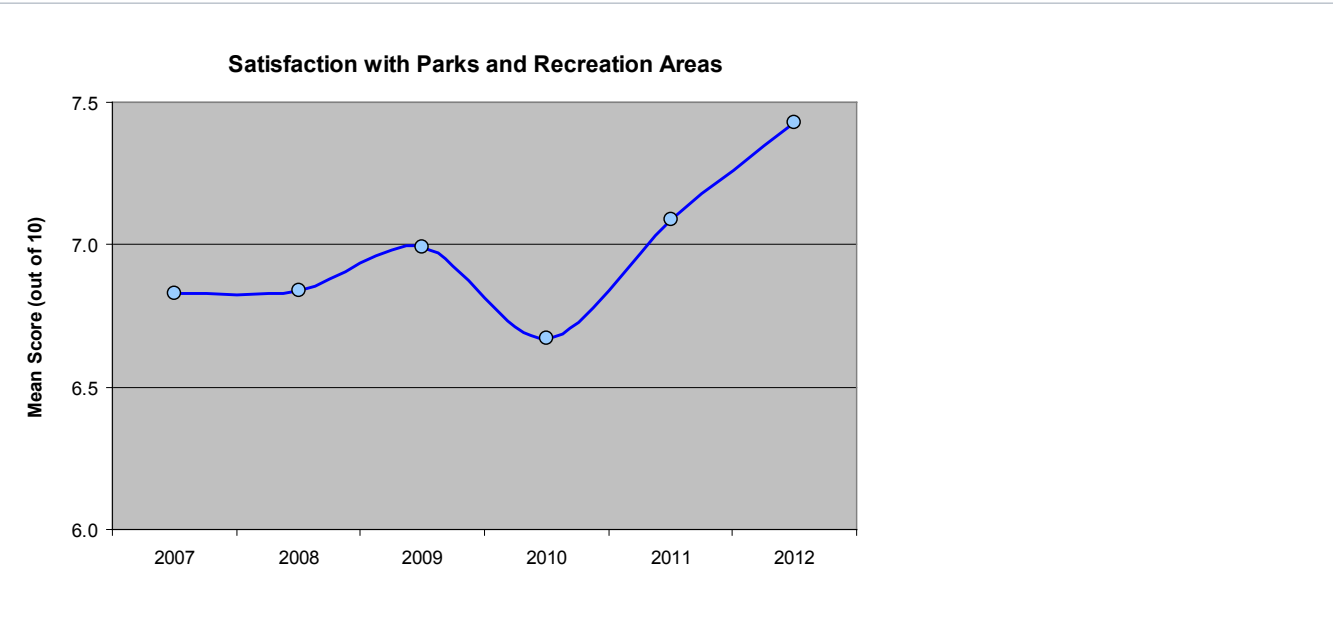
Decrease the incidence of graffiti vandalism.

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.*



Apart from a drop in 2010 the trend has been for a gradual increase in satisfaction levels, with significant improvement in the last two years.


Desired direction

General increase in satisfaction over time.










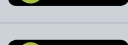





* Community Surveys by Iris Research (2007, 2008, 2009 and 2010), Micromex (2011 and 2012)

Performance Against Principal Activities

Key Initiatives 2011-2012






Service Areas	Action	Status
Parks, Reserves and Foreshores	Stony Range Reserve Plan of Management	

Capital Works 2011-2012


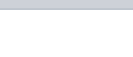
Service Areas	Action	Status
Natural Environment	Dee Why Creek cycleway	 ✓
	Narrabeen Lagoon pathway construction	 ✓
Parks Reserves and Foreshores	Cromer No 1 – synthetic surface construction	 ✓
	Minor rectification of sportsfields	 ✓
	Sporting club capital improvements grants	 ✓
	Cromer 3, 4 and 5 sportsfield rectification and floodlighting improvements	
	Sportsfield rectification program – Adam Street – detailed design and construction	 ✓
	Sportsfield rectification works, Weldon Oval	 ✓
	Millers Reserve carpark upgrade	 ✓
	Minor capital works renewal	 ✓
	St Matthews Farm landscape masterplan	
	Water supply irrigation program – David Thomas	 ✓
	Collaroy Accessibility Project playground and reserve improvements	
	Forestville skate facility	
	North Narrabeen - revised masterplan, detailed design and construction of viewing/ memorial area	 ✓

Performance Against Principal Activities

Capital Works 2011-2012

Service Areas	Action	Status
Parks Reserves and Foreshores cont.	South Curl Curl Rock Pool – Construction	 ✓
	Parr Reserve: design and construct playground	 ✓
	Tyagarah Reserve: design and construct playground	 ✓
	Sportsground signage upgrade	 ✓
	Floodlighting improvement program	 ✓
	Floodlighting improvement – Nolan Reserve	 ✓
	Playground improvement program	 ✓
	Starkey Reserve dog park, Killarney Heights	 ✓
	New playground equipment - Undula Reserve	 ✓
	Manly Dam renewals	 ✓
Roads Traffic and Waste	Terrey Hills/ Duffy Forest Horse Trail	 ✓
Warringah Aquatic Centre	Installation of heat pump de-icer and additional barbeques	 ✓
	Warringah Aquatic Centre disability access and renewal project, stage I design and approvals	 ✓
	Refurbishment of three diving board structures, replacement of two boom motors, replacement of motor air handling plant and refurbish play equipment	 ✓
Corporate Support Services	Brookvale Oval planned asset upgrade works – Stage 3A construction	 ✓
	Wheeler Park – new public amenity	 ✓
	Stony Range	 ✓
	Public amenity improvement - Millers Reserve	 ✓
	Public amenity improvement - Passmore Reserve	 ✓
	Nolan's amenities No 1 and Christian Brothers amenities - consolidate, reconfigure and refurbish	 ✓
	All surf club buildings external landscape and signage works	 ✓

Capital Works 2011-2012

Service Areas	Action	Status
Corporate Support Services cont.	Curl Curl Sports - stage 2 construction and commissioning	
	Collaroy Accessibility Precinct (component 1) - Collaroy Surf Life Savings Club / Swim Club Building - construction and commissioning	
	Long Reef Surf Life Saving Club stage 2 design and development application	
	Forestville Arts Centre playground	 ✓
	North Narrabeen Surf Life Saving Club - renew amenities	 ✓
	Road acquisition - 3 Cottage Point Road, Cottage Point	 ✓



