



3

COMMUNITY OUTCOMES

From *Small Things Big Things Grow*: Elaine Sterne - Warringah Art Exhibition entrant

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

Living Environment	34
Living Communities	48
Living Spaces	62
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Living Organisation	90

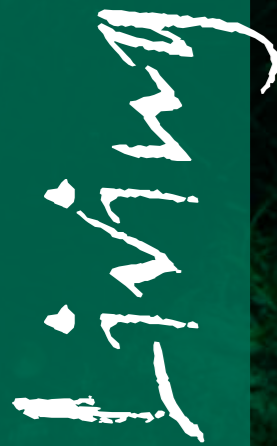


ENVIRONMENT



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



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

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

Our Goal

1.1 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. For bushland areas, we could monitor flora, fauna or a combination of both. Aquatic environments are generally very costly to monitor.

We decided upon three indicators for 2010 - 2011:

- Health of Bushland
- Water Quality
- Renewable Energy Usage by Council

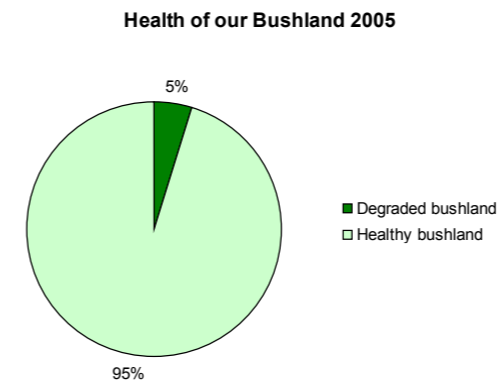
We measured the health of our bushland in 2005. We measure water quality at seven of our beaches, Narrabeen Lagoon, Davidson Reserve and the lake behind Manly Dam. Renewable energy usage will not be used for measuring progress against this goal in future years as it fits better with goal 5.2.

Community Sustainability Indicators

Health of Bushland

What do we measure?

Degraded bushland as a proportion of total publicly owned bushland*



This indicator is difficult to report on because of the complexity of the associated science and because changes only occur over a long period of time. From a survey in 2005, we know that Warringah has over 6,000 hectares of bushland in public ownership of which 280 hectares was rated as degraded*. Some of the degraded bushland may be restored by a long term program of bush regeneration and some may never be restored due to irreversible changes to the environment.

Desired direction

No further increase in either absolute or relative volume of degraded bushland.

* Warringah Natural Area Survey Vegetation Communities and Plant Species, P and J Smith, 2005

Community Sustainability Indicators

Water Quality

What do we measure?

We currently measure two things: Cleanliness of beaches and water quality at Manly Dam.

Cleanliness of beaches*: The annual grading of Warringah's beaches for susceptibility to faecal pollution as a result of sanitary 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 that the lake at Manly Dam is suitable for swimming based on result of Council testing for blue-green algae.

Beach Water Quality

Beaches	2009 - 2010 Grade
Collaroy	Good
Dee Why	Good
Freshwater	Good
Long Reef	Good
North Curl Curl	Good
North Narrabeen	Good
South Curl Curl	Good
Other Locations	2009 - 2010 Grade
Davidson Reserve	Poor
Narrabeen Lagoon	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

In 2009 - 2010 there was a change in the way water quality monitoring is undertaken making it difficult to directly compare results with earlier years. However, water quality is generally high. All seven beaches received a grade of good making them suitable for swimming for most of the time. Narrabeen Lagoon and Davidson Reserve received a grade of poor and susceptible to faecal pollution making the water unsuitable for swimming for most of the time. This arises mainly because both sites catch pollutants from surrounding urban development, particularly after heavy storms. Council has an extensive programme of measures to reduce the amount of potential pollutants entering these waters.

The lake behind Manly Dam was suitable for swimming 100% of the time in 2010 - 2011. The result has now been consistent over several years with education programs and stormwater controls imposed on new developments contributing to this success.

Desired direction

Maintain the current high level of quality.

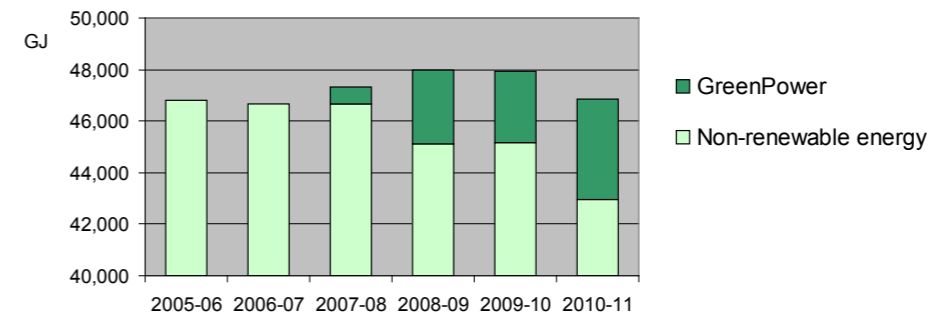
* Data source: NSW Department of Environment, Climate Change and Water Beachwatch Program

Renewable Energy Usage

What do we measure?

The amount of renewable energy that Council purchases through GreenPower in gigajoules (GJ) compared to the total amount of energy Council consumes.*

Warringah Council Annual Energy Consumption (GJ)



Warringah Council first started buying renewable energy in the last quarter of the 2007 - 2008 financial year. In 2010 - 2011 the percentage of Council energy usage that was GreenPower rose to 8% from 6% in the previous two years.

Desired direction

Increase the percentage of renewable energy usage.

* Data source: Planet Footprint

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Area	Action	Status
Natural Environment	Narrabeen Lagoon: Creating a Sustainable Catchment Campaign	<input checked="" type="checkbox"/> ✓
	Bushland restoration	<input checked="" type="checkbox"/> ✓
	Preparation of Narrabeen Lagoon Plan of Management	<input type="checkbox"/>
	Narrabeen Lagoon Flood Study	<input type="checkbox"/>
	Manly Lagoon Flood Study	<input type="checkbox"/>
	Manly Lagoon Catchment Study	<input type="checkbox"/>
	Coastal Erosion Emergency Action Plan	<input type="checkbox"/>

Capital Works 2010 - 2011

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



Our Goal

1.2 Living in harmony with our environment

Our Strategy

- Ensure Warringah's community is a recognised leader in sustainable living practices

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

- Electricity Consumption
- Water Consumption
- Waste and Recycling Volumes
- Air Quality Complaints

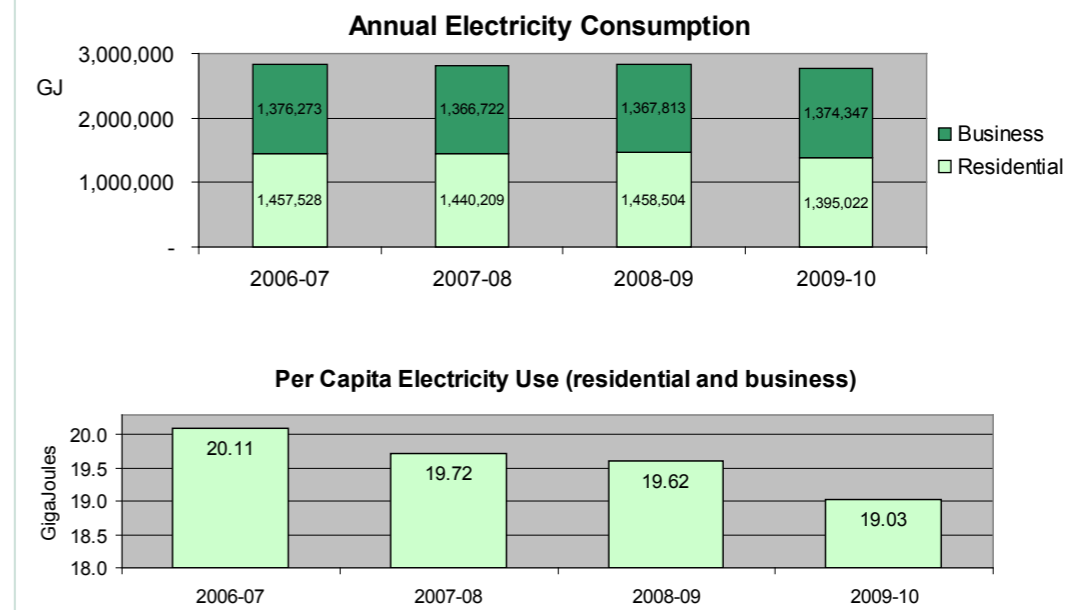
The first three indicators are measured for the community as a whole and per capita (per person). We cannot measure actual air quality owing to a lack of measuring stations within the Warringah local government area, so we have used air quality complaints received by Council as a substitute.

Community Sustainability Indicators

Electricity Consumption

What do we measure?

Total annual amount of electricity consumed in Warringah local government area and per capita amount of electricity consumed in Warringah local government area.*



Total electricity consumption in Warringah has been stable for the last few years with per capita consumption showing a small year on year decrease. According to Energy Australia, the decline in residential electricity use reflects energy efficiency measures by households as well as the conversion to solar, gas and heat pump hot water systems. The increase in business electricity consumption can be attributable partly to the recovery in economic conditions following the downturn in 2008 - 2009.

Desired direction

Decreasing electricity consumption.

