










Long Reef: Suzanne Lane - 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




SERVICE HIGHLIGHTS

4

A closer look at performance by service for 2010-2011.

The State of the Environment Report is in the Appendix.

However the service highlights that relate to the State of the Environment report for the 2011-2012 financial year are identified by this State of the Environment icon 

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Certification Services

Strategic Contributions

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

\$0.8m

Total expenses from continuing operation

Fast Facts

- 211 building certificate applications processed
- 220 construction certificates processed

Key Activities and Programs

- Issue certificates and approvals (including Construction Certificates, Occupations Certificates, Strata Certificates, Compliance Certificates and Building Certificates)
- Conduct principal certifying authority functions
- Building certification

Key Performance Indicator

KPI	Unit	Target	Actual	Indicator
% of market share for private certification	%	12	11	

Accreditation of Certification Officers

The Certification Services team provides impartial certification services by assessing and determining construction certificates, along with associated “critical stage” inspection of buildings during construction. The Building Professionals Board is the statutory body that regulates building and subdivision accreditation within NSW.

Certification Services Audit

The fire safety work provides an unsung service helping keep the community safe. A full audit of the Building Certification and Fire Safety Team’s processes and procedures was undertaken by external auditors and the results found no significant areas for concern.

Children's Services

Strategic Contributions

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

\$6.8m

Total expenses from continuing operation



Fast Facts

- 433 children per week (on average) cared for in four long day care centres and 477 children accessing occasional care during the year. 482 children per week are utilising family day care
- 845 separate families (on average) used vacation care each holiday period, catering for an average of 950 children per holiday program
- Approximately 3,300 families received regular information on children's and family services
- 10,670 total bookings taken by the five vacation care centres over the year

Key Activities and Programs

- Long day care, mobile occasional care and family day care
- Recreation and leisure, vacation programs and events for children and their families
- Provide information and referral service for children and their families
- Provide family and community education
- Provide opportunities for increased service participation for families from culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander communities
- Promote service integration and support services to vulnerable families

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with provision of childcare services	Mean score	6.33	6.50	
No. of days children with additional support needs accessing - family day care	Days	-	150	-
No. of days children with additional support needs accessing - long day care	Days	-	1250	-
% of Council child care centres that are fully accredited	%	100	100	

Quality Services

We continue to deliver outstanding children's services through the operation of four long day care centres, the family day care scheme, occasional child care and five vacation care centres. These services are accredited to the highest standards. We also provide premises to six community-based pre-schools.

The service standards we maintain provide a benchmark for other providers in the region. We continue to actively participate in service networks, and provide comprehensive and current information to ensure all families can access appropriate services when they need them. Our model for service delivery incorporates continued professional development of staff through the inclusion of students in programs, mentoring and training, and other support programs such as learning circles with other local services.

Vacation Care

Our five vacation care centres continue to run a wide variety of centre-based activities and excursions to a range of venues around Sydney for children aged 5-12 years. In the Easter holidays children visited Australian Reptile Park, Zone 3, Kimbriki Eco House and Garden, the Powerhouse Discovery Centre and Vaucluse House. The summer school holiday included visits to the Chinese Gardens, bowling and Laser Tag at Fox Studios and Luna Park. A new swimming excursion safety measure was also introduced with all children wearing red sun shirts for in the pool. This has improved the ability of staff to identify children in the pool.

Children's Services

National Quality Framework

Children's Services has continued to implement the National Quality Framework, which focuses on the quality of education and care provided to children. Policy and procedures have been updated and made available on the Warringah website and families have been able to add their input. All Children's Services completed a Quality Improvement Plan (QIP). The aim of a QIP is to help services self-assess performance in delivering quality education and care and to plan future improvements. As part of the QIP, a number of services have been working with families to update their centre philosophy to reflect the perspectives of both families and current educators. Dee Why Children's Centre will be one of the first services to undertake an assessment and rating visit in the next financial year. To meet the future staffing qualification requirement of the Education and Care Services National Regulations, 14 staff were supported in undertaking formal qualifications in 2012. Ongoing staff training and development needs are met through formal training sessions, mentoring, learning circles, and inter-service forums.

Education and Care National Regulations

Children's Services was ready for the new Education and Care National Regulations, which came into effect on 1 January, and focuses on minimum requirements and operational guidelines for children services. Spot checks were conducted by National Childcare Accreditation Council and the Department of Education and Communities at the end of 2011. We came through with flying colours meeting all standards and receiving positive feedback for interactions observed between children and the educators.

Inclusion of Children with Additional Support Needs

We continue to target the inclusion of children from vulnerable families and children with additional support needs for all our services. Priority is given to these families accessing our services and we also actively work with many support agencies to ensure each child's inclusion is fully supported.

Upgrades of Childcare Facilities

To ensure the best environments for children, service upgrades this year included a full upgrade to the 0-2's playground at Dee Why Children's Centre. All services are accredited SunSafe services.



Little Girl by the Lake: Debra Freeman - Warringah Art Exhibition entrant

Community and Safety Services

Strategic Contributions

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

\$6.2m

Total expenses from continuing operation










Fast Facts

- Over 2.6 million people visited our nine beaches in 2011-2012
- 173,916 pre-emptive actions, 1,149 rescues and 2,503 first aid treatments were performed by Beach Services
- 23,269 infringements of beach reserve regulations were acted upon to ensure our beaches remain a safe, appealing and welcoming destination. Hazards included water regulations, dogs on beaches, littering and anti-social behaviour 🌿
- 15 schools participated in the Beach Awareness Safety Education Program
- 645,338 people attended our community centres
- 1,167 casual functions were held at our community centres
- Over 300 regular hirers participated in the annual Hirers Customer Survey
- \$105,000 distributed under the Community Development Grants Program (2011-2012)

Key Activities and Programs

- Build community capacity of individuals, groups and services for seniors, and people with a disability, amongst others, to optimise community health and wellbeing, social inclusion and independence
- Participate in local and regional planning for community service provision with other government and community sector organisations
- Provide a professional beach management service across Warringah's nine beaches, seven days a week during the beach season, including the Beach Awareness and Safety Education (BASE) community program
- Manage and promote Council's network of community centres to meet the diverse needs of the community
- Manage the community development grants program to fund evidence based community initiatives which build community capacity, community connectedness and a sense of place
- Promote service integration and support services to vulnerable families

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with facilities and services for older people	Mean score	6.62	6.69	
Residents satisfied with facilities and services for people with disabilities	Mean score	6.60	6.46	
Residents satisfied with facilities and services for youth	Mean score	5.86	6.10	
Residents satisfied with community centres	Mean score	6.86	6.94	
Residents satisfied with provision of lifeguards on the beach	Mean score	8.37	8.55	
No. of days occupied by children with additional support needs - Vacation Care	Days	-	45	-
Community members who feel safe in the community	%	7.96	8.18	
Utilisation of community centres	%	45.6	49	
Scheduled projects completed (operational)	%	85	66	
Scheduled projects completed (capital)	%	85	100	

Community Services

Our 23 community centres attract people of all ages providing safe, accessible and friendly spaces for a range of programs. Over the year a total of 308 regular hirers, 1,167 casual functions and over 645,000 people have used the centres. There is high demand for use of our community centres and most are over subscribed at peak usage times in the evenings and on weekends.

Our regular hirers have provided valuable feedback through a survey that explored fees, ease of booking, availability, accessibility and storage at the facilities. This information assists in improving the efficiency, maintenance and provision of equipment at the centres; it also informs work to refurbish the centres.

We have continued to improve our community centres to meet the needs of our community. Works have included:

- playground and landscaping improvements at Manly Vale Community Centre, Lovett Street
- floor renewal at Manly Vale Community Centre, Innes Road

- playground upgrades at Forest Community Arts Centre
- landscaping and improvements to the foyer at Forest Memorial Hall and Senior Citizens Centre
- garden improvements at Belrose Community Centre
- building and security upgrades at Forest Youth Centre (YOYOs),
- building upgrades at Narraweena Community Centre and Dee Why Seniors Citizen Centre
- timber floor replacement and drainage rectification at Cromer Community Centre

A number of Council facilities have been upgraded to improve access at beaches, surf clubs, swimming centres, child care and community centres, libraries, reserves, sports grounds and picnic areas. These are outlined in our Accessible Community Facilities brochure on Council's website.

Community and Safety Services

\$105,000 to Aid Community Development Programs

This year we have nearly tripled funding for community groups available under the community development program. Over 30 not-for-profit community organisations received a total of \$105,000. These groups met our social plan goals to address local community issues by building community connectedness and developing a sense of place.

One-off and recurrent funding for up to \$5,000 was provided for a range of initiatives including music therapy, adult tuition to improve literacy and numeracy, toys for disadvantage children at Christmas and swimming programs. Funds were also provided to develop a community garden at Freshwater. We applaud the tireless efforts of these groups and their invaluable work in our community.

Beach Services 🌊

More than 2.6 million people visited Warringah's beaches over the 2011-2012 beach season. This season was busy with a record number of rescues (1,149), as well as 173,916 preventative actions and 2,503 first aid services performed.

Our lifeguards handled very large and volatile seas to perform rescues in dangerous circumstances. Over the New Year's weekend at Freshwater and Dee Why alone lifeguards carried out 221 rescues. In March, two body boarders stranded in three-metre high waves at North Curl Curl were rescued by lifeguards using a jet ski from Freshwater. We also supported other emergency services with patient retrieval and collecting debris for crash investigators following a plane crash at North Curl Curl in September.

Community education and safety programs are also delivered by our lifeguards. Beach and surf awareness programs were provided for Warringah primary school students and culturally and linguistically diverse (CALD) groups. In January 2012 we also hosted our award-winning Science of the Surf lecture which provided an understanding of how beaches and surf zones operate, and included a demonstration of how rips work by releasing biodegradable purple dye into the surf.

Aged Services

In July we released a commemorative publication highlighting the achievements of Frank McAskill, a tireless worker for the local community and champion of senior citizens. Frank was the first Social Welfare Coordinator at Warringah Council and was pivotal in developing services for older people. An award program is named in his honour, recognising 'champions' in the sector that significantly contribute to the lives of senior citizens.

The Carers Award event was held to thank 90 carers for their tireless contribution to the community. They were treated to a special production of Motherhood the Musical at Glen Street Theatre. The show was followed by an Award Ceremony honouring four local carers.

The Seniors Program 2012 provided a range of over 50 diverse activities and events, with over 2,000 seniors participating in the celebration. Highlights included a tour with Council's Local Studies staff to the Powerhouse Museum Discovery Centre, a workshop for grandparents to familiarise themselves with new technology, an inter-generational acoustic night at YOYOs, and a special event to celebrate Serbian culture. The program continues to be an essential component to encouraging 'healthy ageing' in the area.

An easy to read 'Services, Activities and Housing Directory for Seniors 2012-2013' was published in partnership with Manly and Pittwater Councils. It captures the vast array of services available for seniors on the Northern Beaches and 10,000 copies were distributed via libraries, Council's customer service centre, doctor surgeries and aged programs throughout Warringah. The publication is also available online.