Red String 5: Midori Furze - Warringah Art Exhibition entrant

Our Goal

3.2 Socially and environmentally responsible urban development

Our Strategies

- Provide housing that responds to the changing demographic profile of the community and reflects local needs and expectations
- Ensure housing development is sensitive to the natural and built environments
- Ensure buildings and landscaping are suitable for their immediate environment and reflect community values
- Create living streets that give priority to neighbourhood amenity, safety and improved urban design
- Plan appropriately for future developments in Warringah with a focus on working towards the reduction of emissions and resource consumption, including water, in our suburbs
- Ensure ecologically sustainable development principles are incorporated and prioritised in planning strategy and policies

It is difficult to quantify achievement against this goal because what counts as 'responsible development' is largely subjective and also because 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

Key Initiatives 2011-2012

Service Areas	Action		
Strategic Planning	Preparation of reports based on directions from the Planning Assessment Commission into Warringah's non urban lands		
	Amendments to the Warringah Development Control Plan		✓
	Staged implementation of the Housing Strategy to cater for increased dwelling targets as part of NSW government's draft Sub-regional Plan		
	Complete the Dee Why Urban Form Study and further master planning for Dee Why Town Centre		
	Update Council's existing Public Domain Manual		
	Evaluate planning proposals lodged by external parties		✓
	Review zoning and classifications of Council carparks and land		
	Finalise the Warringah Local Environmental Plan and Development Control Plan		✓

Capital Works 2011-2012

Service Areas	Action		Status
Natural Environment	Dee Why CBD – stormwater capacity upgrade design stage I		✓
	Collaroy stormwater outlet - detailed design		
Parks Reserves and Foreshores	Collaroy Accessibility Precinct		
Corporate Support Services	South Narrabeen Surf Life Saving Club		✓

Our Goal

3.3 Safe, convenient and accessible transport options

Our Strategies

- Create efficient movement networks where streets and paths support and encourage walking and cycling, integrated with adequate green spaces
- Integrated land use and transport planning to provide convenient transport services and efficient movement around Warringah resulting in reduced demand for travel in private cars
- Provide a public transport network that is more accessible to a greater number of people
- Reduce congestion on roads, improve the capacities for road networks and improve safety of movement for all users

We identified two indicators to measure our performance against this goal. They are:

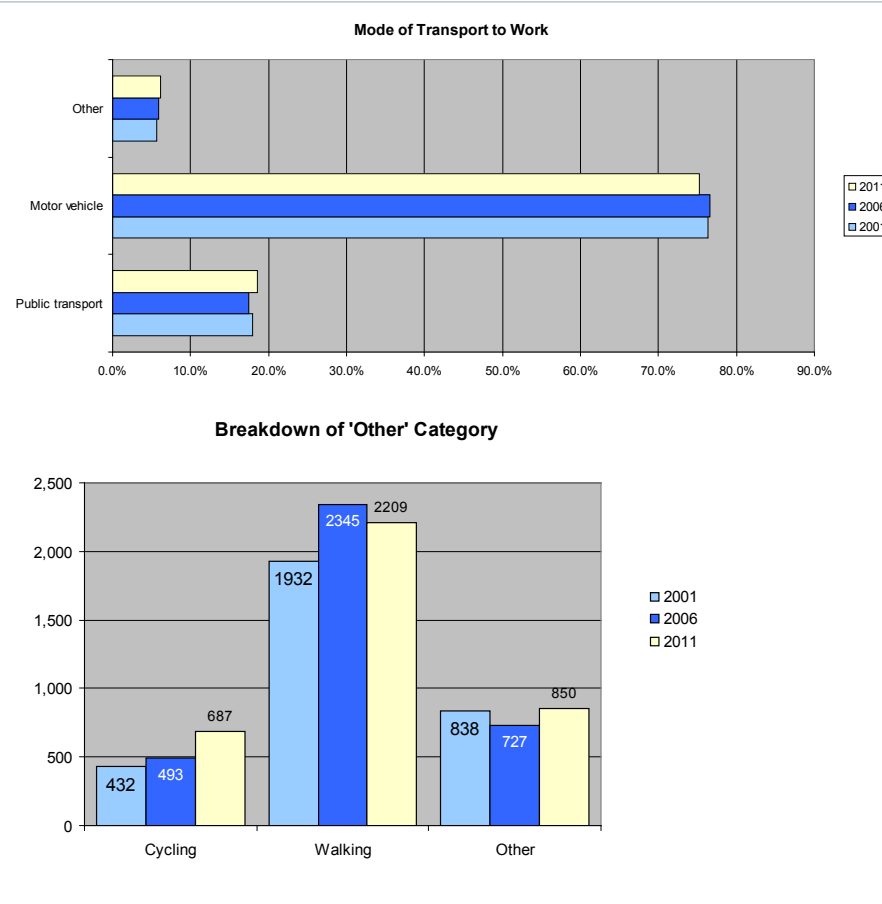
- Public transport usage
- Road safety

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.



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: ABS Census data 2001, 2006 and 2011