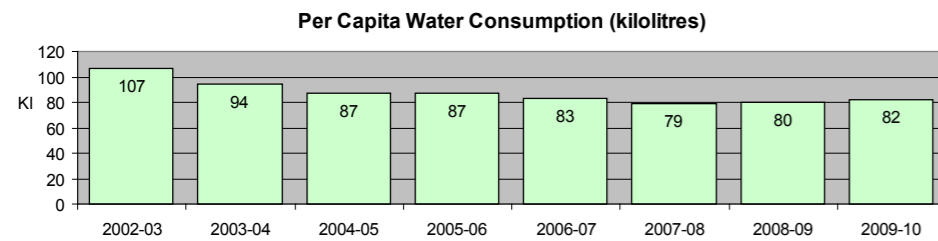
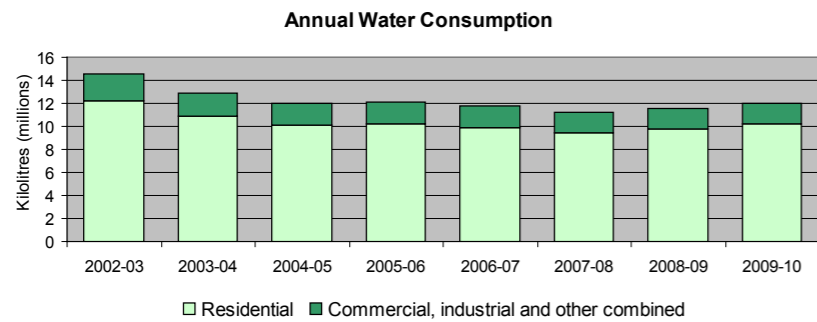
* Data source: Energy Australia

Community Sustainability Indicators

Water Consumption

What do we measure?

Total annual amount of water consumed in Warringah local government area and per capita amount of water consumed in Warringah local government area.*



Water restrictions on the community, changing work practices, installation of more water efficient appliances and rainwater tanks have assisted in driving better water management practices in recent years with a general decrease in total and per capita annual water consumption evident since 2002 - 2003. Since 2007 - 2008, total consumption has increased slightly but remains at significantly lower levels than the 2002 - 2003 baseline.

Desired direction

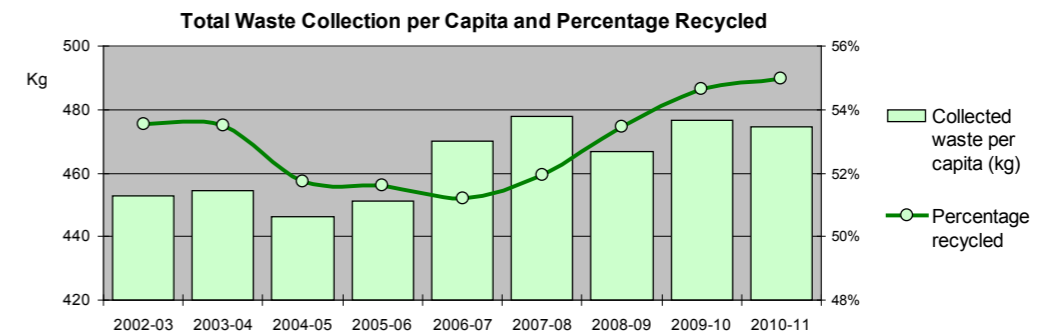
Decreasing water consumption.

* Data source: Sydney Water

Waste and Recycling Volumes

What do we measure?

The amount of domestic material collected through Warringah Council's kerbside waste and recycling collection service and the proportion of this that is recycled waste. Both figures expressed as total volumes and per capita amounts.



There has been a general increase in the amount of domestic waste produced over the last decade. However, 2010 - 2011 saw a slight reversal in this trend which is good news. The proportion of waste diverted from landfill (recycling) has increased for the fourth year in a row and is now at 55% of all collected waste.

Desired direction

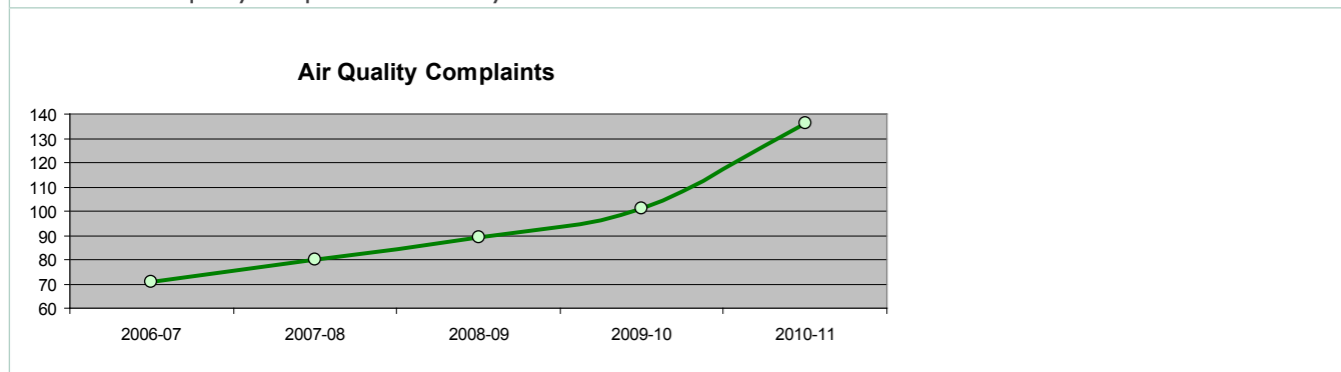
Increase recycling rates and decrease waste sent to landfill.

Community Sustainability Indicators

Air Quality Complaints

What do we measure?

Number of air quality complaints received by Council.



Air quality complaints continue to rise year on year. Whilst this may be a result of increased pollutants in the local atmosphere, it could also reflect greater community knowledge of, and willingness to use, the complaints service.

Desired direction

Decreasing number of complaints

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Area	Action	Status
Natural Environment	Hilltop to Headland Lecture Program	✓
	Coordination of fire management access zones and hazard reductions	✓
	Develop a Bio-restoration Strategy	
	Pest Species Control Program	✓

Capital Works 2010 - 2011

Service Areas	Action	Status
Corporate Support	Civic Centre - water and energy savings	
Parks, Reserves and Foreshores	Innes Rd, Manly Vale - construction of community garden	✓
	South Curl Curl Rock Pool - renewal works	
Roads, Traffic and Waste	Recycling stations	



COMMUNITIES



Living

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

Key Services

Children's 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
- Aged Care Facilities
- Childcare Facilities

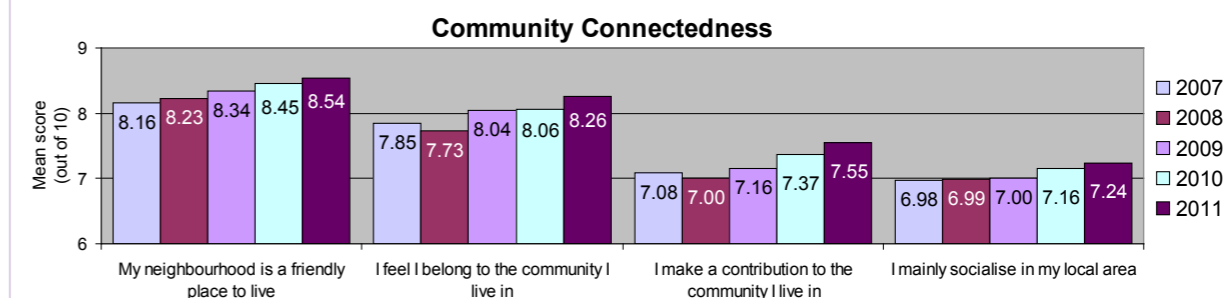
The first two indicators are drawn from the Annual Community Survey. The other indicators are drawn from external sources and Council has less influence over the trends that these indicators reveal. Data is no longer available for aged care and childcare facilities.

Community Sustainability Indicators

Community Connectedness

What do we measure?

Residents' feelings of community connectedness as expressed by participants in the Annual Community Survey.



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

Desired direction

Increase community connectedness.

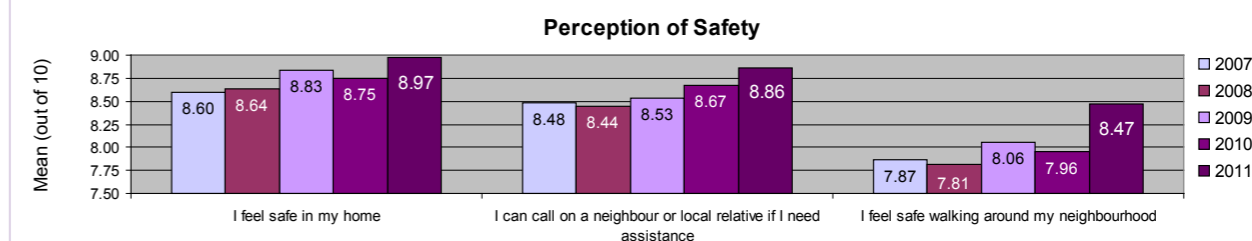
Community Safety

What do we measure?

We currently measure two things: Crime rates and perceptions of safety.

Crime rates: The rate of major criminal incidents recorded in Warringah compared to the state average. *

Perception of Safety: Residents' perceptions of safety in their homes and neighbourhoods as expressed by participants in the Annual Community Survey.



The community's perception of safety as expressed in the Community Survey is relatively high and shows a positive trend. Recorded crimes in Warringah from December 2008 - 2010 are low compared to the state average. Only 1 of the 17 major offence categories showed an increase (non-domestic violent assault) and 2 categories showed a decrease (stealing from a motor vehicle and stealing from a person). All other categories were stable or were not calculated as there were too few incidents to make them statistically significant.

Desired direction

Hold low crime rates and high perceptions of safety.