Youth Services

Brewarrina Youth Exchange

Our youth exchange with the Brewarrina Shire Council allows youth to grasp a better understanding of the issues facing those living in the outback. During winter school holidays, six Warringah Youth Ambassadors travelled to Brewarrina to participate in educational and recreational activities, and to meet with the local community. There were visits to Brewarrina fish traps, Gundabooka National Park, Lightning Ridge and a local disco. Our ambassadors also donated a car-load of sports equipment, books and musical instruments for the youth of Brewarrina as part of the Boots 4 Bre campaign.

In April 2012, six Youth Ambassadors from Brewarrina came to Sydney to enjoy the many activities the northern beaches have to offer. This included learning to surf, instruction in beach safety and awareness, scuba diving, sailing and meeting both the cast of Home and Away and the Manly – Warringah Sea Eagles.

YouthFest 2012

The Youth Week event was held at Dee Why beachfront. Around 1,000 people attended to hear local and nationally acclaimed bands. Other activities included street art, interactive displays and cultural demonstrations.

Northern Composure Band Competition

This year again saw 18 young local northern beaches bands battle it out for the Judges' Choice Award and Audience Choice Award. The competition, now in its 10th year, offers a fantastic opportunity for bands to perform, and gives a positive, safe and supervised series of events for young people to attend.

Band Night Program

The regular Band Night program was expanded this year to offer a more varied mix of musical styles and more opportunities for young local bands following feedback at the 2011 Youth forum. Regular Acoustic Night and Young Guns events targeting young bands with little performance experience were introduced. We also teamed up with the Manly Musical Society to present 'The Big Bad Wolf - A Trial by Jury' musical and with the 'Pacific and Maori Work on the Streets Group' we arranged two Pacific Beats nights which targeted Pacific Islander and Maori performers and audiences. We also began running DJ workshops in the school holidays.

Grant Funding for Safe Youth Events

This year we supported a range of organisations to run safe youth events to provide a positive distraction from under age drinking and anti-social behaviour. Funds under the Federal Attorney General's Proceeds of Crime Program subsidised the provision of security, first aid and other measures at four school band nights, five dance parties and two Pacific Beats nights. It also provided hall space in Dee Why for weekly activities by the Pacific Group.

24/7 Youth Film Festival.

The creative talents of our young people were on show again this year in the 24/7 Youth Film Festival. The program, run in partnership with SHOROC Councils, involves a series of workshops on making short films and a competition weekend where teams have to make a film less than seven minutes long in just 24 hours. This year 28 films entered the competition, the films were screened at local cinemas, and the festival culminated in an awards night attended by over 450 people.

Community and Safety Services

DiscoBility Dance Party

The DiscoBility dance party targets young people aged 12 to 24 with special needs. Four events were held during the year, providing an opportunity for youngsters to socialise as well as giving their parents and carers a much needed night of respite.

ArtStart Hip Hop Workshops!

A series of six intensive hip hop dance workshops were run by the Royalty Crew with local young people, including the girls from the Biala Aboriginal Hostel in Allambie. It culminated at the second Pacific Beats cultural night in November. The program is funded by the Federal Government.

Seminars, Speaker Nights and Workshops

Numerous free speaker nights were held throughout the year, catering for a variety of community members and groups. Over 350 people attended our speaker nights listening to topics including Cyber Bullying, Surviving Year 12, and the 'Getting to Better' series of workshops. Our Positive Parenting Program for parents of teenagers continues to be popular with the three series completely booked out.

The Your Choice workshop was run for young people caught under age drinking. Presentations by police, Manly Drug Education and Counselling Centre and Council's youth workers outline the legal and health based dangers of drinking and positive alternatives that are available.

Warringah Youth Advisory Committee

This group of dedicated young people meet monthly to advise and discuss youth issues in the region. They also assist at youth events put on by Council and we are always grateful for their time and efforts.

Youth Forum

This annual event held in June gives young people an opportunity to have their say on various aspects of Council services. This year 64 young people from local schools provided input into the development of Council's Youth Strategy and expressed their views on a range of issues to help identify services and support young people really need.



Contemplating Modigliani: Maureen Cotterell - Warringah Art Exhibition entrant

Compliance Services

Strategic Contributions

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

\$5.4m

Total expenses from continuing operation




Fast Facts

- 1,458 food inspections conducted
- 83% of food premises satisfactory in terms of hygiene after initial inspection and 82% after follow up inspections. Our education strategies and consistent enforcement helped contribute to higher levels of compliance during 2011-2012
- 749 service requests responded to about land, noise, air, and water pollution, and unauthorised land uses 🌱
- 780 food shops, 40 cooling towers, 21 public swimming pools, 80 skin penetration premises and 600 onsite wastewater systems inspected for public health standards
- 688 compliance investigations 🌱
- 159 buildings added to the Council's fire safety register

Key Activities and Programs

- Investigate and enforce compliance relating to unlawful building works, unlawful land uses, fire safety and breach of consent 🌱
- Implement public safety and health projects, programs, education and complaints investigation (eg food safety, skin penetration, Legionella prevention, onsite sewage management systems)
- Environmental health education, protection and investigations
- Fire safety compliance for class two to nine buildings
- Development control investigation 🌱
- Rangers enforce compliance with legislation and investigate complaints within Warringah
- Issue penalties and commence legal proceedings (when necessary)
- Animal management (companion animals) and education of dog and cat owners
- Registration of companion animals
- Regulation and enforcement of restricted dog breeds and declared dangerous dogs

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with management and control of domestic pets	Mean score	6.60	6.68	
Residents satisfied with environmental protection and enforcement	Mean score	6.29	6.63	
Residents satisfied with hygiene standards of retail food outlets	Mean score	6.52	6.78	
No. of foodborne illness notifications issued	No.	N/A	13	-
No. of fire safety orders issued	No.	N/A	136	-

Alcohol Free Zones and Alcohol Prohibited Areas

Council assists police in the controlling of alcohol related crime by the creation of Alcohol Free Zones on public roads and Alcohol Prohibited Areas in public parks and reserves. Alcohol Free Zones are created for a period of up to four years with new ones coming into effect on 1 July 2012 until 30 June 2016. They are in place 24 hours per day and include areas of Dee Why, Collaroy, Brookvale and Narrabeen. Alcohol Prohibited Areas are in force indefinitely and have been established in all parks, reserves and beaches from 10pm - 8am. Two exceptions are Queenscliff Headland and Walter Gors Park where the Alcohol Prohibited Areas are in effect 24 hours per day. In all cases the police can direct people to pour out the alcohol.

Charity Clothing Bins

A new policy on the management of charity clothing bins on public land was adopted in April. The policy ensures bins on Council lands are operated only by registered charities and proceeds collected are for welfare purposes. It also ensures that charities operating the bins keep the areas around their bins in a clean and tidy state. The clothing bins will be branded with specially designed stickers to show they are an approved bin.

Compliance Services

Sushi Presentation

The Environmental Health and Protection Team organised a sushi presentation and workshop for premises in Warringah that prepare and display sushi for sale. This provided retail and food service businesses with information on the safe preparation and display of sushi in accordance with the Food Standard Code (FSC). The information was delivered using a one-hour presentation, a subsequent workshop and a site based demonstration. A Korean guest translator and experienced sushi business owner guided the delivery of the presentation and workshop. The attendees were provided with resources for compliance with FSC and positive feedback from attendees was received.

Food Handlers Courses

Over 200 food handlers attended Council's Food Handlers Course in 2011-2012. Maintaining high food safety standards is an important public health issue as each kind of food has unique methods of preparation, storage and shelf-life to be managed. The Food Handlers Course is designed to assist food handlers in preventing food poisoning and understanding the NSW food safety requirements.

Dogs Big Day Out

Warringah's Dogs Big Day Out was held on Sunday 28 August at Frenchs Forest Showground. This attracted over 4,000 people with their dogs for a fun but educational day. Experts were available to show owners how to train their dog as well as provided tips on dog nutrition and how to enrich their pet's life with fun ways to exercise.

Off-Leash Areas

A total of eight unleashed dog exercise areas are provided across Warringah with an additional four areas available at restricted times. A dog swimming area is also available at Curl Curl lagoon. Improvements have been made to exercise areas in Currie Road, Forestville and Hinkler Park by constructing fencing to prevent straying onto the road making it safer for the dogs.

Two studies considered suitable beach locations for dog swimming and unleashed exercise. The first looked at the northern area of Warringah but found no appropriate sites. The second focussed on Curl Curl, and an environmental assessment was completed and a public consultation program held. Submissions were received from 580 people, 239 for and 351 against the trial, as well as from eight groups or organisations of which six were against. A trial did not proceed as Curl Curl beach was found unsuitable as it would conflict with other beach users, an important consideration under Council's policy for dog unleashed exercise areas. Dogs are still permitted to swim in Curl Curl lagoon adjacent to the off leashed exercise area.

Animal Control

A total of 60 cats and 428 dogs were transferred to our pound facility. We were able to return 23 cats and 411 dogs to their owners and were also successful in re-homing a further 33 cats and 15 dogs.



Landscape: Robin Walker - Warringah Art Exhibition entrant

Cultural Services

Strategic Contributions

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

\$1.1m

Total expenses from continuing operation



Fast Fact

- 830 new citizens from more than 80 countries were welcomed in citizenship ceremonies held throughout 2011-2012
- \$40,000 distributed under the Cultural Grants Program
- Delivery of major events including: Brookvale Show, Christmas by the Beach and opening of The Strand upgrade, New Year's Eve Family Fireworks, 11 citizenship ceremonies, four Australia Day breakfast venues, four Music in March concerts on Dee Why Beach and the Warringah Art Exhibition.
- Delivery of other community events including: Warringah Classic Food & Wine Fair to support the Beachley Classic; a dedication ceremony for the Freshwater World Surf Reserve; Guringai Music showcase; Remembrance Day and ANZAC Day ceremonies.

Key Activities and Programs

- Coordinate civic events (eg citizenship ceremonies)
- Coordinate landmark events (eg Australia Day)
- Cultural development projects and cross cultural events
- Community festivals
- Exhibitions
- Encourage community involvement and ownership of cultural programs through the cultural development grants program

Key Performance Indicator

KPI	Unit	Target	Actual	Indicator
Residents satisfied with community events and festivals	Mean score	6.80	7.16	
Scheduled projects completed (operational)	%	67	100	

Events

Warringah is proud of its broad events program that provides the opportunity for people with diverse social, geographic and demographic needs to participate in a range of activities. We are committed to providing opportunities for the Warringah community to participate in arts and cultural activities that add vitality to public places in the area.

Sustainable Events Policy 🌱

This policy now directs all of Council's events and festivals to help achieve our sustainability goals. Not only has this guided better practice in terms of waste, water and energy use during events, but it is making a difference with our choices for purchasing, transport, safety, and potential impacts on neighbours and habitats. This policy has guided all of the events below and sets the benchmark for other operators running events in Warringah.

Warringah Art Exhibition

The Warringah Art Exhibition is the northern beaches most prestigious art competition offering more than \$9,000 in prizes. More than 300 artworks were submitted and over 130 were exhibited. Nearly 250 people attended the opening night and more than 1,200 people visited the exhibition altogether. Many of the images used in this document are from the exhibition.

Cultural Development Grants Program

We doubled the funding for cultural development grants this year and presented \$40,000 in grants, to local artists and community groups across all art forms including new technologies.