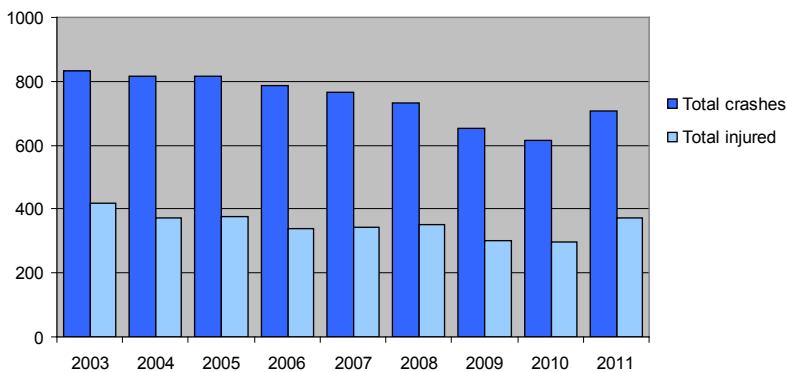
Community Sustainability Indicators

Road Safety *

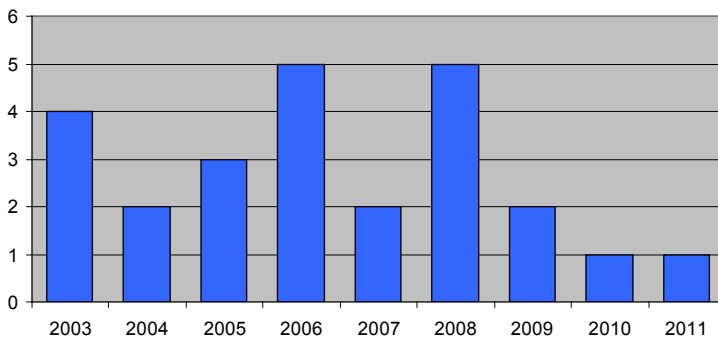
What do we measure?

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 shows 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 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 warringah.nsw.gov.au/community

Desired direction

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

* Source: RMS Crash Statistics

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Area	Action		
Roads Traffic and Waste	Complete the Brookvale/Dee Why Major Centre Transport and Accessibility Study		✓

Capital Works 2011-2012

Service Areas	Action	Status	
Parks Reserves and Foreshores	Nolan Reserve cycleway		✓
Roads Traffic and Waste	Footpath new		✓
	Footpath renewal		✓
	Freshwater Village Town Centre upgrade		✓
	Collaroy Accessibility Precinct – component 3 stage 2		✓
	Bike plan implementation program		✓
	The Strand Dee Why streetscape - stage 3		✓
	Bus seat new		✓
	Bus stop renewal		✓
	Mooramba Road, Dee Why – refuge island on both approaches to Redman Road		✓
	Frenchs Forest Road East – pedestrian refuge island east of Romford Road		✓
	Booralie Road, Terrey Hills – widening of Atchunga Road		✓
	Pittwater Road, Dee Why corner of Oaks Avenue – signal and road widening design		✓
	Monash Parade, Dee Why - western side kerb blisters on either sides of Pacific Parade		✓
	Garigal Road - construct concrete island at roundabout for pedestrians		✓
Oceania Street, Narraweena - pedestrian island		✓	
Strategic Planning	Develop a sustainable transport strategy		
Corporate Support Services	Cycleways, paths, street trees		✓

Our Goal

3.4 Well-maintained public infrastructure that supports sustainable living

Our Strategies

- Provide infrastructure that serves current and future community needs, shares the benefits and costs equitably and supports a healthy and sustainable environment

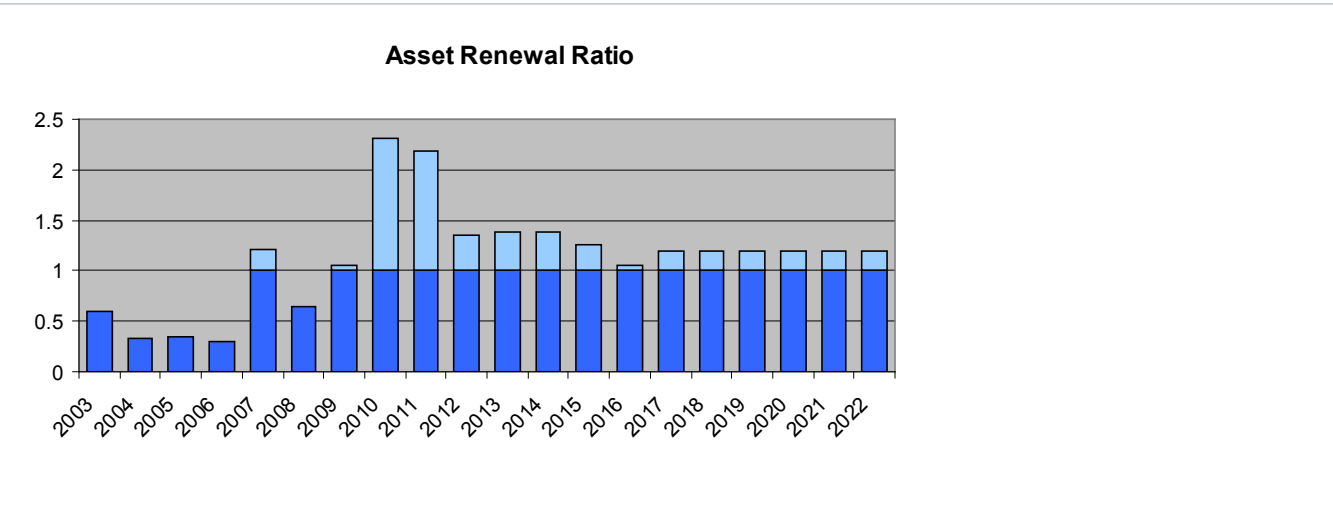
Measuring our progress against this goal can be achieved by measuring our investment in the maintenance of our assets. The asset renewal ratio provides this measure.

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.




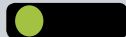
Financial sustainability now and in the future is a top priority and also applies to the assets that Council manages on behalf of the community. In the last few years we have increased our asset renewal ratio from well below the minimum preferred rate of 1.0 to 2.33 in 2009-2010. For the coming years we have budgeted ratios ranging from 1.58 to 2.18, ensuring that we can keep our assets at the desired service levels for the longer term. Substantial progress is being made by developing the Asset Management Policy and Strategy and updating accompanying Asset Plans.

Desired direction

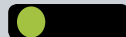







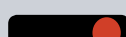





An actual ratio of greater than 1.0 annually.