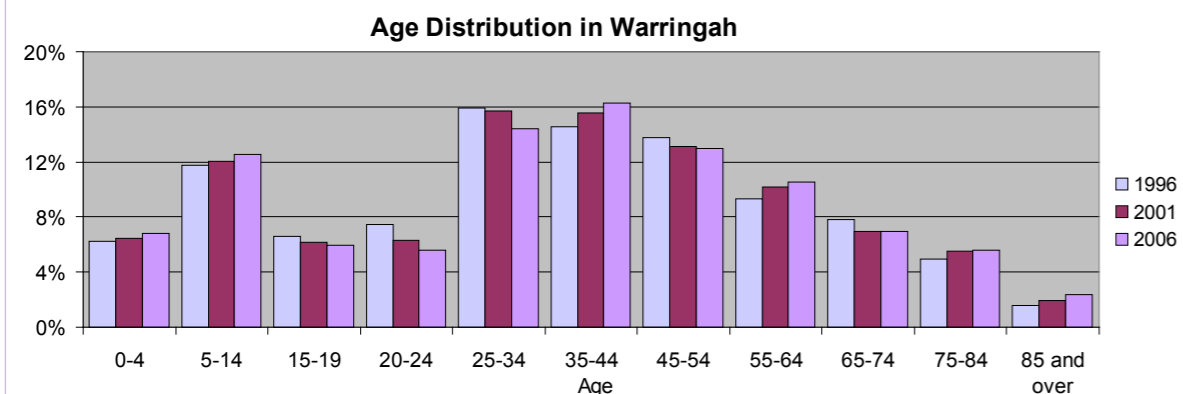
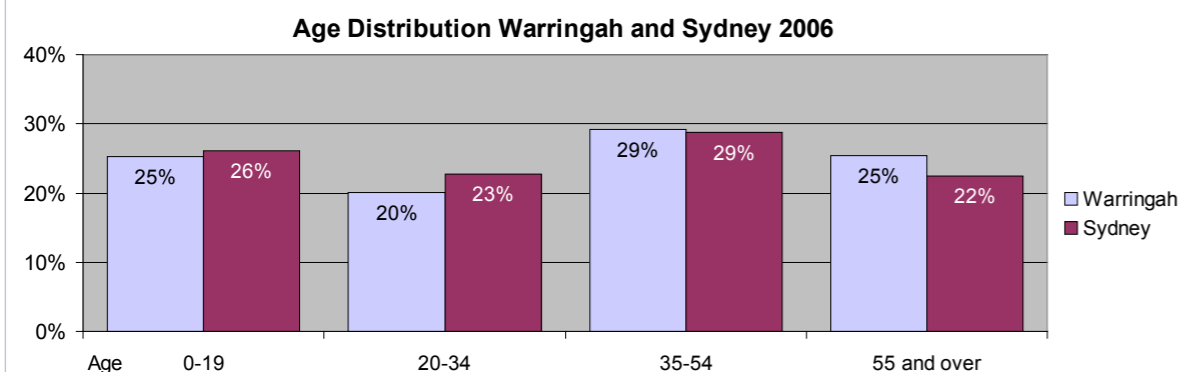
* NSW Bureau of Crime Statistics and Research (BOCSAR)

Community Sustainability Indicators

Age Diversity

What do we measure?

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



As of 2006, Warringah's population is ageing with 25.4% of residents 55 years or older, compared with 22.4% for Metropolitan Sydney. This difference in age distribution is fairly constant and follows the national trend. Since 1996, the number of young people 0-14 years in Warringah increased while the number of 20-34 year olds has fallen significantly. The median age of people living in Warringah has increased slightly from 36 to 37 in the same period.

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

Desired direction

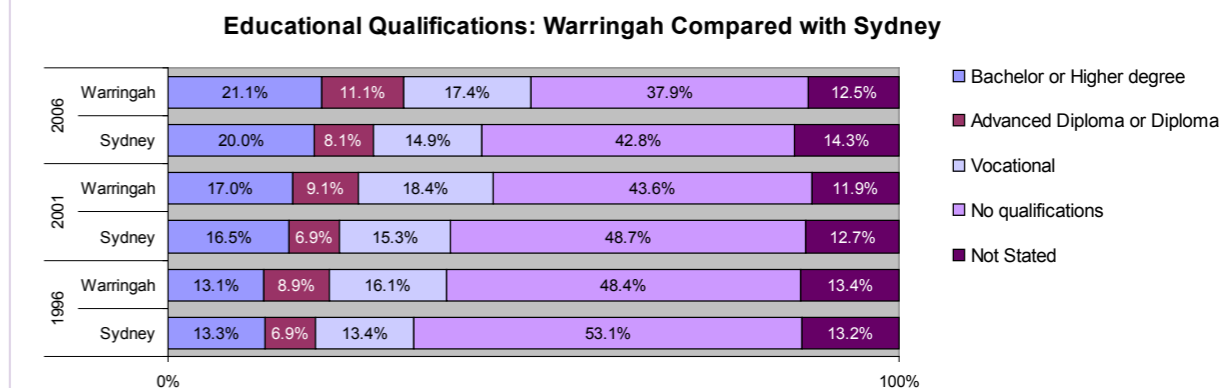
Maintain a healthy age distribution that supports our local economy and reflects an area that is attractive to all age groups.

* Data source: ABS Census Data 1996, 2001 and 2006

Educational Qualifications

What do we measure?

The percentage of persons aged 15 years or over with tertiary qualifications.*



Between 1996 and 2006 the percentage of Warringah residents aged 15 years or older holding a bachelor degree or higher increased from 13% to 21%. This trend towards a higher educated population was also seen across Sydney, but the overall level of education remains higher in Warringah.

Desired direction

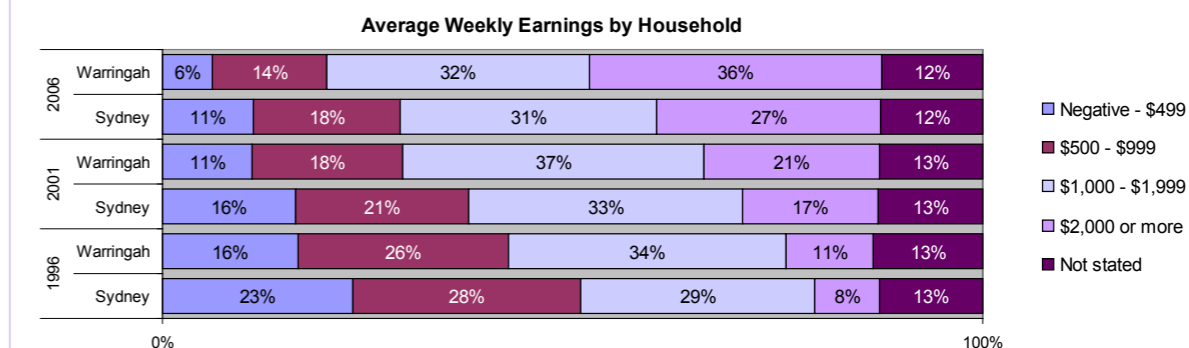
Maintain a balanced mix of educational qualifications that matches and supports our local economy.

* Data source: ABS Census, 1996, 2001, 2006

Average Weekly Earnings

What do we measure?

Weekly gross household income*



Warringah households earn well above the average for Metropolitan Sydney, with 36% earning \$2,000 or more as compared to 27% for Sydney Metropolitan, and this gap is widening.

Desired direction

Maintain Warringah's household income position relative to Sydney Metropolitan.

* Data source: ABS Census, 1996, 2001, 2006

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 to moderate income household is spending more than 35% of their gross income on housing costs, they are likely to be in 'housing stress'.*

There is a trend for increasing housing stress.

According to the 2006 Census, 64% of renters in Warringah were in housing stress which compares to 56% across the greater metropolitan area of Sydney. It is clear from many other indicators that housing affordability is an increasing problem for a growing proportion of low to moderate income renters and home owners in Warringah and the greater Sydney area in general. This is an issue that Council cannot tackle alone. The federal, state and local government sectors will all have to come together with the private sector to develop a solution.

Desired direction

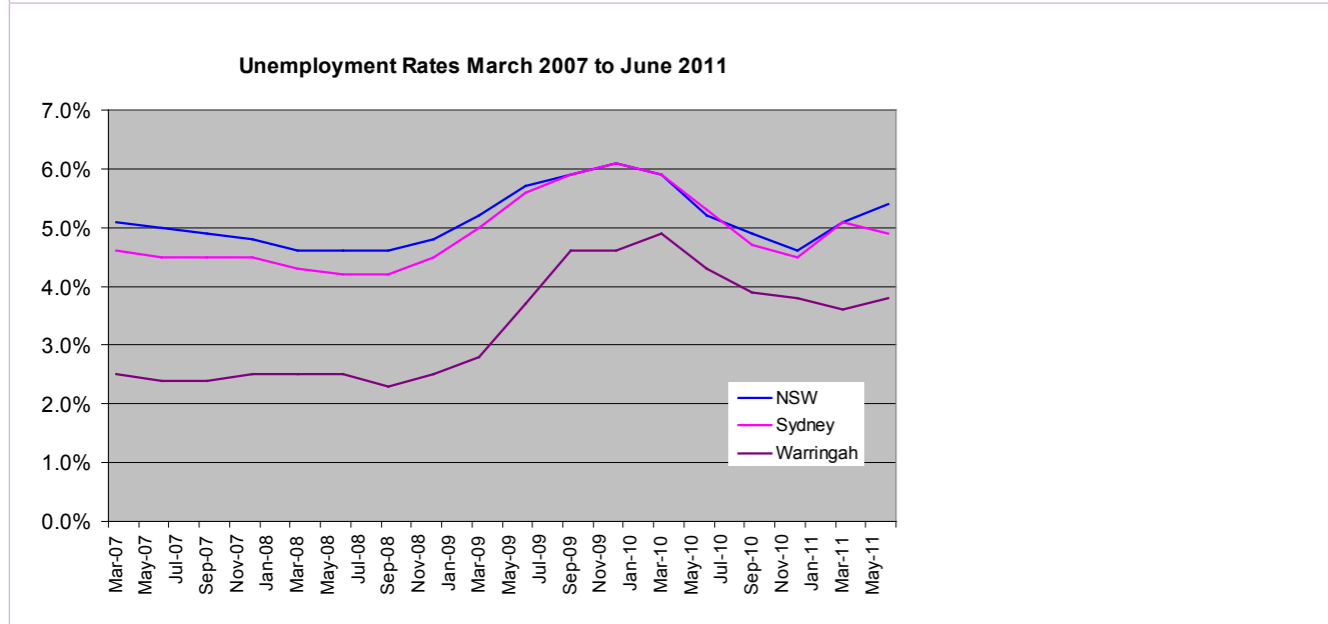
Increasing housing affordability/lower housing stress.