ANZAC Day and Remembrance Day at Manly Dam

We supported the Manly Warringah War Memorial Trust to deliver ANZAC and Remembrance Day events at Manly Dam. Students from local primary schools participated with over 500 students attending Remembrance Day while over 1,500 people attended the ANZAC Day ceremony.

Brookvale Show 🌱

The Brookvale Show was held in October to celebrate the centenary of Brookvale Park, capitalising on the sentimental value of the historic show in the local community, and generate community interest and a sense of local pride in the public space. The 100-year anniversary of Brookvale Park was a key opportunity for Council to engage with the community, schools, special needs groups and families. Over 10,000 people enjoyed rides, entertainment, circus works, animals, historical displays, food stalls, face painting and a sustainable living corner.

Cultural Services

Christmas by the Beach

The annual Christmas by the Beach was celebrated with all day markets and a kids' Christmas concert on Dee Why Beach. Over 5,000 people enjoyed a range of activities including markets, a visit from Santa, free Santa photos and various performances. The day was rounded off with carols presented by the Combined Churches of Dee Why.

New Year's Eve Family Fireworks Dee Why Beach

This family friendly event encouraged families to enjoy a picnic on Ted Jackson Reserve at Dee Why Beach and see a spectacular firework display. An estimated 15,000 people attended.

Australia Day

Australia Day breakfast celebrations are organised and delivered by Council and provide a unique opportunity for local service groups to raise money and their profile on this national day of celebration by serving breakfast to the community. In 2012, adverse weather impacted the delivery of the events but despite the rain, over 12,000 people shared in the big breakfast and enjoyed entertainment across all the sites.

Music in March

The Music in March concert series at Dee Why Beach was held over four weekends. The series celebrated different genres of music and incorporated celebrations for International Women's Day, NSW Senior's Week and Kids Rock. The addition of lifestyle markets along The Strand also attracted new audiences to the event.

Warringah Classic Food and Wine Fair

The Warringah Classic Food and Wine Fair attracted over 12,000 people who enjoyed wine and produce from a range of NSW providers. The event was held in April to coincide with the Beachley Classic at Dee Why Beach, which is the richest event on the women's ATP surfing tour for the world's top women surfers. The fair also included sustainability themes such as permaculture.

World Surfing Reserve Dedication Ceremony

Local families were invited to attend the World Surf Reserve Dedication ceremony at Freshwater Beach in April and enjoyed a historical display, tandem surfing demonstrations and a free sausage sizzle.

Guringai Music Show Case

The 12th annual Guringai Festival was launched in June at a special concert featuring popular indigenous performers including, Marcus Corowa, Stiff Gins and Casey Donovan. Almost 200 people attended the event at Lizotte's Restaurant in Dee Why.

Local Government week 2011

The theme 'Empowering Communities' was the focus of the 2011 Local Government Week. Over 100 local primary school students visited Council and participated in a mock council meeting. Students had the opportunity to learn about the role of local government and engage in an interactive question and answer session and also toured Dee Why library.



Stud for Sale: Georgia McKern - Warringah Art Exhibition entrant

Development Assessment

Strategic Contributions

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

\$5.9m

Total expenses from continuing operation




Fast Fact

- 2,413 development applications determined

Key Activities and Programs

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

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with development assessment process	Mean score	5.06	5.54	
Total value of developments approved within Warringah	\$	-	\$418m	-
Development applications median turnaround time - delegations	Days	60	27	
Development applications median turnaround time - Warringah Development Approval Panel	Days	100	184	

Determining Applications

The majority of development applications continue to be determined under delegated authority by our staff. Less than 2% of all applications were determined by the Warringah Development Assessment Panel (WDAP), the Joint Regional Planning Panel (JRPP) and the Land and Environment Court.

The WDAP has authority to determine applications for large developments with complex planning issues. It consists of community members and independent experts qualified in law, urban design and the environment. In 2011-2012 it considered 11 applications down from 40 in the previous year. In the same period the JRPP dealt with one application.

Our development application process is one of the most efficient in Sydney. In 2010-2011 the State Government recognised Warringah as one of two Sydney councils to process the average development application in less than 50 days. We have maintained this standard with an average processing time of 47 days for 2011-2012. Since 2006-2007 our average processing time has fallen by 63%.

E-Services

Our online services include the ability to lodge and pay for development applications, construction certificates and building certificates. Customers can also submit and track requests and complaints online, as well as applying for and receiving Planning Certificates (s149s), Outstanding Health & Building Notices and Rates Notices (s603s).

This year we introduced Assessor, a new online tool. Assessor manages the assessment of applications, prompting staff on the relevant planning provisions at each stage, streamlining the process and improving the consistency of reporting.

Glen Street Theatre

Strategic Contributions

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

\$3.2m

Total expenses from continuing operation



Fast Facts

- Over 6,000 young people performed on the Glen Street stage
- 10 professional productions presented (119 performances)
- Over 3,000 subscribers
- 8 concerts performed as part of the Music at the Glen series
- 25 community and two commercial hirers used the theatre for their own work and productions

Key Activities and Programs

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

Key Performance Indicator

KPI	Unit	Target	Actual	Indicator
Residents satisfied with Glen Street Theatre	Mean score	7.27	6.93	
Scheduled projects completed (capital)	%	85	100	

Annual Subscription Season

Productions presented in 2011 included *The Sum of Us* by David Stevens, starring John Jarrett and Patrick Harvey; *A Midsummer Night's Dream* by William Shakespeare; *Underdogs* by Wayne Scott Kermond and Tony Harvey; and, *Motherhood The Musical* by Sue Fabisch. There was great diversity in the program which attracted a wide range of ages in the audiences at Glen Street during the year. 2012 has seen the presentation of five professional productions to date and again a very diverse audience has attended.

Music at the Glen

The annual morning music concerts continue to boast a variety of leading Australian artists including both new talents and a selection of regular favorites. These concerts are well attended thanks in part to our partnership with Forest Coach Lines that provides wheelchair accessible transport for residents from local retirement villages, as well as collecting patrons from other pick up points and transporting them to Glen Street. This is an invaluable service to our community.

Literary Lunches

Glen Street's partnership with Lindfield Bookshops continues to provide high profile authors as guest speakers at the bi-monthly literary lunches in Sorlies Bistro. Featured authors included Peter Fitzsimmons, Richard Glover, Hugh Mackay, Ita Buttrose, Miriam Margolyes and Eliot Perlman.

KidsPlay

The youth and family programming arm of Glen Street presented children's productions. It is always a great pleasure to see young happy and excited faces entering the theatre for what may be a first theatrical experience.

Community Use of the Theatre

The annual Sydney North Dance Festival stretching over a two week period was again a highlight of the year's activities. The annual ballet season saw 22 dance schools present their end of year concerts to family and friends over a six-week period.

The Theatre Gets a Make Over

The acquisition of new foyer furniture has resulted in increased seating capacity in the foyer area, an improvement greatly welcomed by our patrons. The public toilet facilities were upgraded over Christmas and Sorlies Bistro has been restyled and given a fresh new look.

In recognition of the age of the building and the unique location of Glen Street, a masterplan has been developed which contains a three-stage plan to improve the public areas of Glen Street and make it more accessible for patrons. The first stage of the plan, to be implemented in 2014, will focus on a foyer upgrade and landscaping of the arrival point at Glen Street.

Australia Day

Glen Street was the venue used for the annual Australia Day Citizenship Ceremony. This is a special family day that is extremely well attended by recipients and their family and friends.

Management of Glen Street

During the year a number of structural changes were implemented, as well as the transition to the Council wide financial management system, to closer integrate Glen Street with the other operations of Warringah Council. These changes have resulted in financial savings to Council of approximately \$120,000 per annum and will help make Glen Street more sustainable for future generations.

Information and Library Services

Strategic Contributions

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

\$6.4m

Total expenses from continuing operation

Fast Facts

- 752,726 customer visits during the year, a 1.2% increase on 2010-2011
- 1,219,328 loans, a 4.3% increase on 2010-2011
- 263,916 visits to the library website
- Provision of 49 free public access computers
- 209 opening hours each week across the four branches. This is in line with the minimum hours recommended for opening hours by the State Library of NSW
- Over 200,000 books available for loan including 26,515 new items and 30,062 items withdrawn from the collection
- 327 print journal titles available for loan including 14 newspapers, six of which are in languages other than English
- Digital collection of 30,000 journals, over 500 newspapers, encyclopaedias, e-books and audio books 🎧

Key Activities and Programs

- Support community's information, education, cultural and recreational needs, in accordance with the Library Act of NSW and the requirements of the Library Council of NSW, including:
 - Lending service (books, magazines, CDs etc)
 - Information and research services including local studies and access to the internet
 - Home library service
 - Educational programs (author talks, story time etc)
 - Community information service
- Provide communal space for study, recreation, research usage and the exchange of ideas

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with library services	Mean score	7.71	7.76	
Utilisation rate libraries – no of physical visits	No.	743,898	752,726	
Utilisation rate libraries – no of website visits	No.	168,000	263,916	
Utilisation rate libraries – no of loans	No.	1,125,813	1,219,328	
Scheduled projects completed (operational)	%	85	100	
Scheduled projects completed (capital)	%	85	50	

Libraries

The increased use of the library service demonstrated its continued popularity with 752,726 customer visits during the year and over 1.2 million loans. Remote use of the library has also continued to increase in popularity with library customers taking advantage of the improved range of resources such as online data bases and downloadable eAudiobooks available from the library's website. Other services available included specialised local studies, family history, home library services, inter library loan services, book club services and a community language service. Community information and disability information services have been provided with a particular emphasis on the National Disability Insurance Scheme campaign.

The range of programs for customers included author and information talks for all ages, early literacy programs for young children and parents, adult literacy, and English as a second language. We have also introduced social media elements to the library catalogue to allow patron comments on the library's resources. A disability information newsletter is produced every two weeks and is distributed to over 1000 organisations, carers and people with a disability.

National Year of Reading

2012 is the National Year of Reading and we joined other libraries across Australia in hosting a range of activities under the theme of "Discover and Rediscover the Joy of Reading". It commenced with the adult and children's summer reading programs, where guides to selected reading were produced and branded with the National Year of Reading logos. A staff member represented Council on the National Year of Reading Committee and initiated a number of different information and author talks.

Two significant talks for adults were from Larry Writer at Dee Why Library who wrote the original story of the Razor gangs in Sydney that was adapted to the television series Underbelly and Richard Glover, the NSW National Year of Reading Ambassador, who visited the Warringah to talk about "Why Reading Matters". This was a very popular session with 127 seated and standing room only in the meeting room for the program. We worked with a local children's book illustrator, Serena Geddes, to develop a branding character for use during activities that encourage young people to read.

Information and Library Services

Local Studies

The refurbished local studies section of the Dee Why Library proved popular. The research space allowed regular meetings of family historians and organised talks on topics such as the research for 'The story of Bob Waterer and his family 1803-2010', information on state records and the National Library of Australia's TROVE resources. The family history group also visited the State Records office and the Powerhouse Museum.

Enquiries to the local studies section continue to increase including requests for information on memorial trees in Soldiers Avenue to assist in locating ashes buried in the 1960s, historical information on Collaroy for incorporation in the design of gates for the new Salvation Army nursing home, historical photographs for display at Pacific Lodge Aged Care in Dee Why as well as local authors researching background and photographs for forthcoming books.