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action		
Good Governance	Develop an Asset Management Strategy		
Warringah Aquatic Centre	Development of a masterplan for the Warringah Aquatic Centre		

Capital Works 2011-2012

Service Area	Action		Status
Natural Environment	Emergency stormwater works		✓
	21 Ryan Place, Beacon Hill - stormwater works		✓
Roads Traffic and Waste	Retaining wall renewal – Lagoon View Road, Cromer		✓
	Road resheeting program		✓
	Kerb and gutter renewal		✓
	Carpark renewal program		✓
Warringah Aquatic Centre	Roof renewals		✓
Corporate Support	Light plant replacement program		✓
	Civic Centre – roof membrane renewal		
	Heavy plant replacement program		✓
	Minor renewal works - Civic buildings portfolio capital renewal works		✓
	Civic Buildings - works to comply with Building Code of Australia and fire compliance		
	Replace water cooling tower		✓
	Library Services: Review the Access Policy		✓



Ants: Amy Jean Harding - Warringah Art Exhibition entrant



ENTERPRISES



Living

A strong local economy that provides employment and training opportunities



Key Services

Certification Services	104
Compliance Services	116
Cultural Services	120
Development Assessment Services	124
Parks, Reserves and Foreshores	136
Roads, Traffic and Waste	140
Strategic Planning	144
Good Governance	154

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringham Council	•	•	•	•	•
Chambers of Commerce	•	•			•
Local enterprises		•	•		•
Department of Planning and Infrastructure	•			•	
Other government agencies and departments	•	•	•	•	•

Our Goal

4.1 Sustaining a strong local economy that provides employment and training opportunities

Our 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 to be 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

Our local economy is a product of many different factors and influences, many of which are out of Council's control. We currently use standard economic indicators to give an overview of the local economy:

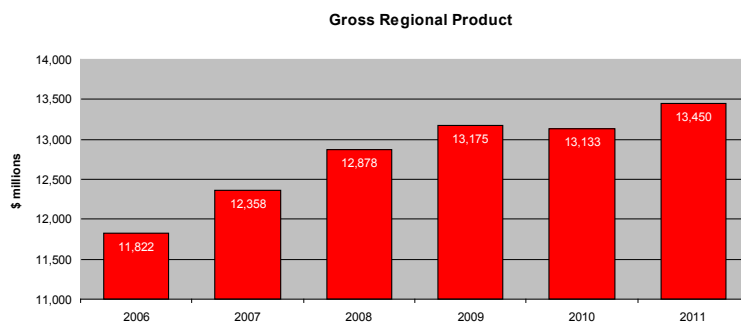
- Gross Regional Product (GRP)
- Employment containment
- Qualification/Local industry mix

Community Sustainability Indicators

Gross Regional Product (GRP)*

What do we measure?

The total amount of wealth generated in the region, ie Manly, Mosman, Pittwater and Warringah local government areas.



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.

Desired direction

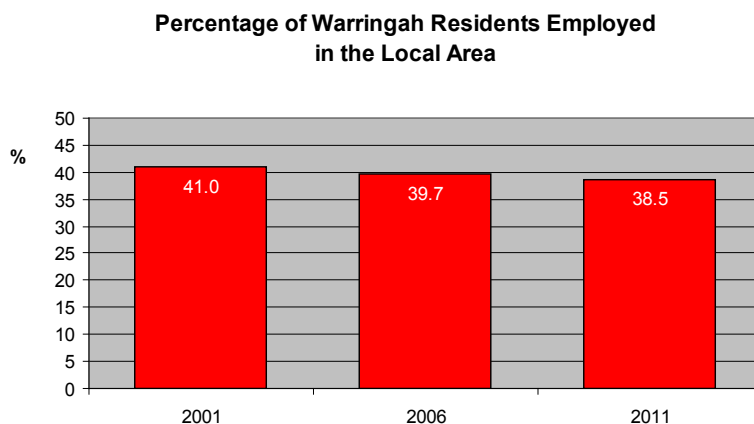
Steady increase in GRP over time.

* Source: SHOROC Economic Profile - economy

Employment Containment*

What do we measure?

The employment location of Warringah residents.



On census night in 2011, 38.5% of residents worked in Warringah compared to 41% in 2001. Despite this small drop, employment containment in Warringah is higher than the metropolitan average. It is worth noting that 48% 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 2006

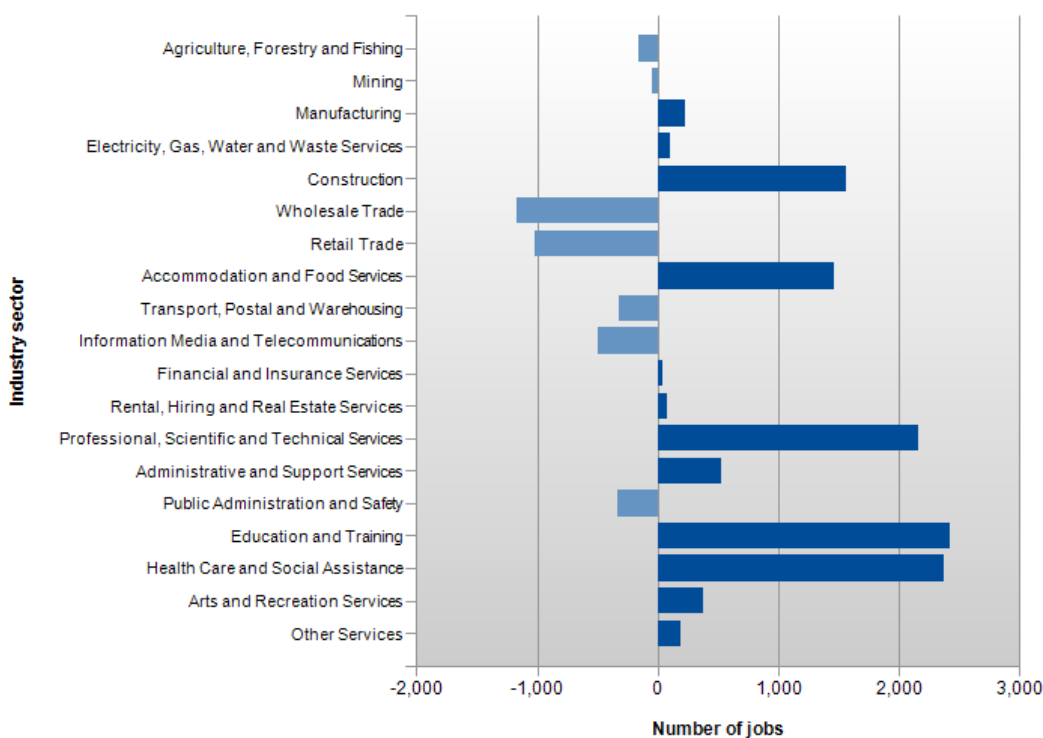
Community Sustainability Indicators

Qualification/Local Industry Mix*

What do we measure?