* Source: ABS Census.

Unemployment Rate

What do we measure?

Percentage of Warringah residents unemployed.*



Warringah residents have enjoyed lower rates of unemployment when compared to Greater Sydney and New South Wales as a whole with the June 2011 figures at 3.8%, 4.9% and 5.4% respectively. Unemployment rates generally have come down from the peak associated with the Global Financial Crisis of 2008 – 2009, but they continue to remain higher than pre 2008 levels.

Desired direction

Hold low percentage relative to Sydney Metro and NSW.

* Source: Australian Government Labour Market Information Portal.

Aged Care Facilities

What do we measure?

Ratio of aged care places per 1,000 persons aged 70 and over in the North Sydney Region.

This data is no longer published by the Commonwealth Department of Health and Ageing.

Childcare Facilities

What do we measure?

Childcare vacancy rates across all Long Day Care Centres (private and Council) in Warringah by age group.

Data from the private sector is no longer collected owing to a restructure in Children's Services.

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Areas	Action	Status
Cultural Services	Deliver a Festival of Children's Literature	✓
	Develop a Public Art Strategy	
	Deliver a program of events	✓
Glen Street Theatre	Review the KidsPlay Program	✓
	Build Glen Street's brand within the local community	✓
	Deliver the 25th anniversary celebration of Glen Street Theatre	✓
Good Governance	Research the capacity of the local community service sector	

Capital Works 2010 - 2011

Service Area	Action	Status
Corporate Support	Community Centre Buildings - Disability Discrimination Act Audit and stage 1 works	
	Surf Club Buildings - Disability Discrimination Act Audit	✓



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

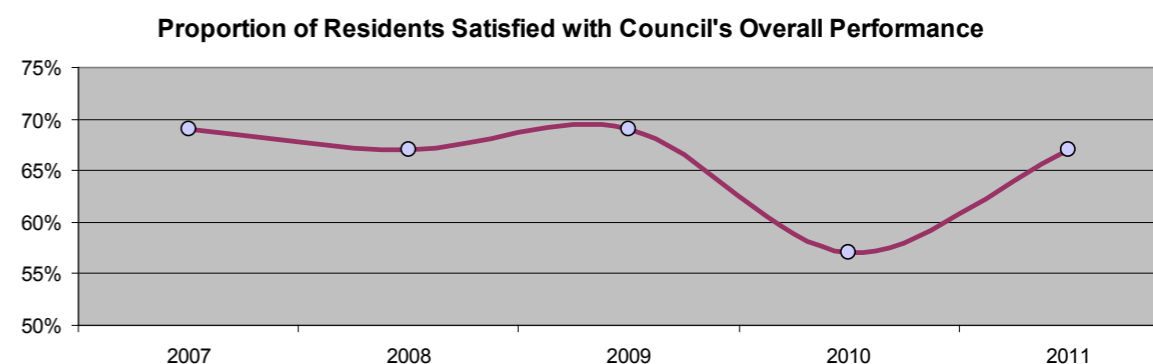
Measuring progress against this goal is predominantly done with our Strategic Performance Measures in the Living Organisation section on pages 90 to 101. From the community perspective we use overall satisfaction with Council performance as expressed in the Annual Community Survey.

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.








In 2011, the proportion of residents that are satisfied with Council's overall performance is back in line with results of 2009 after falling in 2010.

Desired direction

Increase resident satisfaction.

Performance Against Principal Activities

Key Initiatives 2010 - 2011

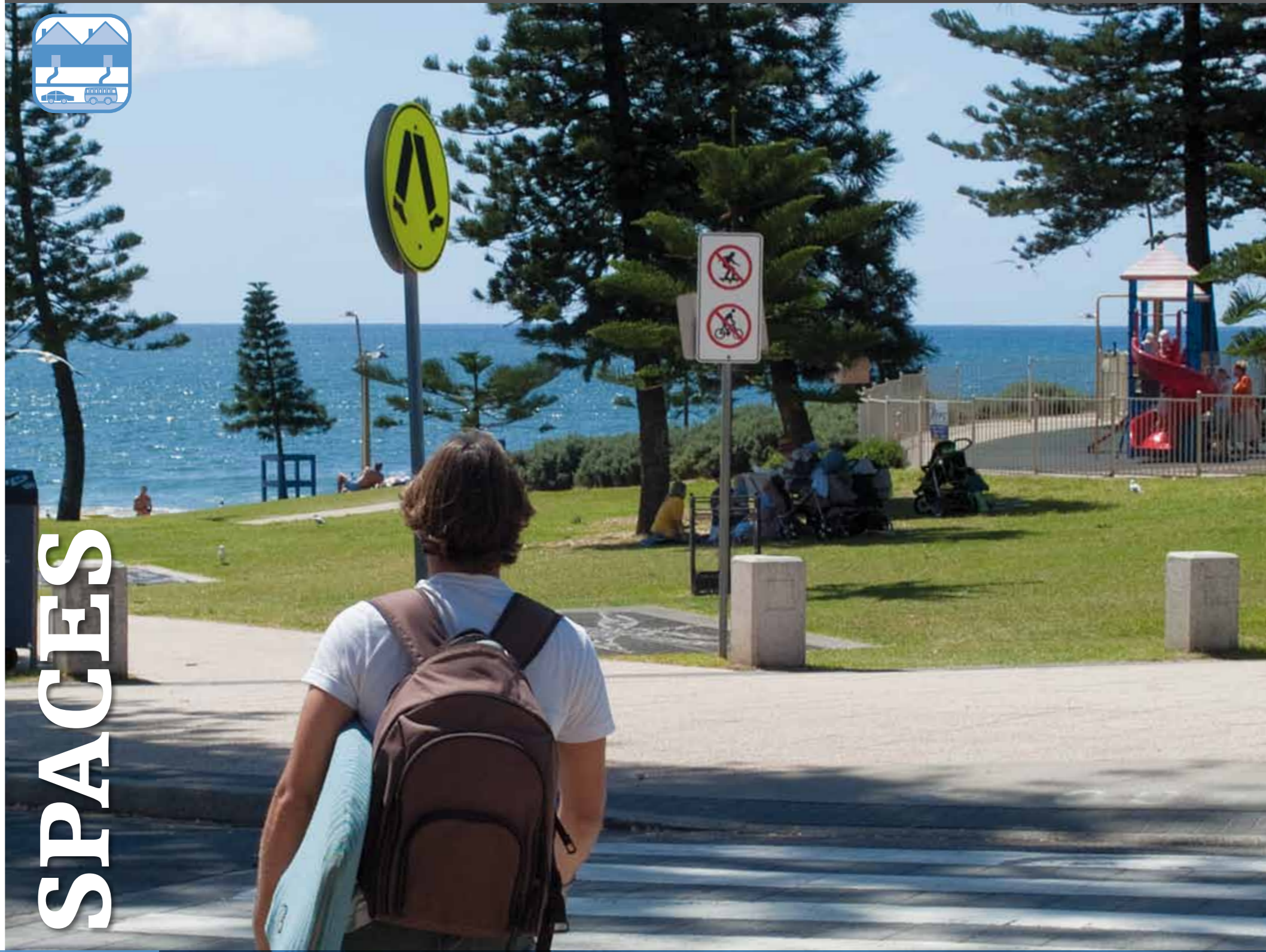
Service Areas	Action	Status	
Corporate Support	Establish a single service counter at the Civic Centre and enhance first contact resolution for customers		
Good Governance	Conduct the Annual Community Survey		✓
	Prepare an Annual Internal Ombudsman's Report		
	Establish the Strategic Committee Framework		✓
Information and Library Services	Review the Collection Development Policy		✓





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 Services	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	•	•	•	•	•
Department of Transport		•	•	•	•
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 benefits and costs equitably and supports a healthy and sustainable environment

We identified three indicators to measure progress against this goal:

- Community Pride
- Level of Graffiti Vandalism
- Open Space Utilisation

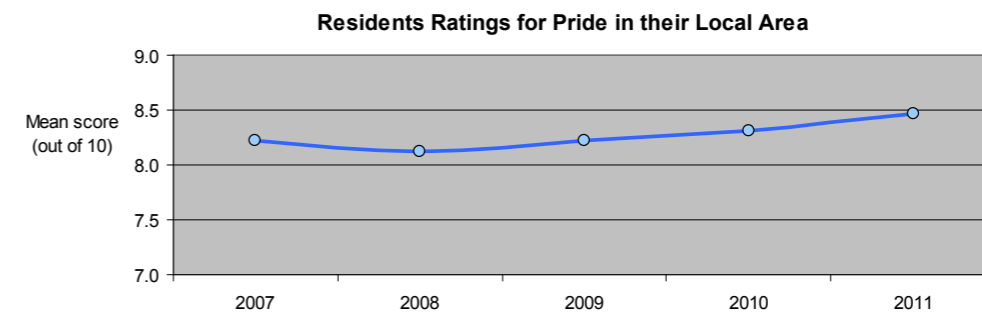
Community pride is measured through the Annual Community Survey and the level of graffiti vandalism is the number of removals and the total area cleaned through Council's graffiti cleaning program. Data for open space utilisation is unavailable.