Children's Programs

We offer a variety of programs for children, from newborns to teens including; bilingual story time, BIBS - Babies into Books, book swaps, chess clubs, science programs and school holiday activities. The programs were very popular with over 27,000 participants across 760 sessions.

Our award winning Festival of Children's Literature featured author Anna Fienberg and her character Tashi and a community partnership with Point Break Youth Theatre. It commenced with writing competitions across all schools in the local government area and culminated in a series of activities and performances at Belrose Library and park on 17 September. The Festival received a marketing award from the State Library of NSW.

Our 'Loving Leftovers: recipes for kids in the kitchen' publication was launched at Warringah Mall Library. The launch included a "junior chef" program that encouraged kids to prepare fresh food and engage in cooking.

Book Club

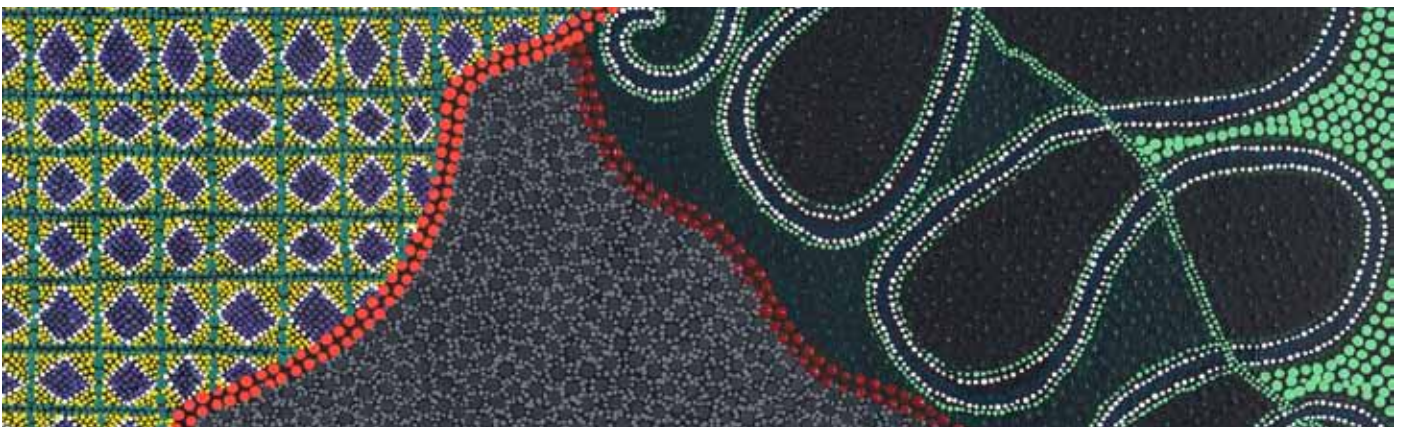
Book club groups in Warringah have access to more than 175 book club kits, an eNewsletter and a Facebook page through the library website. Book club competitions, where prizes include an evening with an author, are also popular.

Digital Collection

The digital collection is growing with a range of popular downloadable audiobooks, government publications and e-books. Our home library service supports 91 residents and books are downloaded on an easy to use audio device to meet their needs. A number of new features have been introduced to the library catalogue. A new search function allows a keyword search of all books, non print resources and the digital collection. Several social media elements were also introduced including the ability to comment on books, and to personalise and save searches.

The Transit of Venus

Dee Why Library hosted a viewing of the planet Venus tracking across the sun, a once in a lifetime event as the next occurrence will not be for over 100 years in 2117. It included an exhibition highlighting the historical significance of the event for Australia and viewing of the transit using specially designed safety glasses or screen projections from binoculars and telescopes.



The Unknown: Jess Myers - Warringah Art Exhibition entrant

Kimbriki Environmental Enterprises Pty Ltd

Strategic Contributions

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

\$18.1m

Total expenses from continuing operation

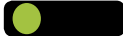



Fast Facts

- Kimbriki accepts up to five items of e-waste from residents of the SHOROC region for recycling at no charge.
- E-waste has not been disposed to landfill at Kimbriki since a SHOROC wide ban in January 2010.

Key Activities and Programs

- Operate landfill and recycling including green waste
- Receive and process dry waste from commercial and domestic customers and sell recycled material
- Educating the public including school children on aspects of waste management and sustainability

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
% of incoming material diverted to landfill - Kimbriki	%	76	79	
Kimbriki operating result	\$	2,192,761	2,550,000	
% Compliance with EPA environmental requirements	%	100	100	
Scheduled projects completed (capital)	%	85	100	

Leading the Way

Kimbriki Environmental Enterprises (KEE) has developed a long term plan which involves not only an increase in recycling operations, but a diversification of operations to encompass the conversion of domestic waste into usable, environmentally friendly products.

The Kimbriki Resource Recovery Project will introduce three new processes within two new buildings on the Kimbriki site, to supplement existing operations.

The first building, a Materials Recovery Facility, will house a receiving and processing operation for kerbside recyclables. In a fully enclosed environment, recyclable materials including glass, plastic and metal would be mechanically sorted and separated before being transported offsite for recycling.

The second building, a Resource Recovery Facility will house processing technology which would enable organic waste such as lawn clippings and food scraps to be converted into compost. This process would also extract additional recyclable materials and other products from mixed waste.

An environmental assessment of this project was approved by the NSW Department of Planning. The assessment explains the reasoning behind the project, its context in the region, its activities and proposed controls to ensure no significant impacts outside of the site.

The four councils of Mosman, Manly, Warringah and Pittwater (the SHOROC councils) have agreed to change the way waste is collected across their council areas and treated at Kimbriki to recover more resources and have given approval for the Project to proceed to the procurement phase.

Eco-House and Garden

The eco education program continues at Kimbriki Eco House and Garden with a focus on school excursions and support of gardens in schools. A new initiative is introducing TAFE students to ecological concepts; the availability of materials for re-use; and the range of recycled landscaping and garden products at Kimbriki.

The practical adult organic gardening workshops continue. Peter Rutherford is working with the Health Department's Ready Set Grow workshops to train school teachers on the northern beaches. This program covers waste reduction, organic veggie garden, composting and worm-farming making it curriculum-relevant.

Natural Environment Services

Strategic Contributions

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

\$11m

Total expenses from continuing operation









Fast Facts

- 75 sites of active bush regeneration works covering some 300 hectares (ha) of bushland
- Over 190 active 'Friends of the Bush' volunteers at 36 supervised sites, regenerating about 13ha of bushland
- 1,000 trees planted by about 80 people on National Tree Day
- Five broad scale ecological/hazard burns in 13.7ha of bushland, despite a very poor burning season.
- Significant finds or recovery of 11 threatened species
- Over 5,000 people attending community education events
- Over 36,000 cubic metres of sand added to Collaroy-Narrabeen beach from entrance clearance works on Narrabeen Lagoon
- Reviewed 753 development applications to ensure good environmental and engineering outcomes
- Stormwater quality improved by removing 6,046 litres of floatable pollutants and 1,026 tonnes of sediment from Gross Pollutant Traps. Hundreds of stormwater pits were improved: 156 repaired and 725 cleaned
- Inspected 2.5km of stormwater pipes by CCTV, repaired and cleaned 68 metres of pipes, and cleaned 5km of open stormwater drain

Key Activities and Programs

- Provide advice on natural areas and environmental issues
- Strategic planning and research to protect and enhance biodiversity, bushland, threatened species, waterways and lagoons
- Climate change and sustainability education
- Water quality and water cycle management
- Coastal zone, estuary and floodplain management planning
- Environmental research partnerships and committees
- Provision and management of natural area recreational trails
- Bushland management and creek stabilisation works
- Bushfire asset protection zone management and risk assessments
- Coordinate community bushcare volunteers
- Pest and feral animal control programs and noxious weed management
- Manage stormwater infrastructure assets and construction of drainage systems

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with bike paths	Mean score	4.92	5.27	
Residents satisfied with caring for bush areas	Mean score	6.84	7.04	
Residents satisfied that Council operates in an environmentally sustainable way	Mean score	6.37	6.90	
Residents satisfied with management of local flooding	Mean score	6.29	6.54	
Residents satisfied with management of the waterways and lagoons	Mean score	6.15	6.71	
Residents satisfied with walking trails and tracks	Mean score	6.65	6.56	
Scheduled projects completed (operational)	%	85	100	
Scheduled projects completed (capital)	%	85	89	

Biodiversity

Natural Area Management

Restoration and protection works were conducted to improve safety and biodiversity in Warringah's bushland reserves, coastal dune systems, creek-lines and lagoon systems. Some 75 sites were regenerated and works included replanting native species, track maintenance, fencing, hazardous tree management, creek bank stabilisation and sediment removal.

The 'Friends of the Bush' volunteers have 36 active groups and planted in excess of 3,000 plants from our propagation nursery during the year. Sites managed included Dee Why Creek, King Street and the South Creek riparian corridor. A new Code of Practice for the Friends of the Bush program was also implemented to improve work place safety and communication.

Pest populations are controlled in Warringah to minimise their impact on bushland. Efforts were targeted towards areas of highest priority for biodiversity conservation, and other factors such as reducing damage to replanted habitat corridors or minimising erosion caused by burrowing in dune systems. A pest species control program resulted in the removal of 19 foxes, 374 rabbits and 10 cats.

Noxious weeds, such as the aquatic weed *Ludwigia peruviana*, were also targeted along 11.5 km of creek-lines, reducing its impact on the waterways and aquatic flora. Other high risk

pathways such as main roads were also targeted for a range of exotic grasses such as tussock paspalum, coolatai and pampas grass.

Work was conducted on fire management zones at 80 sites across Warringah, allowing better access for fire fighters to protect properties adjoining bushland. We also managed environmental assessments that allowed five bushfire hazard reduction burns.

Draft Warringah Biodiversity Conservation Study

We developed a draft Warringah Biodiversity Conservation Study (WBCS) to provide a mechanism to support the restoration and conservation of Warringah's biodiversity. It enables biodiversity to be managed strategically, identify "priority" sites for management and restoration, and compare the conservation value of remnant vegetation throughout Warringah via a consistent method.

A number of interesting findings came out of the WBCS. For example, land clearance is considered the greatest threat to Warringah's biodiversity, while uncontrolled recreational access is primarily impacting areas with high conservation significance. Combined, these two threats create other significant risks to biodiversity including weed invasion, fauna predation and habitat fragmentation. Using these key findings we can allocate resources to maximise biodiversity conservation.

Natural Environment Services

Threatened Species

Our biodiversity surveys by ecologists in the Oxford Falls Valley area have identified the largest known population of the eastern pygmy possum in the Sydney metropolitan area. The eastern pygmy possum is a vulnerable species listed under the NSW Threatened Species Conservation Act 1995. Other significant findings include powerful owls, barking owls, sooty owls, heath monitors and glossy black cockatoos. In addition, the large footed myotis, a threatened microbat, has been found at South Creek in Narrabeen.

Recent surveys of biodiversity around our coastal lagoons have discovered hairy pipe fish and black bittern in and around Manly and Narrabeen Lagoons. The hairy pipe fish is listed under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 and the black bittern is a vulnerable species listed under the NSW Threatened Species Conservation Act 1995.