Industry change for the SHOROC workforce over a five-year period. These figures are estimated.

Change in employment by industry sector, Shore Regional Organisation of Councils 2006 to 2011 (ANZSIC 2006 - Latest industry classification) - Estimated



Source: National Institute of Economic and Industry Research (NIEIR) ©2011 Please note that NIEIR modelled estimates are subject to change and review for the most recent two financial years.
 Modelled data - All \$ values are represented in constant 2008-09 year dollars

The latest available results look at the change in employment sectors from 2006-2011. Over those five years the job 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 indicators for educational qualifications at Goal 2.1).

Desired direction

This indicator should be viewed in conjunction with the previous indicator 'Employment Containment' (page 83). 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

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Good Governance	Work with Pittwater Council to establish local and regional economic development programs and initiatives	 ✓



The light beyond: Jackie Brown - Warringah Art Exhibition entrant

Our Goal

4.2 Balancing the economic benefits of visitors and the impact on local resources and the community

Our Strategy

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

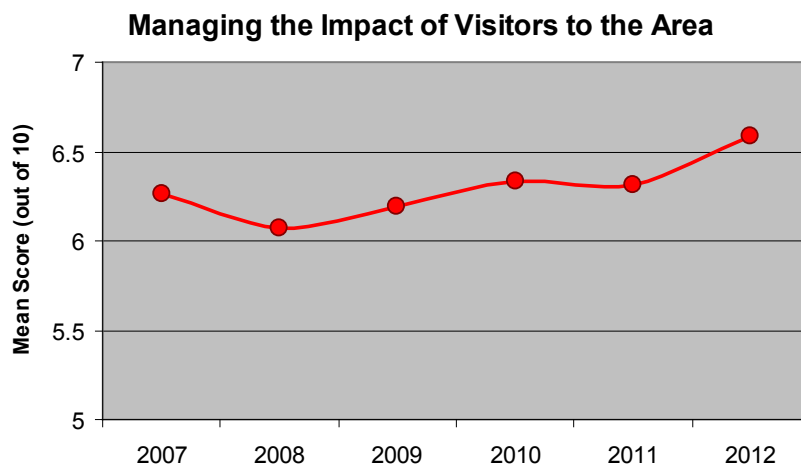
Council's Local Economic Development Plan contains a medium term action plan that sets out what needs to be done to achieve this goal.

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.



Residents' satisfaction levels with Council's performance in this area have remained fairly stable over the last five years, but have increased in 2012 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 and 2012)

Our Goal

4.3 Well-managed business infrastructure to support a thriving local economy

Our Strategy

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

Council's Local Economic Development Plan contains a medium term action plan that sets out what needs to be done to achieve this goal.



Eclipse: Jan Cristuado - Warringah Art Exhibition entrant



ORGANISATION



Living

An innovative and effective organisation with strong leadership



Key Services

Corporate Support 150

Good Governance 154

Key Contributors	Advocate	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.)	•		•		•

Our Goal

5.1 An effective and efficient organisation

Our Strategies

- Ensure long term financial sustainability through effective short and long term financial management
- Improve communication with the community and increase awareness and understanding of Council's decisions
- Attract, develop and retain highly skilled staff who enjoy a safe work environment

We identified a range of Strategic Performance Measures to measure progress against this goal. All of them are very much within Council's sphere of influence.

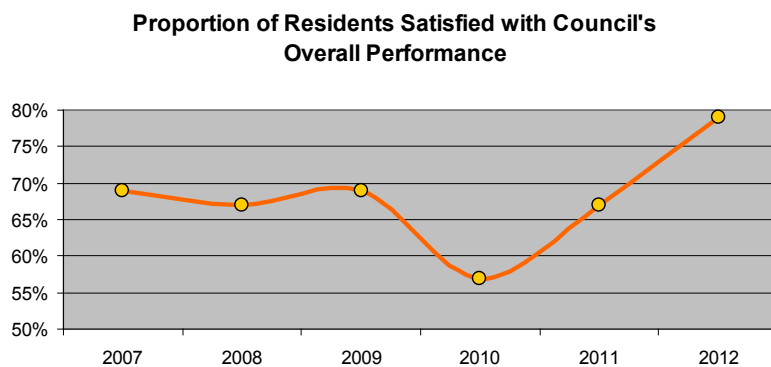
- Community's overall satisfaction with Council's performance
- Overall staff satisfaction and wellbeing
- Staff training
- Workplace Health and Safety
- Financial health check compliance
- Overall budget performance
- Scheduled capital works completed
- Scheduled projects completed

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.



The proportion of residents satisfied with Council's overall performance was 79% in 2012. This is a significant increase on previous years and is also reflected in increased satisfaction across a wide range of Council services.

Desired direction

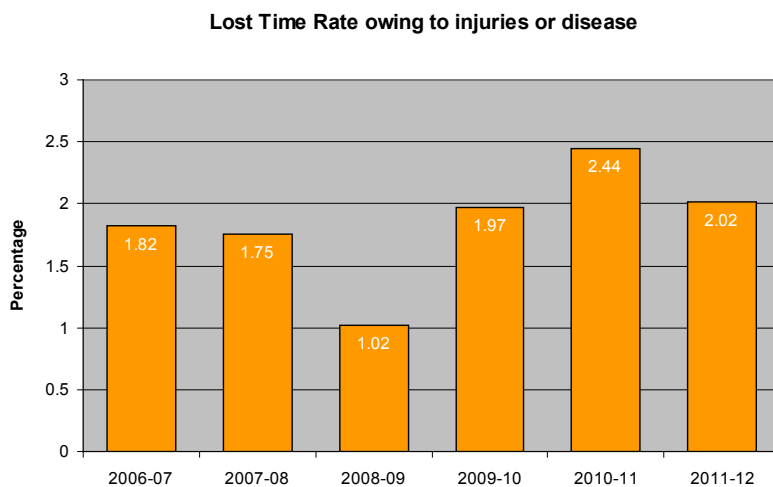
Increase resident satisfaction.