Community Sustainability Indicators

Community Pride

What do we measure?

Residents ratings for pride in their local area as expressed by participants in the Annual Community Survey.



For the last four years the mean score out of 10 has remained high and stable with a slight year on year increase from 2008.

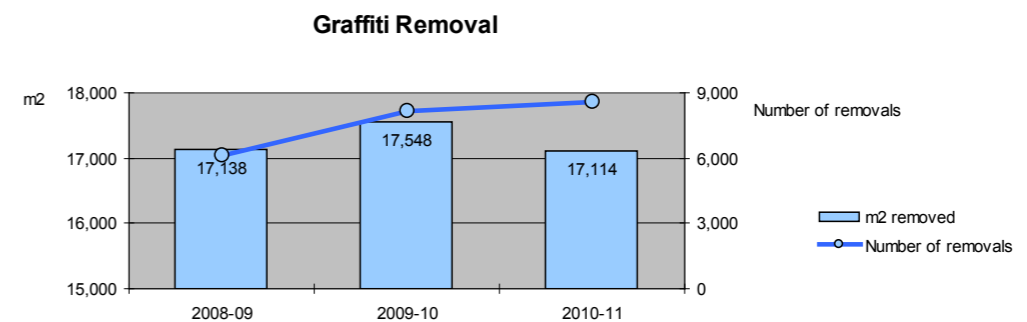
Desired direction

Maintain or increase the mean score.

Level of Graffiti Vandalism

What do we measure?

Graffiti removed by Council from public open space or private property fronting open space.



The total number of graffiti removals rose slightly for 2010 - 2011 but the total area removed was less. This suggests that most removal jobs were for tags rather than larger pieces of graffiti.

Desired direction

Decrease the incidence of graffiti vandalism

Community Sustainability Indicators

Open Space Utilisation

What do we measure?

We are currently working on systems allowing us to keep track of the number and frequency of bookings made by the public to use sports fields and natural reserves, as well as estimated visitor numbers to our beaches.

Data is not available for this indicator as there has not been agreement on what to measure.

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Areas	Action	Status
Corporate Support	Complete stage 2 Asset Management Plans for all asset classes	✓
Good Governance	Development of a Strategic Asset Management Plan	
Parks, Reserves and Foreshores	Review the Manly Warringah War Memorial Park Plan of Management	

Capital Works 2010 - 2011

Service Areas	Action	Status
Corporate Support	Belrose Children's Centre - renew bathrooms	✓
	Belrose Children's Centre - renewal of flooring	✓
	Belrose Community Centre - renew external softfall	✓
	Brookvale Occasional Care Centre	
	Brookvale Oval - revitalisation works - Stage 2	
	Community Centre Buildings - renewal works	✓
	Council Buildings - renewal works	✓
	Civic Centre - replace water based cooling tower and chiller	✓
	Civic Centre - roof renewal	
	Civic Centre and Cromer Administration Buildings - Building Code of Australia and fire safety compliance works	
	Curl Curl Youth and Community Centre - kiosk demolition	✓
	Dee Why Beach - new public toilet	✓
	Dee Why Children's Centre - upgrade landscaping and renew softfall	
	Dee Why Library - reconfigure Local Studies area and recarpet library	✓
	Dee Why Senior Citizens Centre - kitchen replacement/lino replacement/carpet replacement and installation of acoustic panels	✓

Performance Against Principal Activities

Capital Works 2010 - 2011

Service Areas	Action	Status
Corporate Support (continued)	Freshwater Beach - viewing tower	✓
	Harbord Literary Institute - Building Code of Australia compliance, accessibility works and upgrade of toilets	
	Long Reef Surf Life Saving Club - Stage I Master planning	✓
	Long Reef - viewing tower	✓
	Millers Reserve public amenities - renewal and accessibility works	
	Minor renewal works - civic buildings portfolio	✓
	Minor renewal works - community centres	✓
	Narrabeen Children's Centre - renew bathrooms	
	Nolan/Passmore Reserve - public amenity building	✓
	North Narrabeen Beach - viewing tower	✓
	North Narrabeen Surf Life Saving Club - renew amenities, suspended ceiling renewal in foyer, floor covering renewals, renew membrane to main deck and Building Code of Australia compliance works	✓
	Public Amenity Improvement Program - Belrose Junior Rugby League Football Club public amenities - renewals and accessibility works	✓
	Public Amenity Improvement Program - Nolans No 2 public amenities - renewals and accessibility works	
	Public Amenity Improvement Program - access control system	✓
	Public Amenity Improvement Program - Curl Curl Sports Centre public amenities - masterplan, design and approvals	✓
	Public Amenity Improvement Program - Passmore Reserve - new public amenity building	
	Road acquisition - 3 Cottage Point Road, Cottage Point	
	South Narrabeen Surf Life Saving Club - Stage I internal fit-out refurbishment and placement of public entertainment works	
	Sporting Clubs program - install cages for gas cylinder storage and provide additional storage	✓
	Tennis facilities - analysis of condition of existing facilities and perimeter court fencing and renewal works	✓
YoYo's - upgrades for entertainment use, Building Code of Australia compliance, security and storage, and air conditioning		

Capital Works 2010 - 2011

Service Areas	Action	Status
Glen Street Theatre	Renew car park area and lighting	✓
	Renew flying system	✓
	Stage 3 entertainment use works	✓
Information & Library Service	Library books - renewal of book stock	✓
Parks, Reserves and Foreshores	Cromer No 1 - synthetic surface	
	Floodlighting Improvement Program	
	Manly Dam - renewals	✓
	Minor rectification of sportsfields - rectification sites	✓
	Minor renewal works - parks, reserves and foreshore areas	✓
	Netball upgrade - Stirgess Reserve	✓
	New barbeque - Jamison Park	✓
	Nolans and Passmore Reserve - flood lighting, drainage upgrades	
	Old Pittwater Road - new park	✓
	Playground Improvement Program	
	Renewal Works - parks, reserves and foreshore	✓
	Sporting Club Capital Improvements Fund	
	Sportsfield Rectification Program - Adam Street Reserve, finalise design stage	✓
	Sportsfield Rectification Program - Cromer Park 3 and 4 - design and approvals stage	✓
	Sportsfield Rectification Program - Weldon Oval	
	Sportsground signage upgrade	
Roads, Traffic and Waste	Kerb and Gutter Renewal Program	✓
	Renewal works	✓
	The Strand Dee Why - construction Stage 2	✓
Warringah Aquatic Centre	Warringah Aquatic Centre - disability access and renewal project Stage I design and approvals	

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

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 2010 - 2011

Service Areas	Action		
Certification	Accreditation of building surveyors under the Building Professional Board of NSW		✓
Strategic Planning	Housing Strategy – Plan to cater for increased dwelling targets as part of Department of Planning draft sub-regional plan		✓
	Prepare a site specific Development Control Plan (DCP) for the Freshwater Commercial Centre by independent consultant		
	A new Section 94A Plan		✓
	Proposed amendments to the State Environmental Planning Policy – Exempt and Complying Development		✓
	Review of development controls in the Warringah Local Environment Plan (LEP) and DCP		
	Consideration of rezoning requests received with exhibition of draft Warringah LEP		

Capital Works 2010 - 2011

Service Areas	Action	Status	
Corporate Support	Brookvale Park - caretaker's flat demolition		
	Cycleways, paths and street trees - various works		
	Entertainment use venues - upgrade fire hydrants		
Natural Environment	21 Ryan Place - stormwater works		
	Collaroy stormwater outlet - detailed design		
	Dee Why CBD - stormwater capacity upgrade - detailed design Stage I		
	Emergency stormwater works		✓
	Jenkins Street, Collaroy - stormwater works		✓
Parks, Reserves and Foreshores	Street Tree Planting Program		
	Town Centres - street tree planting		✓

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

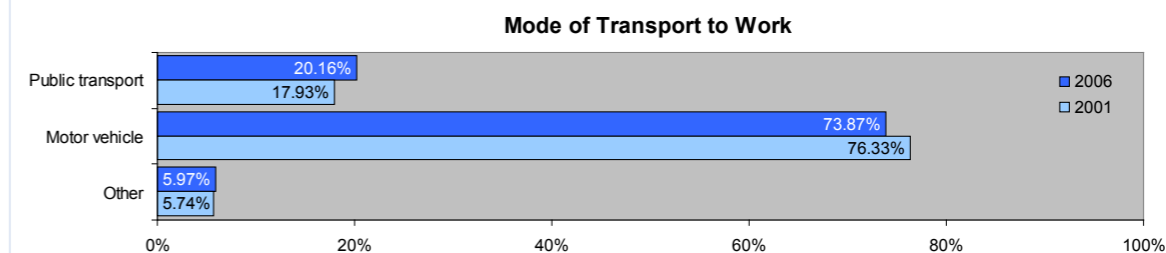
We are currently working on a third indicator measuring the condition of our roads.

Community Sustainability Indicators

Public Transport Usage

What do we measure?

Mode of transport to work expressed as a percentage of all workers. *



More people were using public transport for travelling to work in 2006 than in 2001. Some 20.2% used public transport in 2006, up from 17.9% in 2001. Buses remain the predominant mode of public transport at roughly 90%. Reliance on private motor vehicles remains high at 73.9% (down from 76.3% in 2001) with 68% of these driving and 6% as passengers.