A soil seedbank and seedlings of *Grevillea caleyi* was translocated some time ago - the latest monitoring revealed encouraging results with 10 viable plants, some of which had germinated from the seed. In another location, six months after a hazard reduction burn in Terrey Hills, as many as 246 *Grevillea caleyi* seedlings were counted, up from five individuals prior to the burn. This indicates that the soil contains a good source of seed.

Wildlife Protection Areas

The Narrabeen Lagoon Multi-Use Trail passes through a sensitive foreshore environment containing endangered ecological communities of vegetation and habitat for a native waterbird, the black bittern, which nests and forages along the foreshores of the lagoon. To protect this species, wildlife protection areas totalling 54 hectares have been established within Deep Creek Reserve and Middle Creek Reserve.

Catchments and Waterways

With some of the best remaining creeks and lagoons in Sydney, Warringah places a high priority on good information, research, partnerships and management frameworks for the best outcomes.

Flood Studies for Narrabeen Lagoon and Manly Lagoon

New flood studies for Manly and Narrabeen Lagoons commenced in partnership with Pittwater and Manly Councils and the NSW Office of Environment and Heritage. The studies will improve our understanding of flood behaviour, the impacts of sea level rise and increased rainfall intensity, and will help determine future management of the floodplains.

Narrabeen Lagoon Dredging Community Consultation

Extensive community consultation was undertaken on dredging some areas of Narrabeen Lagoon for improved recreational access. There is support for dredging activities provided it can be carried out in balance with the environment. A majority also believe protecting the environment is very important. A report has been prepared outlining the results of the community consultation and potential next steps.

Narrabeen Lagoon Entrance Clearance

The entrance to Narrabeen Lagoon is periodically obstructed due to the natural movement of marine sediment (sand) into the lagoon entrance as a result of wave, current and wind processes. Closure of the lagoon entrance has environmental and socio-economic impacts on the lagoon and surrounding areas. It increases the potential frequency and severity of flooding to low lying areas surrounding the lagoon, and of creeks discharging into it. Reduced tidal exchange may also impact lagoon water quality and decrease biodiversity.

Entrance clearance works were undertaken in Narrabeen Lagoon between September and November 2011. Approximately 36,000 m³ of sand was removed from the entrance of the Lagoon and placed on Collaroy-Narrabeen Beach, between Jenkins and Mactier Streets, as part of beach replenishment works. This project was funded by Warringah Council, Pittwater Council, and the NSW Government under its Floodplain Management Program. The entrance clearance works were completed without any major issues.

Marine Biodiversity

Although the marine environment is outside the jurisdiction of local government, we support activities that protect its biodiversity. We funded a new web-based initiative, Underwater Sydney, to promote the beauty and biodiversity of our marine creatures – you can find out more at underwatersydney.org/Councils/Warringah

Long Reef Aquatic Reserve protects the marine invertebrates on the rock platforms as well as subtidal marine plants and animals. It is also an important site for marine education. Council and National Parks and Wildlife Services jointly patrol this area to stop dog access and illegal harvesting of marine creatures. We also support the presence and activities of key volunteer groups, Fishcare volunteers and Long Reef Wader Study Group, for monitoring and educating the community about our marine life and shorebirds. We also liaise with NSW Fisheries on the management of the Intertidal Protected Area at Dee Why Headland.

Trails and Cycleways

We are enhancing access to natural areas in an environmentally sensitive way linking natural features and convenient transport routes. This includes work in areas such as Jamieson Park, links through Cromer to Dee Why, and tracks at Long Reef Headland and Manly Dam.

One of the main trail projects being undertaken is completion of the trail around Narrabeen Lagoon. In October the stage 1 trail and pedestrian/cycle bridge over Deep Creek was opened, while in December the new trail won the prestigious NSW Minister for Planning and Infrastructure's Sydney Greenspace Award. Construction is nearing completion on the upgrades to Middle Creek Reserve (stage 2A), and the designs for the final aspect (stage 2B) are significantly progressed. Stage 2B involves a new trail alongside the Sydney Academy of Sport and Recreation and the Cromer Golf Club, and is due for completion in 2014.

Enhanced riparian zones through tree planting days

In association with the construction of a new shared path between Fisher Rd North and Cromer Park, the riparian zone has been progressively planted with over 5,000 plants to create a riparian habitat. Nearby, Dee Why Wetland has also been the focus of a number of planting days involving the general community and groups including scouts. Over 1,000 plants have been established in this area, and 2,500m² reclaimed from mown areas to habitat. These plantings provide important links in the corridor between Dee Why Lagoon and Narrabeen Lagoon.

Stormwater Management

We manage an extensive drainage network valued at approximately \$330 million. Some of the high priority stormwater improvement projects this year included:

- investigation and concept designs for stormwater upgrade works to reduce flood hazard in the Dee Why Town Centre
- investigation and concept design for the replacement of the poor condition outlet at Collaroy Beach
- construction and upgrading of stormwater drains, pipes and culverts at Notting Lane Cottage Point, Greycliffe Road Queenscliff, Norfolk Avenue Collaroy, Brighton Street Freshwater, Owen Stanley Avenue Allambie Heights

In addition, CCTV camera was used to inspect a total of approximately 2,500m of pipelines in over 50 different locations throughout Warringah in order to assess condition and blockages.

Natural Environment Services

Planning for the Future

Development Assessment

In 2011-2012 the Natural Environment area assessed 753 development applications for environmental or engineering matters to ensure development within Warringah complies with the appropriate environmental and risk management controls and does not adversely impact on the community or environment. Pre-lodgement meetings are also held with applicants to discuss how to comply with environmental and engineering requirements.

Certification of Coastal Emergency Action Subplan

A Coastal Erosion Emergency Action Subplan for Beaches in Warringah was developed to identify risks with coastal erosion and the actions we intend to take before, during and after a coastal erosion emergency. It also outlines requirements relating to emergency works by landowners.

Extensive community consultation was undertaken during the preparation of the subplan with both community and government stakeholders. The subplan, developed in accordance with new State Government guidelines, will form an important component of a Coastal Zone Management Plan (CZMP) to be prepared for Collaroy-Narrabeen Beach and Fishermans Beach during 2012-2013. The subplan was certified by the NSW Minister for the Environment Robyn Parker MP on 1 May 2012.

Capacity Building

A number of our key programs continue to build the capacity of the community and Council to be more sustainable in the ways we live and work:

Hilltop to Headland Environmental Series

In 2011-2012 three Hilltop to Headland events were held. Approximately 4,000 people attended the 'Warringah's Water Wonderland' event hosted by Totally Wild's Ranger Stacey. This event promoted healthy catchment, water quality and marine biodiversity and included touch tanks, children's activities, displays and free guided walks and talks. A number of local community groups were involved in the delivery of the event and recruited new volunteers.

The second event 'Your Backyard Habitat' promoted wildlife corridors, weed and pest management, and biodiversity. The lecture by John Dengate attracted approximately 200 people. Participants were surveyed, 98% stated that their knowledge was either slightly or greatly improved, and 95% stated that they planned to undertake a sustainability action (such as plant a native in their garden).

The final event 'The Ecology of Your Home' focussed on the role of the urban home in our environment and was presented by Dr Karl and ABC's Surfing Scientist, Ruben Meerman. Over 400 people attended and 97% of those surveyed stated that knowledge was either slightly or greatly improved.

Environmental Education for Sustainability Event Days and Walks

Two Catchment to Coast walks were held during 2011-2012 with 60 people participating. One walk followed the catchment from Manly Dam to Queenscliff Beach and the other started at Governor Phillip lookout and finished at Curl Curl Beach.

Green Day events involved the community in active sustainability at Australia Day, Earth Hour, Threatened Species Day, National Water Week, National Tree Day and World Environment Day. Activities included guided walks and talks, plant giveaways, sustainability markets, interactive displays, activities and the eco van. The Brookvale Show also hosted a Sustainability Corner.

Our quarterly environmental newsletter, Eco News, was distributed to 800 people. It encourages sustainable living providing information on bushland, biodiversity, recycling and other practices.



Tiger vs Bear: Grace Chen - Warringah Art Exhibition entrant

Parks, Reserves and Foreshores

Strategic Contributions

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

\$10.1m

Total expenses from continuing operation











Fast Facts

- 1,794 customer requests responded to for sportsfields, reserves, and infrastructure
- 2,845 customer requests responded to for street and reserve trees
- Over 23,000 bookings processed for sportsfields, courts, reserves, rockpools, beaches, Manly Dam, Stony Range and Brookvale Park
- 14km of beach shoreline assets managed
- 5 ocean rock pools cleaned and maintained weekly in summer and fortnightly in winter
- 158 public playgrounds maintained and 287 playground maintenance tasks completed
- 2,618,500 square metres of grass maintained

Key Activities and Programs

- Provided tactical planning and advice on the development and management of parks, reserves and foreshore assets including street trees and other sport and recreation facilities and programs
- Asset management plans developed for playgrounds, sportsgrounds, reserves and trees
- Landscape master plans developed for St Matthews Farm Reserve and North Narrabeen Reserve
- Managed regional recreational facilities including Brookvale Oval, Cromer Park, Manly Dam and Stony Range
- Managed street trees and trees in parks, reserves and foreshores
- Managed use of Council's open space including reserves, sportsgrounds, beaches, tracks, trails and rockpools
- Sportsfields renovated, including aeration, fertilizing and returfing as part of a \$2 million maintenance program
- Built and maintained effective relationships with sport, recreation and community groups and the general community in the management, use and planning of Council's open space
- Reviewed and progressed implementation of Council's sport and recreation strategies, policies and plans of management related to parks, reserves and foreshores

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with walking trails and tracks	Mean score	6.65	6.56	
Residents satisfied with bike paths	Mean score	4.92	5.27	
Residents satisfied with management of street trees	Mean score	5.47	5.79	
Residents satisfied with maintenance of beaches and rock pools	Mean score	7.48	7.56	
Residents satisfied with Brookvale Oval	Mean score	5.89	5.85	
Residents satisfied with sporting fields and amenities	Mean score	6.76	6.89	
Residents satisfied with parks and recreation areas including playgrounds	Mean score	6.67	7.43	
Residents satisfied with managing the impact of visitors to the area	Mean score	6.33	6.59	
Scheduled projects completed (operational)	%	85	100	
Scheduled projects completed (capital)	%	85	83	

Cromer Park Field 1 Synthetic Surface

Sport in Warringah received a boost with the official opening of Australia's first 'Fieldturf Revolution' synthetic playing surface at Cromer Park. Up to three times the amount of first class sport can be played on the surface and can be used in all weather conditions. The increased capacity at Cromer will allow flexibility in the management of other sportsgrounds and should result in an improvement in the quality of other playing surfaces. The works on the new surface included a stormwater reuse system to capture water for irrigation of adjacent grass fields.

South Curl Curl Rockpool Upgrade

Upgrades at South Curl Curl rockpool included restoration of the external pool walls, provision of improved stair access to the wading pool, new stainless steel handrails, and resurfacing of pool walkways with slip resistant coating. The pool is an item of regional heritage significance but the structural integrity had deteriorated over time due to exposure to extreme tidal and wave action. The new works have extended the life of the pool and improved the amenities.