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

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.



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

Desired direction

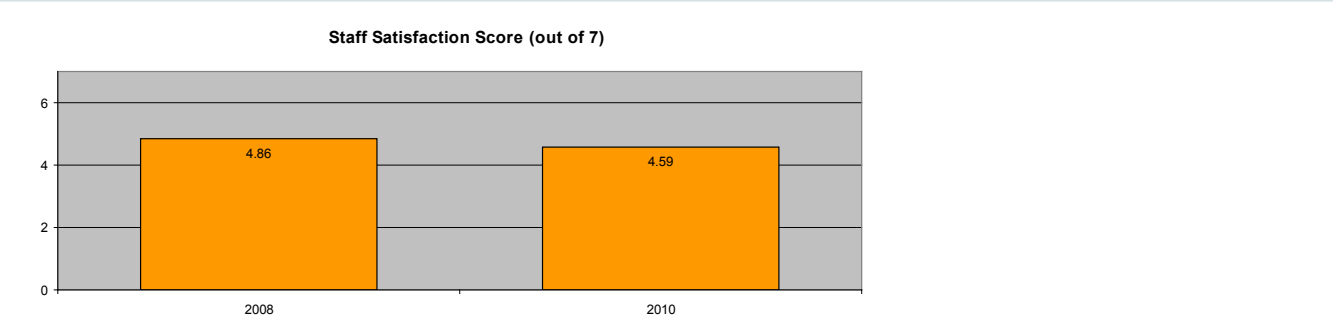
The Triple Zero ie zero incidents, zero accidents and zero lost time due to workplace injuries and disease.

Community Sustainability Indicators

Overall Staff Satisfaction and Wellbeing

What do we measure?

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



High overall satisfaction is a positive indicator of employee commitment to the organisation, pride in the organisation, and desire to remain in 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 has been established to improve the organisation in respect of these matters.

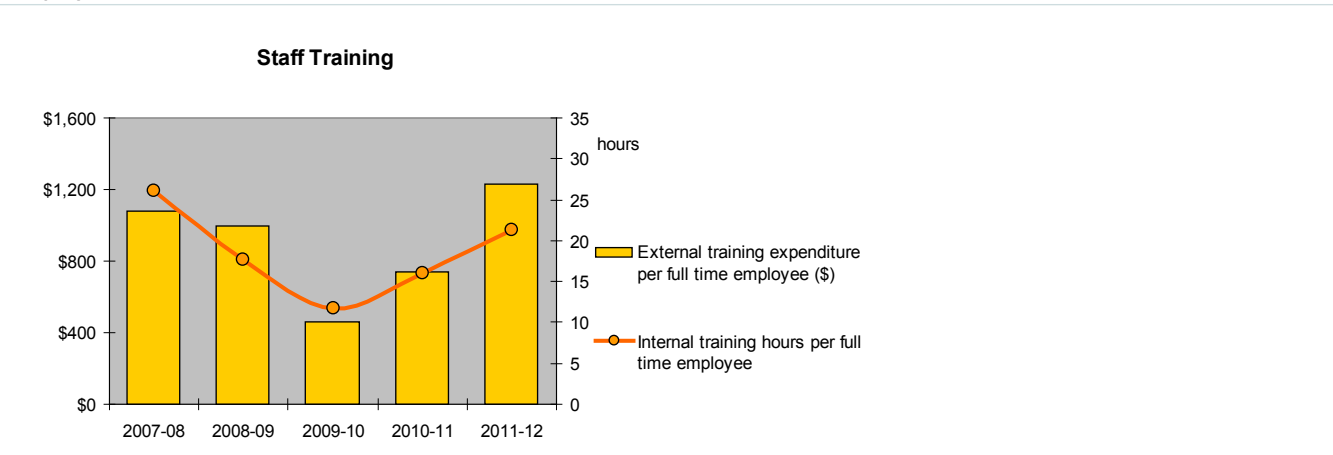
Desired direction

Maintain high level of staff satisfaction.

Staff training

What do we measure?

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



High levels of training 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 in 2010-2011 as new and existing staff required their skill sets refreshed. This investment further increased in 2011-2012 as new initiatives were rolled out, to enhance leadership and customer service skills, contract management, project management and an education program in regard to bullying and harassment, across the organisation.

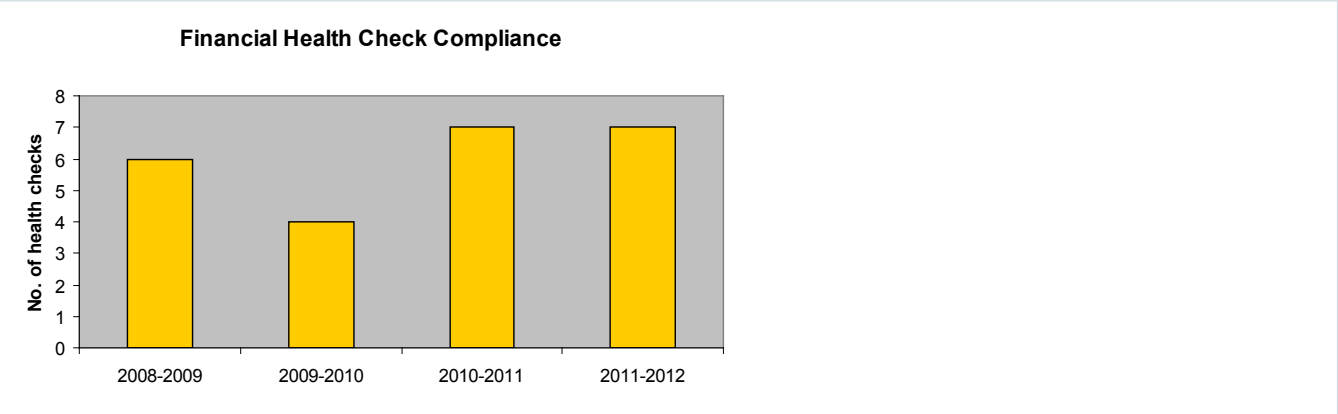
Desired direction

Maintain commitment to external and internal training of staff.

Financial Health Check Compliance

What do we measure?

Our overall performance against seven financial health checks.