Desired direction

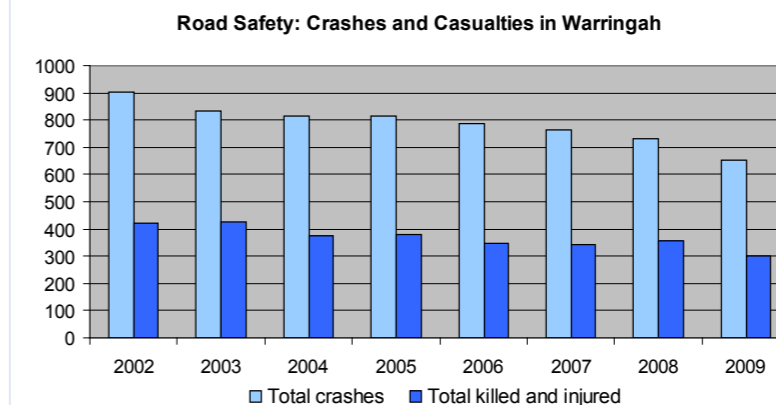
Continue the trend towards more public transport usage.

* ABS Census Data

Road Safety

What do we measure?

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



The trend from 2002 onwards shows a significant decrease in total accidents on Warringah roads, while the number of persons killed and injured has shown a slight decrease over the same period. Given that the total number of registered vehicles has increased year on year over the same period, this is a good result.

Desired direction

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

** RTA Crash Statistics

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Area	Action		
Strategic Planning	Extend the existing shuttle bus service from Manly into North Balgowlah		✓

Capital Works 2010 - 2011

Service Areas	Action	Status	
Corporate Support	Public Amenity Improvement Program - installation of bike racks		✓
Natural Environment	South Creek, Dee Why cycleway construction		
Parks, Reserves and Foreshores	Freshwater Beach - overflow car park		✓
	Manly Dam - mountain bike track		
	Nolans Reserve - cycleway		
Roads, Traffic and Waste	Accessible ramps program		✓
	Aquatic Drive, Allambie - refuge island		✓
	Bike Plan Implementation Program		✓
	Bus Seat Renewal Program		✓
	Car Park Renewal Program		✓
	Collaroy Plateau - Local Area Traffic Management Study		✓
	Dee Why- traffic and signals works		✓
	Footpath Renewal Program		✓
	Frenchs Forest Road West and Rabbett Street, Frenchs Forest - roundabout		✓
	Griffin Road, North Curl Curl - slow point		✓
	Kenneth Road, Manly Vale - rock cutting stabilisation		✓
	Lancaster Avenue, Collaroy - rock cutting stabilisation		✓

Capital Works 2010 - 2011

Service Areas	Action	Status	
Roads, Traffic and Waste (continued)	Lismore Avenue, Dee Why - refuge island		✓
	New Footpath Program		✓
	Pozieres Parade, Allambie - rock wall removal		✓
	Collaroy Street, Collaroy - retaining walls construction		✓
	Lagoon View Road, Cromer - retaining walls renewals		
	Road Resheeting Program		✓
	Smith Avenue, Allambie Heights - installation of speed humps		✓
	Victor Road, Dee Why - refuge island		✓

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

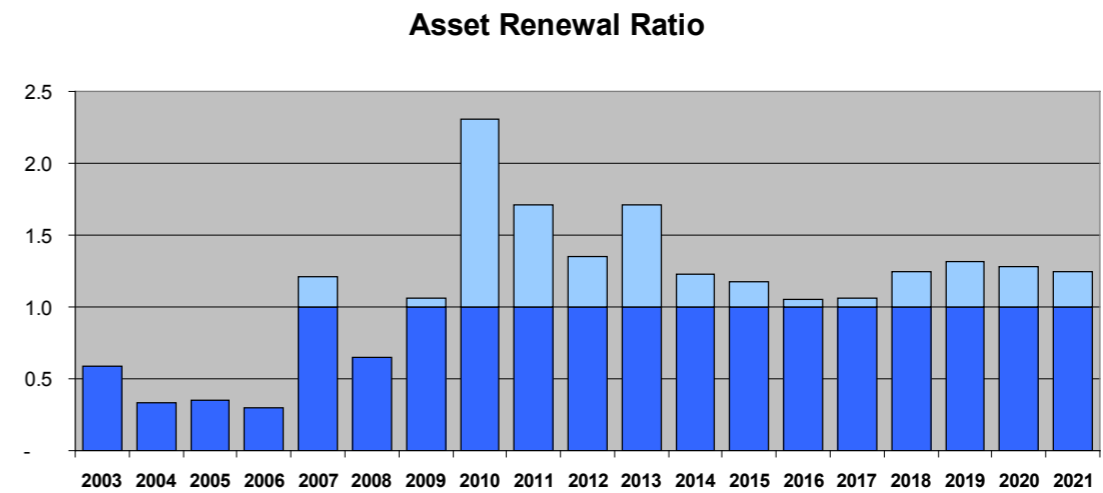
Measuring our progress against this goal can be achieved by measuring our investment in the maintenance of our assets. The asset renewal ratio provides this measure.

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.



In the last few years we have increased our asset renewal ratio from well below the minimum preferred rate of 1.0 to 1.71 in 2010 - 2011. Half of the funding for the increased expenditure on asset renewal comes from the Infrastructure Levy introduced in 2006 - 2007 and from savings and efficiencies achieved by Council. Reinvesting in renewing assets at a rate of at least their depreciation ensures service levels for our public infrastructure are maintained and our assets can be used by future generations.

Desired direction

An actual ratio of greater than 1.0 annually.

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Areas	Action		
Compliance	Implement findings of the beach parking review		✓
Good Governance	Investigate local power generation		
Roads, Traffic and Waste	Finalise arrangements with the Roads and Traffic Authority to manage the installation and maintenance of regulatory traffic signage and line markings in Warringah		✓

Capital Works 2010 - 2011

Service Area	Action	Status
Natural Environment	Narrabeen Lagoon Pathway - Stage 2B	





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
Warringah 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

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

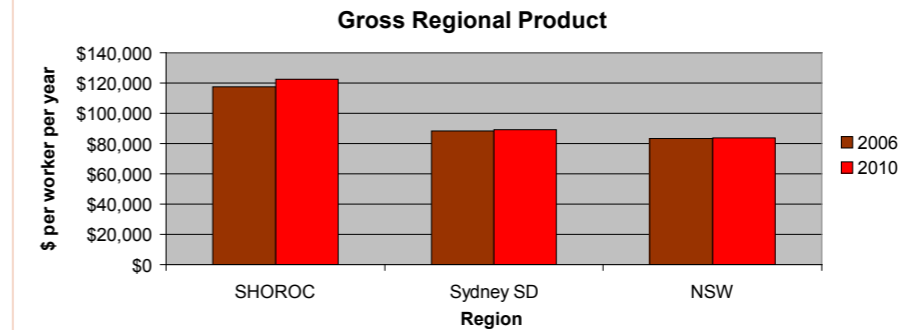
We recognise the importance of sustainable local economic development and will be publishing a Local Economic Development Plan during 2011. This will assist in refining our approach to the measurement of economic well being.

Community Sustainability Indicators

Gross Regional Product (GRP)

What do we measure?

The net wealth per worker generated by the local regional economy of Manly, Mosman, Pittwater and Warringah (SHOROC). This is calculated the same way as GDP is calculated for the national economy. *



For the year ending June 2010, GRP per worker for the SHOROC region was \$122,638. This was a greater amount than Sydney Metropolitan (\$88,993) and NSW (\$83,602). Furthermore, the percentage increase between 2006 and 2010 for the SHOROC region was 4.5% compared to Sydney Metropolitan (0.7%) and NSW (0.3%).

Desired direction

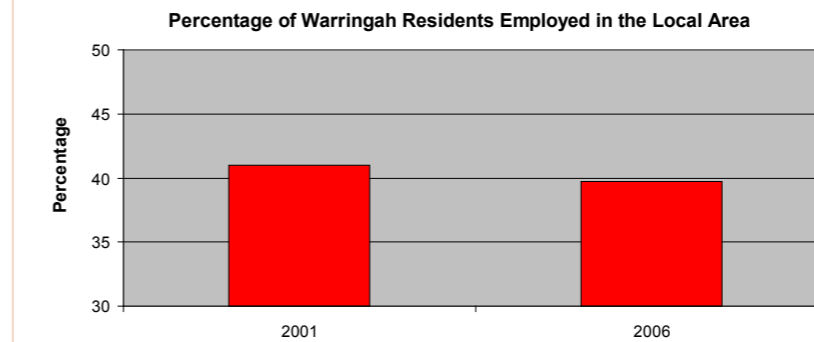
Hold or increase GRP relative to Sydney Metropolitan.

* Source: SHOROC Economic Profile

Employment Containment

What do we measure?

The employment location of Warringah residents. *



On Census night in 2006, 39.7% of residents worked in the local area compared to 41.0% in 2001. Despite this small drop, employment containment in Warringah is higher than the metropolitan average. Also, it is worth noting that 51.5% of residents remain in the region for their employment, (ie. 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, 2001, 2006.

Community Sustainability Indicators

Qualification/Local Industry Mix

What do we measure?

Changes in employment by sector*. This to be compared with changes in qualifications (see page 53).



There was a net gain of nearly 1,000 jobs between 2001 - 2006. Sectors that gained the most were: Wholesale trade, Health and Community Services, Education, and Construction. Manufacturing saw the greatest fall in jobs, losing nearly 1,500 over the period. These employment changes reflect changes in qualifications amongst local residents with more people holding vocational or higher qualifications and less people with no qualifications (see page 53).

If there is a close fit between residents' qualifications and the local industry mix, it is more likely to encourage employment containment (see previous page).

Desired direction

A closer match between residents' qualifications and the local industry mix.

* Source: Australian Business Register 2007.

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Areas	Action	Status
Good Governance	Work with Pittwater Council to establish local and regional economic development programs and initiatives	
Strategic Planning	Complete Brookvale Employment Lands Study	

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 the residents' lifestyles and economic development

Council is currently preparing a Local Economic Development Plan which will be published during 2011. It will contain a medium term action plan that will set out what needs to be done to achieve this goal. Suitable performance indicators will also be included.