Parks, Reserves and Foreshores

Playground Upgrades

Three new playgrounds were constructed at Ambleside Reserve in Wheeler Heights, Parr Reserve in Narraweena, and Tyagarah Reserve in Cromer. The community had input in the design of the playgrounds which will cater for a variety of age groups and provide a fun and safe environment for hundreds of children and their families. The parks have new equipment, rubber surfacing, seating, landscaping and pathways. Funding of \$190,000 for the works came from the Federal Government's Regional and Local Community Infrastructure Program.

Manly Warringah War Memorial Park

The Manly Warringah War Memorial Park's (Manly Dam) picnic areas, lake, trails and mountain bike track continue to attract large numbers of visitors with over 80,000 vehicles accessing the area in 2011-2012. Events such as the annual ANZAC Day and Remembrance Day ceremonies are attracting more numbers and the Manly Warringah War Memorial Park Remembrance Trust contribute to the success of these ceremonies.

Extensive bush regeneration was completed on over 30 hectares of land and along 5km of creek-line and 2km of lake shore line. This work has assisted in restoring natural habitat, improving water quality in the creeks and lake at Manly Dam, and protecting endangered plants. Work was undertaken by professional contractors with support from our Friends of the Bush volunteers.

Access to picnic areas and bushland trails has been improved with completion of a new path between picnic areas one and two. There are also new trail boardwalks and interpretive signage for the Gulgadya Muru Aboriginal self-guided walk. The park is also a popular venue for research and education by schools and universities.

Other measures that have helped protect habitats and the water quality of the lake include:

- Reducing stormwater pollutants by regularly clearing eight trash racks in the catchment, and maintaining wetlands to trap sediment before it enters the lake
- Maintaining the lake's submerged mixer to keep the water body well oxygenated
- Rebuilding 20 metres of lakeside rock to reduce shoreline erosion
- Restore 25 metres of mountain bike track to minimise erosion and improve track condition
- Closing the mountain bike track during and after severe wet weather periods to minimise erosion

Stony Range Regional Botanic Garden

The vision for the future of Stony Range has been articulated in a masterplan that was completed this year with the assistance of the Stony Range volunteers.

Stony Range volunteers contributed over 3,000 hours towards bush regeneration, planting, re-vegetation and trail development, and successfully hosted the annual Spring Festival. Stony Range relies heavily on its volunteers for development and upkeep.

Sporting Club Capital Assistance Program

In 2011-2012 over \$325,000 in grants was awarded to six local sporting clubs to improve built sporting infrastructure. Successful projects included disability access seating for Forest District Rugby Club, lighting installed at Wyatt Avenue Reserve and Terrey Hills Oval for the Belrose Terrey Hills Raiders Football Club, construction of a storage shed for Manly Warringah Softball Association, and lighting installed at JJ Melbourne Hills for Forest Hills Pony Club. Manly Warringah Netball Association and Narraweena Junior Rugby League Club both also received grants but various project delays have meant that the works have been deferred to the 2012-2013 financial year.

Nolan Reserve Sports Lighting, North Manly

The second and final stage of the sportsfield lighting upgrade was completed at Nolan Reserve North Manly. These works will greatly improve user-safety and increase the accessibility of this large group of sportsfields.

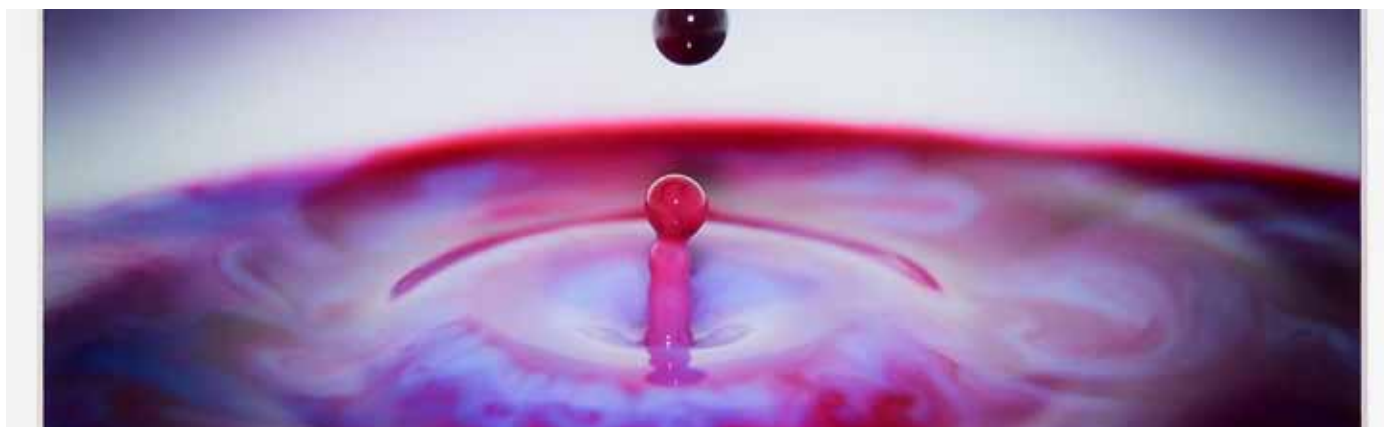
Adams Street Oval, Curl Curl

Adams Street Oval has been renovated to provide a safe and level sportsfield. This involved removing and replacing soil to even the playing surface and the installation of irrigation and drainage systems. A new path provides improved access to the oval from the corner of Adams Street and Carrington Parade. The new surface will be available for organised sport from summer 2012.

Better Management of Sport and Recreation Venues and Open Spaces

Working closely with local sports associations and the Manly Warringah Pittwater Sporting Union has enhanced communication with regular users of local sporting venues. It has also provided valuable input to improve the process for wet weather notification, seasonal change over, and scheduling for bookings and maintenance works.

The booking process for community use of Council's open spaces, fields, parks, Manly Dam, Stony Range, Brookvale Park and rockpools has also been streamlined. This has resulted in improved income management, reduction in scheduling conflicts and improved risk management processes.



Life of Neptune: Fraser Granville - Warringah Art Exhibition entrant

Roads, Traffic and Waste

Strategic Contributions

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

\$29.4m

Total expenses from continuing operation

Fast Facts

- 13.75km (or 119,138 square metres) of road resurfaced
- 3,600 square metres of carpark resurfaced
- 2,779 potholes repaired
- 564m of kerb and gutter repaired
- 742 square metres of footpath repaired
- 3.17km of new footpath constructed
- 2,360 square metres of footpath renewed
- Installed 'No Smoking' stickers to all bus shelters in Warringah
- 167 gross pollutant traps cleaned and 1,026 tonnes of sediment removed
- 123 drop holes repaired
- 725 stormwater inlet pits cleaned and 156 repaired
- 10,727km of streets swept including additional sweeping in heavy leaf fall times
- About 600 street litter bins emptied daily
- 246 bus shelters washed and cleaned monthly
- Approximately 54,000 weekly domestic garbage and recycling collections
- Approximately 100,000 monthly green waste collections
- About 4 million litres of sewerage collected and disposed from private and Council properties
- 8,608 graffiti removal jobs totalling 14,326 square metres of graffiti removed

Key Activities and Programs

- Maintain Council's stormwater drainage system
- Manage the provision of street lighting through Ausgrid
- Collection of domestic and commercial waste and recycling
- Public place cleaning and litter picking at shopping centres, roads, beaches and reserves
- Graffiti removal
- Planning and delivery of road related capital works projects (eg construction of footpaths, road resurfacing, and traffic facilities)
- Manage the maintenance and renewal of road network assets (pavements, kerbs, traffic facilities, bridges, signage, bus shelters, cycleways and footpaths)
- Traffic management planning on local roads and installation of traffic facilities
- Prepared concept plan for renewal and rehabilitation of Beach Road and Cliff Road, Collaroy following community consultation
- Completed the Brookvale/ Dee Why Transport Management and Accessibility Study.
- Waste education and campaigns to encourage residents to rethink, reduce, reuse and recycle

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with provision of street lighting	Mean score	6.62	6.83	
Residents satisfied with bike paths	Mean score	4.92	5.27	
Residents satisfied with walking trails and tracks	Mean score	6.65	6.56	
Residents satisfied with bus shelters	Mean score	6.12	6.42	
Residents satisfied with maintenance of local roads	Mean score	6.08	6.13	
Residents satisfied with footpaths	Mean score	6.12	6.24	
Residents satisfied with provision of car parking	Mean score	5.73	5.83	
Residents satisfied with traffic management	Mean score	5.74	5.82	
Residents satisfied with household waste collection	Mean score	8.05	8.20	
Residents satisfied with household bulky items clean ups	Mean score	7.13	7.43	
Residents satisfied with cleaning of public areas	Mean score	6.54	6.91	
Residents satisfied with cleaning of streets	Mean score	6.65	6.85	
Kilos of waste produced per capita	kg	476	477	

Management of Road and Traffic Assets

A works program of approximately \$7 million was delivered including \$840,000 in grant funding from the Road and Maritime Services. Works included the rejuvenation and reconfiguration of the Warringah Aquatic Centre carpark together with the construction of a pick up and drop zone, and concrete footpath. Measures to prevent stormwater run-off through properties were also completed in Bedford Crescent in Collaroy involving the reconstruction of 165 metres of kerb, gutter and footpath at a higher level.

New Footpath Program

Some 3.17km of new footpath was constructed in high traffic areas in Wyadra Avenue North Manly, Allambie Road Allambie Heights, Federal Parade Brookvale, Fisher Road North Cromer, Hilma Street Collaroy Plateau, Ocean Street Narrabeen and Suffolk Avenue, Collaroy. Kerb ramps were also supplied on Mitchell Road Brookvale. The program also included renewing over 2,360 square metres of existing footpath for improved safety.

Roads, Traffic and Waste

The Strand Dee Why Upgrade

Works to improve the streetscape, pedestrian access, and the opportunities for alfresco dining on The Strand at Dee Why Beach were completed. The project commenced four years ago and involved extensive consultation with the community and local businesses. Public art in the form of specially engraved pavers were installed along The Strand as well as bicycle racks, bottle refill and drinking stations in Ted Jackson Reserve. A new amenities block and 48 additional parking spaces provide greater access to nearby restaurants and businesses.

Heavy Patching Program

A new program was introduced to repair road pavement using hot asphaltic concrete patching. This has reduced the need for repetitive pothole patching, saving money and improving safety for road users.

E-waste

An e-waste recycling system was developed and implemented following Council's decision to ban e-waste from landfill. This has resulted in approximately 443 tonnes of e-waste received at Kimbriki for recycling in 2011-2012.

Regional Waste Collection Strategy

The Regional Waste Collection Strategy, coordinated by SHOROC, was adopted by Council and exhibited on Your Say Warringah in January 2012. This strategy details a simplified collection system which will increase recycling and reduce waste to landfill by composting food waste with vegetation.

Waste Education

A range of education programs were run throughout the year to encourage over 6,400 residents to rethink, reduce, reuse and recycle. Successful community engagement is evident in the high participation rate of residents in waste education activities at events, presentations and school programs as well as tours to recycling facilities. Topics covered this year include marine debris, reuse through garage sales, craft and swaps, the secrets of recycling right, avoiding food waste, toxic waste, turning waste into art, and recycling food waste at home. The "Love Food Hate Waste" is a comprehensive and successful campaign which received recognition as a finalist for the Environmental Education Award (Keep Australia Beautiful NSW). The campaign included the launch of a new book "Loving Leftovers: recipes for kids in the kitchen". The book encourages children to make fun and exciting recipes from left over food. Over 40 children attended the launch which also featured at Seniors Week, Music in March and Warringah's Water Wonderland in February.