Council was again compliant with all seven financial health checks

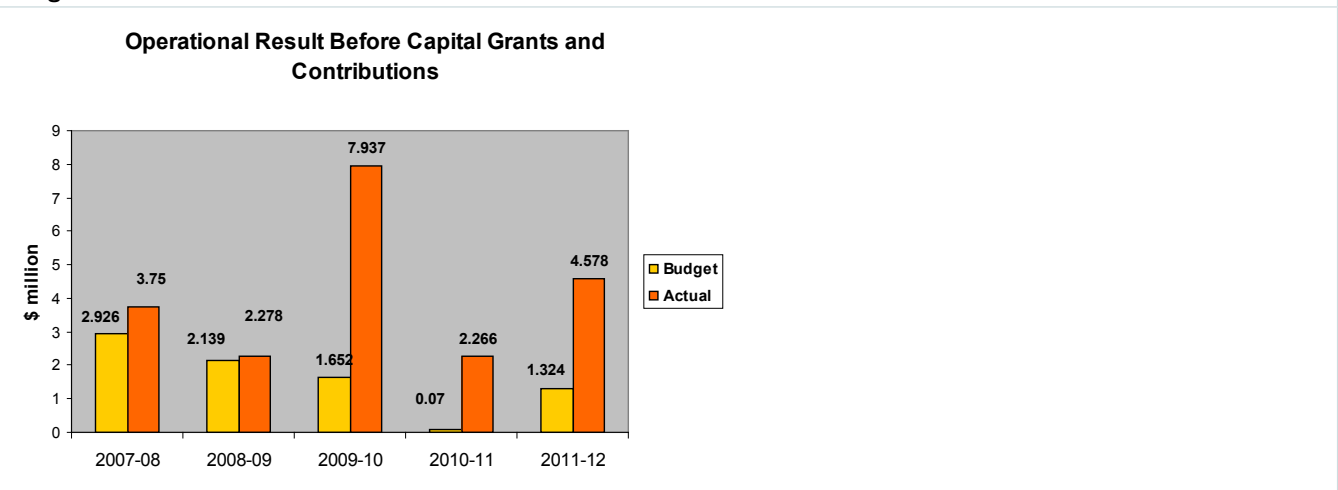
Desired direction

Pass all seven health checks.

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.



The net operating surplus before capital grants and contributions was \$4.58million at the end of the 2011-2012 financial year compared to an original budget position of \$1.32million. This positive variance was due to a number of factors including higher investment returns and lower employment costs owing to unfilled vacancies.

Desired direction

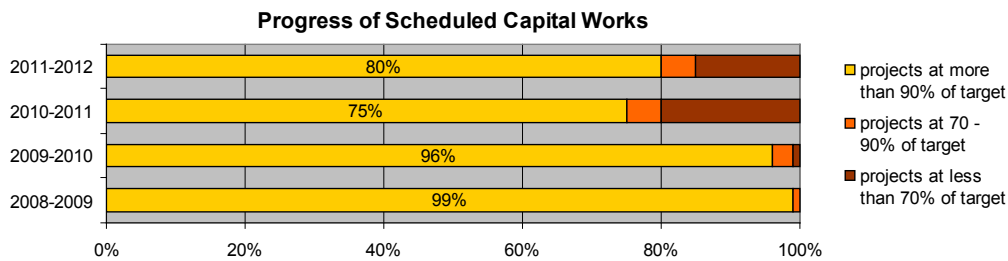
Remain within bandwidth of +/- 10%.

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.



82% of works were completed or on schedule by the end of the 2011-2012 financial year, with the remainder scheduled to be completed during 2012-2013. Reasons for delays included grant funding not being available, requirement for additional consultation with affected stakeholders, technical issues and weather delays. Performance has improved on the previous financial year.

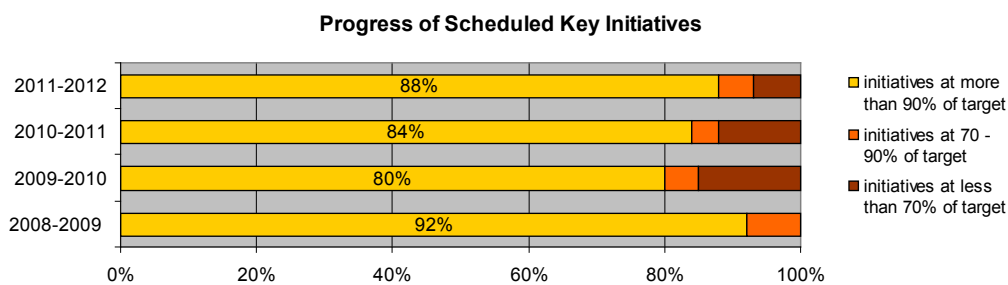
Desired direction

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.





The delivery of Key Initiatives continues to be on an improving trend.

Desired direction



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

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Good Governance	Publish the Annual Report 2011	 ✓
Corporate Support Services	Redesign of Council's website and other tools including social media	

Capital Works 2011-2012

Service Area	Action	Status
Corporate Support Services	Business papers management system	 ✓
	Tech I Enterprise Licence Agreement	 ✓



High Country: Elaine Romalis - Warringah Art Exhibition entrant

Our Goal

5.2 An innovative and progressive organisation

Our Strategy

- Be a value driven organisation
- Delivering timely services based on community needs
- Demonstrate effective civic leadership and advocacy at both local and regional level
- Manage risks appropriately to sustain and enhance service delivery while ensuring organisational and community well-being
- Continue to focus on Business Excellence, including ongoing improvement of systems and processes to provide efficient and value-added services to the community
- Set in place strategies and policies aimed to reduce as much possible carbon emissions and resource consumption and minimise the overall ecological footprint of Council operations.

We identified three of Strategic Performance Measures to measure progress against this goal. All of them are very much within Council's sphere of influence.