Performance Against Principal Activities

Capital Works 2010 - 2011

Service Areas	Action	Status
Corporate Support	Collaroy Access Tourism Precinct (component 1A) - Collaroy Surf Life Saving Club - construction and commissioning including new lift, entertainment use works and upgrades to adjacent swim club	
	Collaroy Access Tourism Precinct (component 1B) - Collaroy Surf Life Saving Club - public amenities renewals and accessibility works	
Parks, Reserves and Foreshores	Collaroy Access Tourism Precinct (component 2) - reserve improvements	

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 is currently preparing a Local Economic Development Plan which will be published during 2011. It will contain a medium term action plan that will set out what needs to be done to achieve this goal. Suitable performance indicators will also be included.

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Area	Action	Status
Strategic Planning	LEP amendment - urban form study for the Dee Why commercial and residential major centre	

Capital Works 2010 - 2011

Service Areas	Action	Status
Parks, Reserves and Foreshores	Collaroy Access Tourism Precinct - design	
Roads, Traffic and Waste	Collaroy Access Tourism Precinct (component 3A) - streetscape improvements	
	The Strand, Dee Why - streetscape improvements construction Stage 3	✓
	Freshwater Village Town Centre - upgrade	



ORGANISATION



Key Services

Corporate Support 150

Good Governance 154

Living

An innovative and effective organisation with strong leadership

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
Local Government and Shires Association	•		•		•
Department of Premier and Cabinet, Division of Local Government				•	•
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.

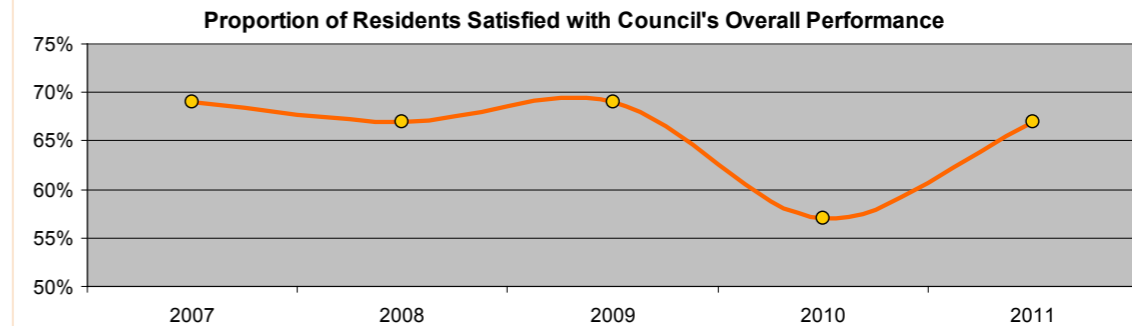
- Community's Overall Satisfaction with Council's Performance
- Overall Staff Satisfaction and Wellbeing
- Staff Training
- Occupational Health and Safety
- Financial Health Check Compliance
- Overall Budget Performance
- Scheduled Capital Works Completed
- Scheduled Projects Completed

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.



In 2011, the proportion of residents that are satisfied with Council's overall performance is back in line with results of 2009 after falling in 2010.

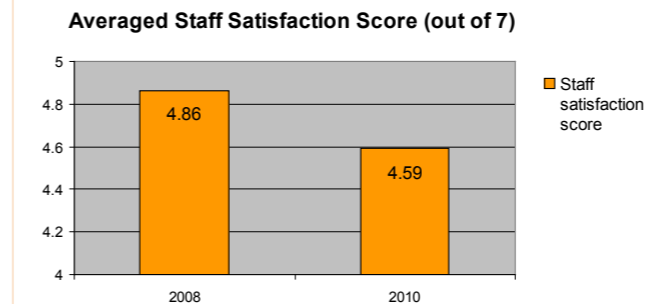
Desired direction

Increase resident satisfaction.

Overall Staff Satisfaction and Wellbeing

What do we measure?

Averaged employee ratings (out of 7) in respect of their feelings of satisfaction. These were provided 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. In 2008, our staff rated us at 4.86 out of 7 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 programme of staff consultation has been established to improve the organisation in respect to these matters.

Desired direction

Maintain high level of staff satisfaction

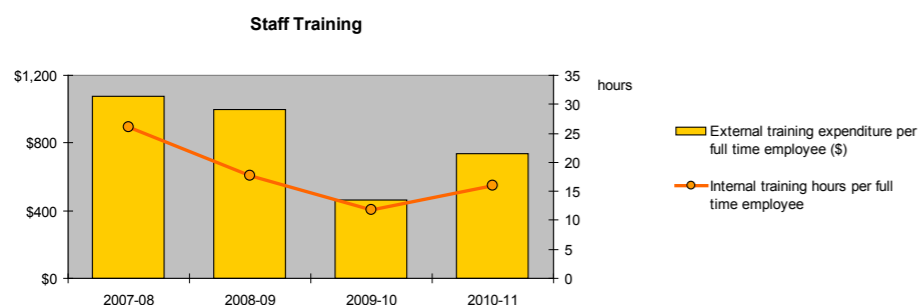
* Survey conducted by Infync Surveys

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



High levels of training investment between 2007 - 2009 reflected the roll out of new systems in finance, property, rating and records. A scaling back inevitably followed in 2009 - 2010 with investment increasing again in 2010 - 2011 as new and existing staff needed their skill sets refreshed.

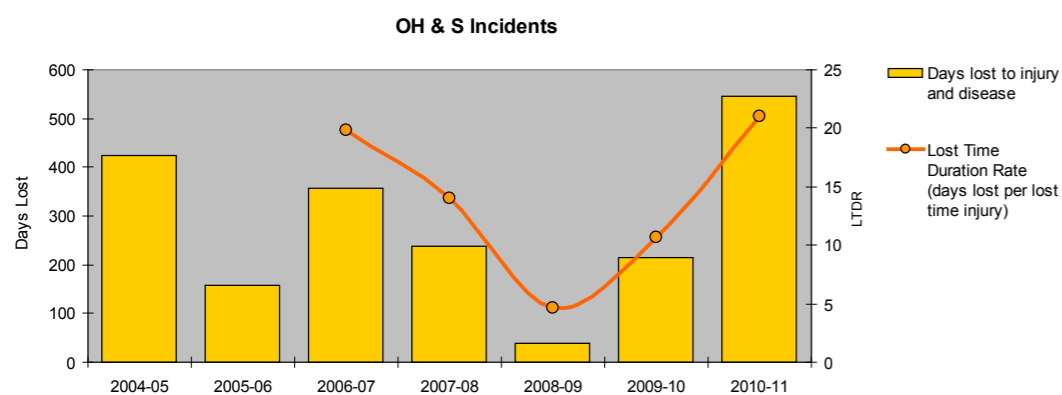
Desired direction

Maintain commitment to external and internal training of staff

Occupational Health and Safety

What do we measure?

Days lost due to injury or disease per OH&S incident and total number of days lost due to injury or disease.



Council is now striving for a triple zero target which means zero accidents, zero incidents and zero lost time injuries. This new target has been implemented because Council believes it is not good to have injured workers.

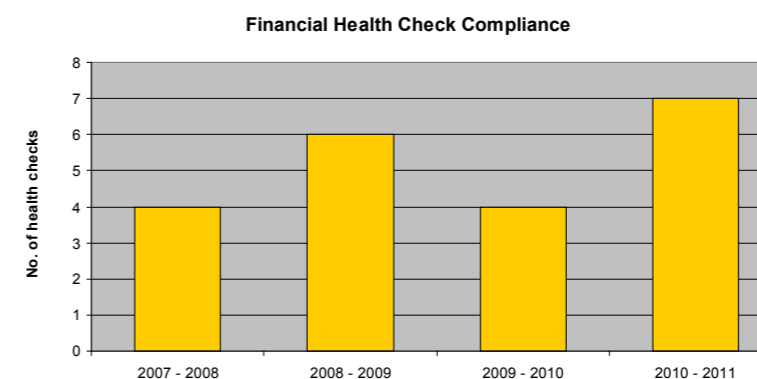
Desired direction

Zero days lost and zero lost time.

Financial Health Check Compliance

What do we measure?

Compliance with seven financial health checks.



Last year Council was compliant with all seven financial health checks.

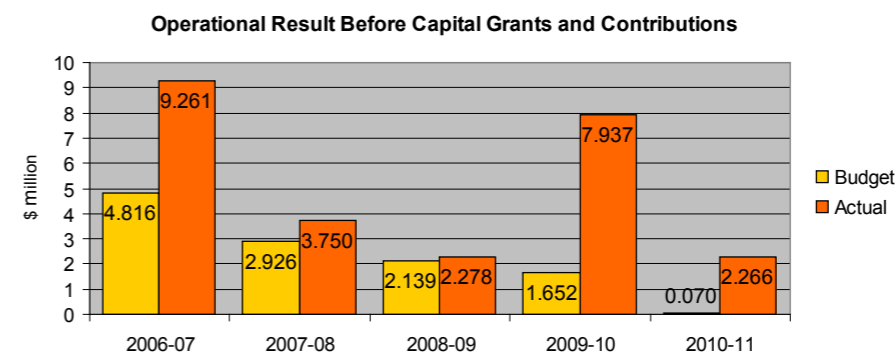
Desired direction

100% compliance.

Overall Budget Performance

What do we measure?

Comparison of the budgeted and actual operating result for the year before capital grants and contributions.



The net operating surplus before capital grants and contributions for the 2010 - 2011 financial year was \$2.266m compared to the original budget position of \$0.069m. This positive variance was due to a number of factors with the principal components being higher interest and investment revenues reflecting Council achieving rates more than 1% above the benchmark and lower employee costs related to amongst other things unfilled vacancies.