Second Hand Saturday went "live on-line" in March with residents able to register and promote their garage sales free on Council's website.

Over 100 people attended a presentation in January by Tim Silverwood from the not-for-profit organisation 'Take 3'. Tim spoke about the impact of waste on marine animals and encouraged everyone to make a difference by taking three pieces of rubbish with them when they leave the beach.

Living in a multi-unit complex presents challenges for recycling and waste disposal. To address these issues new outdoor signage and a newsletter, Waste and Recycling in Your Block, was developed and trialled in the Collaroy area. In response 57 requests for resources were received.

We sent letters to three State and Federal Ministers, 15 local supermarkets and six major local retail centres encouraging the reduction of single use plastic bags in Warringah.

Road Safety Program

A range of road safety programs were delivered including:

- Child restraint checking days attended by 81 residents
- Graduated licensing scheme workshops for parents and supervisors of learner drivers attended by over 50 residents
- A seniors road safety calendar distributed to aged care facilities in Warringah as well as two courses run during Seniors Week on safe driving for seniors and travel training
- Supporting the Warringah Bike Plan and working to educate cyclists and pedestrians about using shared paths
- Working closely with Manly Drug Education and Counselling Centre, NSW Police and Pittwater Council on programs to reduce drink driving. This included providing educational materials at bottle shops and licensed premises, distributing a late night transport guide to pubs and "You're in Our Sights" images displayed in Collaroy and outside Brookvale Oval during the Easter break
- A 'Slow Down in My Street' campaign targeting streets with a high proportion of speed related crashes using visual speed display trailers, bin stickers and police enforcement was used to change behaviour
- Promoted safe pedestrian behaviours in problem areas such as Dee Why beach and shopping centre with particular focus on distractions such as mobile phones. The key message used was 'Watch Out Cars About - What's Your Distraction?'

New Bike Paths

The cycleway along The Strand at Dee Why Beach received a new coat of green paint to highlight the exclusive bike lane status. New shared pedestrian and bicycle paths were constructed on Pittwater Road linking cycleways at Dee Why Beach and St Matthews Farm Reserve, Cromer. Shared pedestrian and bicycle paths were also constructed on Fisher Road between McIntosh Road and Regent Street, Dee Why. A shared path was also constructed from St Matthews Farm Reserve to Wheeler Heights along South Creek Road (about 1.5km).

Brookvale/Dee Why Transport Management and Accessibility Study

The Brookvale/Dee Why Transport Management and Accessibility Study was completed. The study looked at the impact of an additional 5,000 jobs within Brookvale and Dee Why and transport infrastructure required to support growth. The study was funded by the Department of Planning and Infrastructure and will inform future development of transport infrastructure in the area.

Pride of Workmanship Award

John Nizeti-Panebianco of Council's Works Department was rewarded in June 2012 with a prestigious Rotary Pride of Workmanship Award presented by the Brookvale Rotary Club. John is an expert in solving challenging problems relating to 'drop holes' created by leaking pipes and tree roots. Council is very proud of John's reward, which is due recognition for his dedication to the community for over 30 years of service.

Engineering award

In May Council won an Engineering Excellence Award, from the NSW Division of the Institute of Public Works Engineering Australia, for the water-sensitive urban design of the Richmond Avenue car park, adjacent to the Dee Why Lagoon Wildlife Refuge.

The award-winning water sensitive design includes layers of filtration material, rocks and plants in a grassed channel (swale) running the length of the carpark. This swale is designed to catch runoff and slow its progress, allowing some of the water to filter through the subsurface layers, resulting in cleaner stormwater and a reduction of pollution flowing into Dee Why Lagoon, Dee Why Beach and Long Reef Beach.



Serene: Isabella Wilson - Warringah Art Exhibition entrant

Strategic Planning

Strategic Contributions

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






\$2.6m

Total expenses from continuing operation

Key Activities and Programs

- Strategic advice on land use planning, including the urban environment and controlling the use and development of land
- Develop strategic land use planning policy position to guide development in Warringah
- Communicate, analyse and respond to State Government planning initiatives affecting Warringah

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with management of commercial development	Mean score	5.24	5.78	
Residents satisfied with management of residential development	Mean score	5.42	5.78	
Average age of environmental planning documents	Years	3	1	
% of development appeals where the outcome to Council is favourable	%	80	84	
Scheduled projects completed (operational)	%	85	85	

New Warringah Local Environment Plan and Development Control Plan

The new Warringah Local Environmental Plan (LEP) 2011 was approved by the State Government in December. The new LEP is based on traditional land use based zones and replaces Warringah's previous locality based planning system. The new LEP has given residents and developers greater certainty about what can and can't be built in the area.

However, the picture is not complete, as the State Government excluded Oxford Falls Valley and Belrose North from the new LEP. Council is working with the Department of Planning and Infrastructure to decide the future of these environmentally sensitive lands and ensure a consistent planning instrument applies across Warringah to assist in streamlining the planning system. The new Warringah Development Control Plan (DCP) also became effective on the same date, and both the LEP and the DCP together guide and control development in Warringah.

New Development Control Plan for Freshwater

A new DCP for Freshwater came into effect in June. This was the culmination of many months of work by local residents on the Freshwater Village Working Party in shaping the vision for future development in Freshwater. The new planning guidelines support quality development in Freshwater Village and future development will be assessed against these guidelines.

Planning Proposal Evergreen Estate

Warringah assessed its first planning proposal under the Department of Planning and Infrastructure's new 'Gateway Process'. The proposal to rezone the Evergreen Estate at 26 Campbell Avenue Cromer from private recreation to detached housing and public open space was supported by Council in February and the NSW Department of Planning and Infrastructure determined the proposal suitable for public exhibition. The change in zoning (if approved) will result in the dedication of 2,800 square metres of land along South Creek for public open space.

Strategic Planning

Frenchs Forest – New Hospital and Proposed Specialised Centre

In early 2011, the State Government exhibited a State Significant Site proposal for a Specialised Centre at Frenchs Forest. This proposed Specialised Centre also included plans for a new Level 5 hospital at Frenchs Forest.

Significant community concern was raised, particularly in relation to the impact of the proposal on traffic and transport in the area. This prompted the NSW State Government to commission a Strategic Transport Assessment and a Local Transport Assessment for the Frenchs Forest Specialised Centre. These transport reports were completed in November and clearly indicated that the existing transport network at Frenchs Forest was at or near capacity and that further development could not be accommodated without significant investment in road infrastructure and public transport improvements.

In December the Minister for Planning announced that the State Significant Site proposal was to be abandoned; however the proposed Level 5 Northern Beaches hospital was still to proceed. Planning for this new hospital is underway, and in June Council agreed to the State Government acquiring Council land for the hospital.

New Direction for Mountain Biking in Warringah

In April the Mountain Biking in Warringah Research and Directions paper was adopted. It was a result of 1,647 online surveys, meetings with cyclists, National Parks and Wildlife Service NSW, and the Metropolitan Local Aboriginal Land Council.

The paper identified opportunities for new tracks and linkages to increase the number and quality of authorised trails, and takes pressure off bushland areas from unauthorised trail access. The popularity of off road cycling continues to grow, and improving the network of trails depends on further research and the agreement of other land owners and managers.

Community Gardens

The Community Gardens Policy was approved in March 2012. It provides a sustainable framework for local community groups to develop gardens on public land and builds on the success of Warringah's first community garden at Manly Vale. Guidelines have also been developed to assist community groups in setting up and managing gardens and includes matters such as location, garden design, plant varieties, waste reduction and water conservation.

In developing the policy, overwhelming support was expressed by the community for more gardens as they provide social and health benefits to the local community. The development of community gardens received a kick start with Council providing \$50,000 for a grant program with individual community groups able to access up to \$5,000 to develop a garden.

Dee Why Town Centre Master Plan Review

A review of the master plan for Dee Why is underway and will replace the existing plan developed in 2005. The area covered by the new masterplan extends from Dee Why RSL in the north to Stony Range Nature Reserve in the south. An independent working party of local residents are working with a consultant on innovative, realistic and long term plans for what will be the major centre on the northern beaches. Several design options are under development and will be discussed with the community in late 2012.

Warringah Public Spaces Design Guidelines Review

New design guidelines for Warringah are in development. These guidelines provide a set of objectives and principles to assist both Council and consultants to achieve continuity in the design and quality of Warringah's streetscapes and public spaces. These guidelines will also ensure the desired future character of the area is reflected in the public domain. The guidelines will be on exhibition mid 2012.



Carnival Quarry: Lina Tesoriero - Warringah Art Exhibition entrant

Warringah Aquatic Centre

Strategic Contributions

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

\$3.9m

Total expenses from continuing operation






Fast Facts

- 283,594 people attended the centre during the financial year, including 142,224 casual swimmers and 109,916 people participating in structured classes (eg learn to swim, aquaerobics, seniors classes, swimfit, and pilates)
- The centre hosted 52 swimming carnivals involving 20,433 participants

Key Activities and Programs

- Provide learn to swim and elite coaching programs
- Provide water safety programs
- Provide water and land based fitness programs
- Asset management of Warringah Aquatic Centre (WAC) 🌱

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with Warringah Aquatic Centre	Mean score	7.23	7.05	
Expense recovery from centre operations	%	88	69	
Total attendances of WAC	No.	330,000	283,534*	
Scheduled projects completed (capital)	%	85	100	
Scheduled projects completed (capital)	%	85	100	

* The facility was closed for seven weeks from 2 April to 20 May for essential maintenance. For the period until 31 March 2012 attendances compared favourably with attendances at 31 March 2011 (within 1% of attendances).

Master Planning

In February we started talking to the community as part of the WAC master planning process. The engagement process included using the Your Say website, regular Stakeholder Advisory Group meetings, intercept surveys of WAC customers, WAC user group surveys and school surveys. A number of options for improving the facility have been developed and are due for presentation to the Stakeholder Advisory Group in July 2012.

Roof Upgrade Project

Between April and May 2012 the WAC was closed to undertake planned essential roof repairs. Work was needed around the sky lights and acoustic baffles to extend their life. The project was successfully completed on time meaning centre closure and inconvenience was kept to an absolute minimum.

Seniors Concessions at Warringah Aquatic Centre

The over 60s age group currently makes up 19.8% of the Warringah population and is forecast to be 21.8% of the population by 2021. To encourage over 60s to maintain and improve their health as of October any holder of a Seniors Card can receive concession entry to the Warringah Aquatic Centre. Seniors are encouraged to take part in the aquatic centre's unique Seniors Fitness Program which includes land and water exercise as well as afternoon tea.

WAC employees have been instrumental in developing a seniors program that is being rolled out across the State. The model overcomes the two main barriers to participation, cost and transportation, by delivering outreach classes in community based facilities at a concession rate. The key element of the program is to deliver cardiovascular and load bearing exercise. An additional program, called the Grey Medallion, will be added to the opportunities available to seniors. This is a Royal Life Saving Society program that teaches basic water skills and CPR.