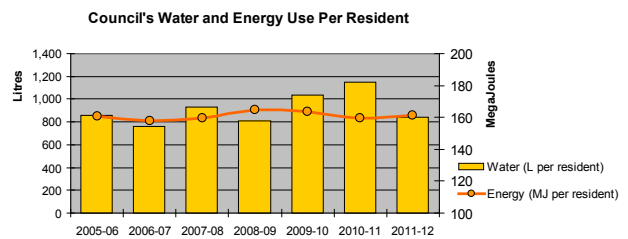
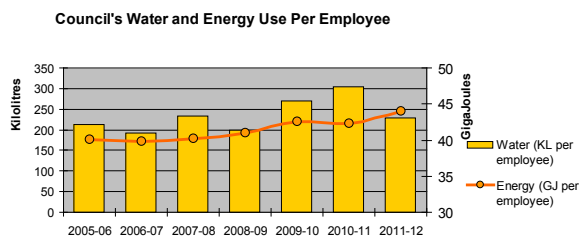
- Corporate environmental sustainability
- Asset renewal ratio
- Service reviews conducted
- Renewable energy usage by Council

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 total energy consumption for 2011-2012 increased by 2.3% compared to last year, spread across both major and minor facilities and with a seasonality factor. Sites with the greatest increase in energy use are the Dee Why library, Warringah Aquatic Centre and Cromer Depot, while various other Council areas have reduced their energy use. Over the last 2 years total energy use has increased by 0.7%, which rates as a 2.3% increase per employee due to falling staff numbers, but an actual drop in energy use per resident of 1.2% due to a growing population. Our corporate water consumption has dropped by a significant 26% compared to last year, largely attributed to action on repairing leaks in several sites.

Desired direction

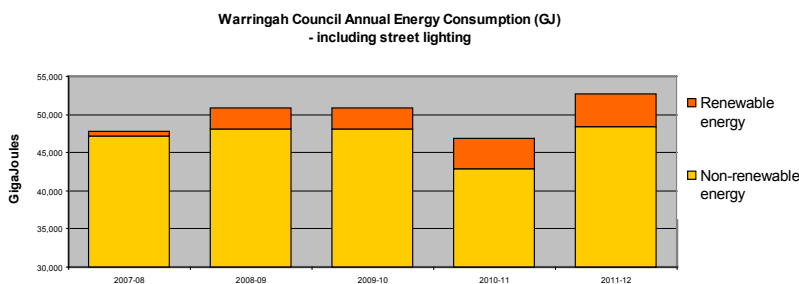
Decrease the consumption per employee.

* Ausgrid

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 Council purchases through GreenPower (in Gigajoules).



Council first started buying renewable energy in the last quarter of the 2007-2008 financial year. The percentage of GreenPower has been steadily growing and now accounts for around 9% of all energy used by Council, including street lighting and Council operations at office buildings, community centres, Aquatic Centre, sportsfield floodlights and all other council facilities. In addition, Council generates its own solar power from over 50 kW of photovoltaic panels at venues such as Brookvale Oval, Brookvale children's centre, several community centres, Forestville Library and South Curl Curl surf club. Overall energy use for council operations (excluding streetlights) has increased 2.3% over the last year, though only 0.7% across the last 2 years due to gains made in the previous year and seasonality factors. Some 9000 street lights over which we have no control account for over half Council's energy bill, though we have influenced Ausgrid to gradually use more energy efficient technologies.

Desired direction

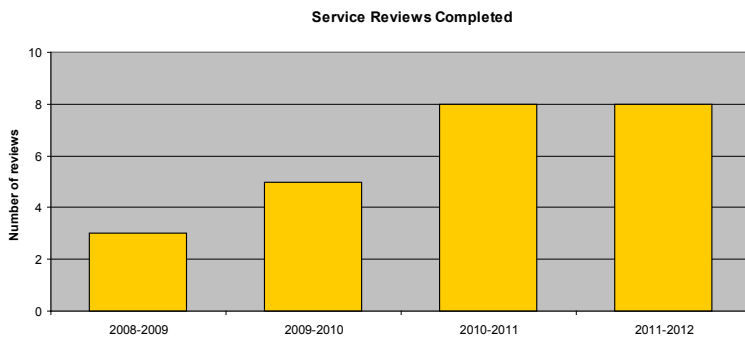
Increase the percentage of renewable energy usage.

Strategic Performance Measures

Service Reviews Conducted

What do we measure?

Reviews undertaken of Council services during the financial year.



There were eight service reviews conducted over the financial year 2011-2012. 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.

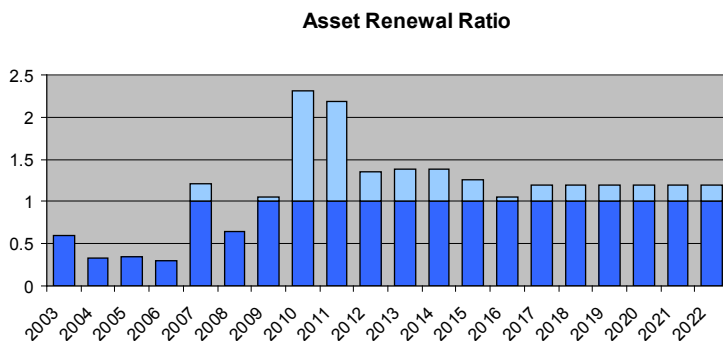
Desired direction

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

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.







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 2.33 in 2009-2010. For the coming years we have budgeted ratios ranging from 1.58 to 2.18, ensuring that we can keep our assets at the desired service levels for the longer term. Substantial progress is being made by developing the Asset Management Policy and Strategy and updating accompanying Asset Plans.

Desired direction









An actual ratio of greater than 1.0 annually.

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Good Governance	Develop the Annual Strategic Community Plan 2012	 ✓
	Develop an Energy and Water Savings Action Plan	
Corporate Support Services	Defining excellence program of work for Warringah Council in accordance with the Australian Business Excellence Framework, including establishing a BE Self Assessment Program	 ✓
	Implement and manage the Business Continuity Program	 ✓
	Establish and implement Council's enterprise risk management framework and program	 ✓

Capital Works 2011-2012

Service Area	Action	Status
Corporate Support Services	Desktop virtualisation	 ✓
	Mobile computing solutions	 ✓
	Invoice scanning software	 ✓
	Online time attendance	
	TRIM EDRMS upgrade	 ✓
	Upgrade standard desktop operating environment	
	Upgrade IT service desk management system	 ✓
	Upgrade enterprise management system	 ✓