Desired direction

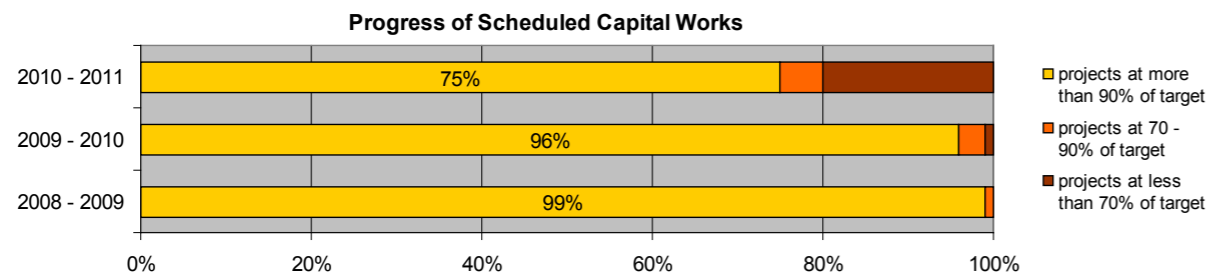
Actual figure to be within 10% bandwidth of budget.

Community Sustainability Indicators

Scheduled Capital Works Completed

What do we measure?

Percentage of capital works at 90% or more of their progress target by the end of the financial year.



25% of projects were behind schedule. The majority have substantially commenced and will be completed in 2011 - 2012. Reasons for the delays include grant funding not being available for the works, additional consultation with affected stakeholders, technical issues with the project, insufficient funds for the works and weather delays.

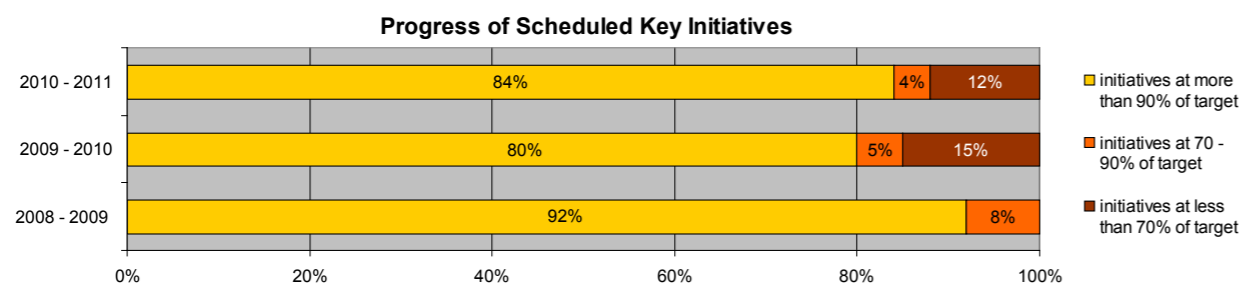
Desired direction

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

Scheduled Projects Completed

What do we measure?

Percentage of key initiatives at 90% or more of their progress target by the end of the financial year.



Last year's performance is an improvement on the previous year with more initiatives at more than 90% of target.

Desired direction

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

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Areas	Action	Status
Corporate Support	Develop and deliver organisational training programs in the key areas of Project Management, Procurement and Contract Management, Management and Basic Finance, Plain English Report Writing, Customer Service Soft Skills and Leadership	
	Employee opinion survey of Council staff	✓
	To establish and implement the Enterprise Risk Management Program, including development of the Enterprise Risk Management Framework (Public Policy and Framework)	
	Implement Business Continuity Development Program	
Good Governance	Publish the Annual Report	✓
Information and Library Services	Review the presentation and delivery of the Community Directory	✓
	Benchmark the cost of collection management against the State Library of NSW guidelines	

Capital Works 2010 - 2011

Service Area	Action	Status
Corporate Support	Civic Centre - Upgrade of Customer Service Centre	
	Contract Management Module	✓
	Customer Request Management - Knowledge base software	
	Disaster Recovery Site at Cromer	✓
	Heavy Plant Replacement	✓
	Internet Protocol - Telephony System	
	Light Commercial Fleet	✓
	Mobile inspections software	
	Network monitoring software	✓
	Online bookings system	
	Light fleet	✓
	Replace locks and access controls on facilities to increase security and access	
	TRIM upgrade	

Our Goal

5.2 An innovative and progressive organisation

Our Strategy

- Be a value driven organisation
- Delivering timely services based on community needs

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

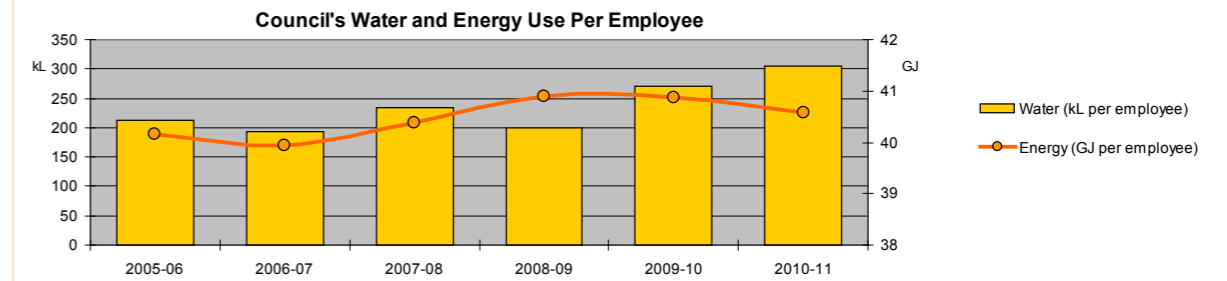
- Corporate Environmental Sustainability
- Asset Renewal Ratio
- Service Reviews Conducted

Strategic Performance Measures

Corporate Environmental Sustainability

What do we measure?

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



These indicators include energy and water usage for all Council operations such as Warringah Aquatic Centre, operation of libraries, community centres etc. with the exception of street lighting. Since 2008 - 2009 energy consumption at Council facilities has been declining, largely as a result of energy saving actions including refurbishment of buildings and a greater focus on demand management. This trend is expected to continue. However, since 2008 - 2009 mains water consumption has increased, primarily from our parks and reserves facilities. Some of this increase can be attributed to a switch from bore to mains water at some sites, ground renovation works as well as leaks and faulty equipment.

Desired direction

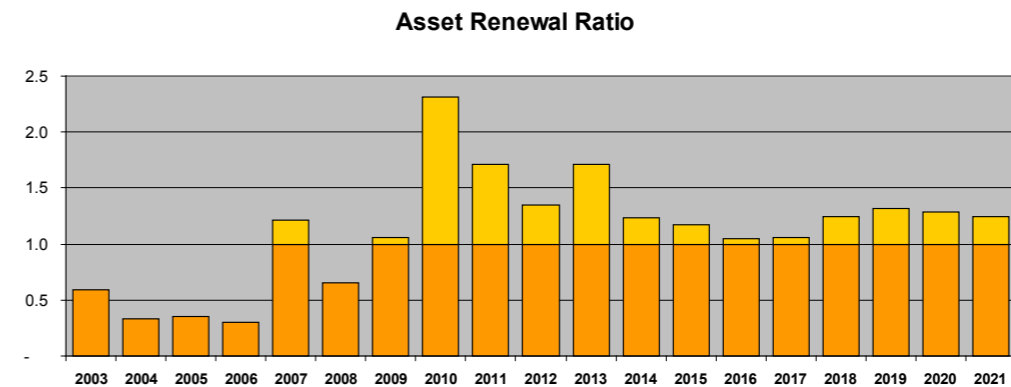
Decrease the consumption per employee

* Data sources: Energy Australia and Sydney Water

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.



In the last few years we have increased our asset renewal ratio from well below the minimum preferred rate of 1.0 to 1.71 in 2010 - 2011. Half of the funding for the increased expenditure on asset renewal comes from the Infrastructure Levy introduced in 2006 - 2007 and from savings and efficiencies achieved by Council. Reinvesting in renewing assets at a rate of at least their depreciation ensures service levels for our public infrastructure are maintained and our assets can be used by future generations.

Desired direction

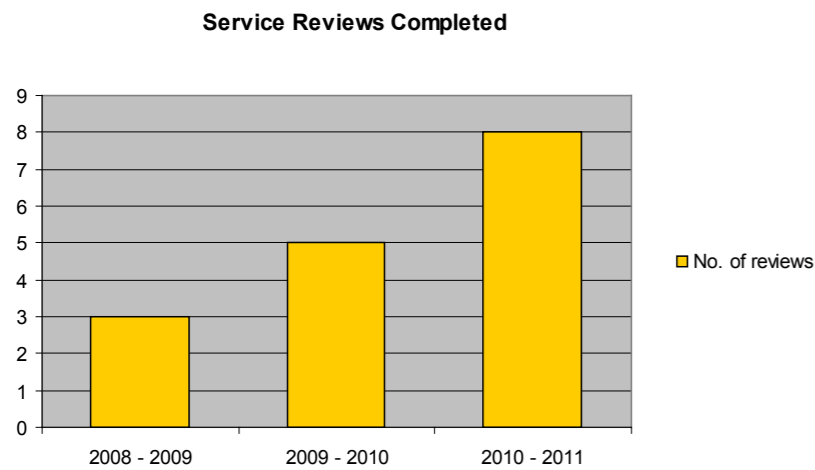
An actual ratio of greater than 1.0 annually.

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, all of which 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.

Performance Against Principal Activities

Key Initiatives 2010 - 2011

Service Areas	Action	Status
Corporate Support	Defining Excellence for Warringah Council in accordance with the Australian Business Excellence Framework	✓
	Deliver a program that supports staff in the continuous improvement of business processes	✓
Development Assessment	Streamline the Local Environmental Plan (LEP) to reduce resources required to assess development applications	✓
Good Governance	Develop the annual Strategic Community Plan	✓