Corporate Support Services

Strategic Contributions

Living Environment	34
Living Communities	48
Living Spaces	62
Living Enterprises	80
Living Organisation	90

\$16.4m

Total expenses from continuing operation








Fast Facts

- We answered 126,580 calls, handled 50,654 enquiries over the counter, and replied to 29,089 letters and emails
- Winner of Procurement Australia's Sustainable Procurement Award 2011 for the soy diesel project 🌱
- A total of 231,533 records were registered by staff into Council's electronic document and records management system
- 1,346 GIPA applications were processed by the Records Team, 99% completed within the 10-day target
- 20% reduction in carbon emissions from our fleet 🌱
- 33% of consumables (stationery, furniture and facility supplies) purchased were sustainable 🌱
- 170 full-time, permanent part-time, temporary, casual and contract positions recruited

Key Activities and Programs

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

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with condition of public toilets	Mean score	4.86	5.29	
Residents satisfied with community centres	Mean score	6.80	6.94	
% of customer enquiries resolved on first contact	%	90	95	
% of calls answered within 30 seconds	No.	80	69	
No. of visits to Council's website	No.	723,000	1,174,000	
Scheduled projects completed (operational)	%	85	80	
Scheduled projects completed (capital)	%	85	68	

Planning for Business Continuity

Cross Training of Customer Service Staff

During the year we continued the transition to a single "one stop shop" counter service with 75% of staff from the development enquiries and customer service counters completing an intensive cross training program. Once changes to the customer service area are complete, customers wanting to lodge a development application or any other enquiry will be able to approach any customer service team member.

Service Achievements

Our customer service team answered 93% of all calls with a drop out rate of 7%. Some 69% of calls were answered within 30 seconds, which is below our target of 80%. The drop in service level was caused by re-allocation of staff to undertake the cross training program. We expect to resume an acceptable service level once our single counter is implemented in August 2012.

Quality based standards were maintained in respect to the accuracy of information and action requests supplied to our internal business service areas. We achieved an accuracy rate of 98% resulting in greater efficiency by removing the need for unnecessary checking. This exceeded our target of 90%. The service centre also performed well in resolving customer enquiries at the initial point of contact with 95% of customer enquiries resolved without having to refer the customer to another officer in Council. This exceeded our target of 90%.

New Telephony System

In May we replaced our phone system and moved to a system based on voice over internet protocol (VOIP). The change was implemented across all Council sites and will provide a platform for improved communication. The system also eliminates call costs between the various work sites of Council and we expect reduced usage costs.

Mobile Forms

The use of mobile technology for field based staff was investigated and trialled. This included the implementation of an amenities maintenance form used by Council's cleaning contractor and facilities staff when cleaning or inspecting Council's 63 public toilets. The early notification of maintenance issues will result in a timely resolution and improved quality of the public toilets. The other area trialled was the daily beach report and incident report form for use by Council's lifeguards for the next beach season. The field-based forms will eliminate the manual handling of the current paper-based forms resulting in improved data accuracy, timely information and productivity savings. The success of these trials will allow the technology to be used more broadly by field staff as they work in the community.

Corporate Support Services

Request a Service Anytime Anywhere

Warringah residents can now save time and money with Council's online Request a Service launched this year. It gives the community greater access to Council 24-hours-a-day at times convenient to you to report a missed garbage service, barking dog or other matters. Customers can track the progress of their request from the comfort of their home using a unique number issued at the time the report is made. The introduction of the new online facilities is estimated to save 423 hours in the first year or \$19,000 per annum. To request a service, visit warringah.nsw.gov.au, go to "Quick Links" and click on "Request a Service".

Business Excellence

The Australian Business Excellence Framework (ABEF) was implemented to build a culture that facilitates change, innovation and improvement. It empowers the individual, and this year 213 staff completed the mandatory training and learnt about our approach to high performance.

We have adopted Lean Six Sigma, a widely tested and successful business improvement methodology to facilitate improvement activities. A further nine staff were trained in Lean Six Sigma and 13 improvement initiatives commenced this year. The benefits to date include:

- \$1.5m in cost saving
- improved data integrity of our community name and address records
- an online process for reporting missed or partially missed garbage collections
- reduced record storage costs through digitalising archives
- redesigning our performance management processes
- 20% reduction in carbon emissions from our car fleet 🌱

In October a self assessment of our ABEF was completed to identify areas for improvement and support our ambition to become a high performing organisation. Staff prepared a report on processes and practices across all parts of the organisation, and an independent external assessor interviewed staff and reviewed the report. The assessor rated us highly in terms of our approach and deployment strategies across most categories placing us above Foundational level against the ABEF.

Staff also report improvements they make as part of their business as usual approach to work and eight improvements have been recorded with benefits including:

- enhanced customer payment options for road opening permits
- information on cleaning schedules for public amenities and spaces available online, and
- reduction of forms in some service centres

Business Process Mapping (BPM) was launched this year to capture and share knowledge within Council. It encourages staff to explore how processes can be improved by first documenting the current way that things are done. Across the organisation 18 processes have been published and 122 processes captured in draft.

Employer of Choice

We recognise the importance of attracting and retaining talented employees. Warringah Council provides more than 500 jobs in the local community, with over 82% of the workforce living on the northern beaches and 51% in Warringah. Our voluntary staff turnover (excluding casual and temporary employees) for 2011-2012 was 11.55%, which is in line with previous years. Our HR team participated in the Northern Beaches Careers Expo at Terrey Hills and the Northern Beaches Migrant Employment Expo at Warringah Mall to promote local government as a career option.

In October we conducted an employee opinion survey and received 375 responses. Issues explored included overall satisfaction, whether employees felt valued, and clarity of responsibilities. Overall satisfaction increased by 15% on 2010. Also, the survey highlighted a 12% increase in staff making improvements based on customer needs, which is in keeping with our commitment to business excellence and continuous improvement. The survey also identified areas for improvement that will inform ongoing efforts to support leadership to drive a value based culture supporting innovation and accountability.

Business Continuity Capability

Our Business Continuity program provides a sound platform for recovering from any event that may impact on our ability to deliver services to the community. All areas of the business now have a fully functional business continuity plan for their operations. This means we can confidently prioritise getting the business back up and running following an interruption or unplanned event. Our plans have been tested through out the year with minor downtime issues from power shortages and server failures which have been recovered with no impact on our customers.

Enterprise Risk Management Framework Implementation

In June we adopted the 'best practice' model of risk management, in accordance with AS/NZS ISO31000 - Risk Management: Principles and Guidelines. The Enterprise Risk Management Framework (ERMF) ensures that when making decisions we understand all the risks, and control those risks that have the greatest potential to impact service delivery. The benefits of this approach are:

- Consistent management of risks, risk minimisation and identification of potential opportunities
- The ability to prioritise responses to those risks that are most pressing
- The ability to make decisions based on minimising or mitigating risk
- Increased accountability and transparency
- Meeting community and stakeholder needs and expectations to manage risk effectively



Natures Companions: Natalie Malouf - Warringah Art Exhibition entrant

Good Governance

Strategic Contributions

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

\$7m

Total expenses from continuing operation

Fast Facts

- 37 submissions were made to our Draft Strategic Community Plan 2012
- 416 Council Resolutions
- 238 Ordinary Council Reports and 49 Confidential Reports (not including Notices of Motion, Questions on Notice and Rescission Motions)
- 129 Requests to address Council
- 20 Council meetings held and webcast, including eight extraordinary Council meetings

Key Activities and Programs

- Strategic advice and support concerning environmental, economic, social and recreational planning
- Corporate planning and reporting
- Policy development and review
- Elected Council support
- Community engagement
- Advice, policy and systems that support good governance
- Manage complaints service
- Implement corruption prevention strategies

Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with managing the impact of visitors to the area	Mean score	6.33	6.59	
Residents satisfied with encouragement of local industry and business	Mean score	6.16	6.33	
Compliance with statutory reporting requirements	%	100	100	
% of formal complaints managed according to set timeframes and in accordance with guidelines	%	100	100	
Scheduled projects completed (operational)	%	85	89	

Local Government Reform – the People's Verdict

In August we commenced an important conversation about the future of local government on the peninsula. Some 227 people responded to our discussion paper on three main options for reform: a peninsula council; a 'super' council comprised from seven local government areas or; strengthened shared services. There was strong acceptance that the structure of local government needs to change if we're going to meet future challenges. People liked the idea of a northern beaches council because our needs and challenges are similar, as is our geography and cultural identity. The strengthened shared services option was also popular, with people saying it would increase efficiency while allowing each area to keep its own identity.

The conversation continues and the NSW Government has developed Destination 2036 Action Plan and appointed an expert panel looking at how councils can best govern and be structured to support the future wellbeing and prosperity of NSW communities. We think it is important that you have a say and will continue to take a leadership role in this debate.

Environmental Sustainability Strategy 🌱

The Environmental Sustainability Strategy (ESS) adopted in June sets a vision for how Council will approach long term environmental sustainability in Warringah. The strategy demonstrates our commitment to taking a lead role in sustainability and sets ambitious targets to cut carbon emissions by 40%, food waste by 80% and increase local food production

and distribution by 50% by 2020. It identifies six key outcomes including measures to transition Warringah to more sustainable living and working with detailed projects and initiatives to be determined annually.

A New Agenda

A new business paper management system, Infocouncil, was implemented in April. The new system automates the process of compiling the agenda and reports for Council meetings in a consistent format; it also allows monitoring the implementation of Council decisions. Further exciting changes to make the system more efficient are being trialled for roll out over the next 12 months. This includes speeding up the process of minute taking during meetings, producing draft minutes after the meeting and moving to paperless agendas and minutes that can viewed on mobile technology. The technology will also be applied to other meetings of Council.

Economic Development in Warringah 🌱

Our first Economic Development Plan was adopted in October. It provides direction to support and promote sustainable economic development in Warringah. Through the plan we will implement a range of action-based local and regional business activities and partnered initiatives over a four-year timetable. The plan commits us to reducing obstacles and progressing actions that maximise opportunities and strengthen opportunities for existing and new business, and generate jobs growth. It supports the growth of business hubs and clusters while attracting green, clean and innovative businesses.

Good Governance

Small Business September

Over 170 businesses attended the Small Business September seminar series. The series involved seminars on 'Trades Business', 'Major Legal Risks in Growing a Small Business and how to Avoid Them', and a workshop hosted by Ari Galper, international sales speaker and trainer on 'Creating a Sales Success Mindset Based on Trust'. These events offer on-going support, networking and opportunities for businesses locally and in the region.

Women in Business Mentoring Program

In June, 20 Warringah women graduated from the six-month Small Business Mentoring Program. The program offers long-lasting business skills and provides participants with the know-how to take their business to the next stage.

Participants received specialist advice from financial, sales, marketing and social media experts. Individual mentors also provided a strong sounding board and real life experiences. This is the second time we have hosted the Women in Business Program and we were the only council in the Sydney metropolitan area to have this program. The program was funded from a grant from NSW Trade and Investment.

Warringah Councillors Tightened their Belts

In September Councillors donated half their annual meal allowance to the community, increasing the Community Development Grants program by \$12,500. The funding supported four groups that originally missed out on grants and three other groups had their funding topped up. The programs delivered included an art making program supporting people with a disability, a surfing safely program for 6-12 year olds and their families, community dinners, and a seizure smart education program.

Online Discussion Forum – Your Say Warringah 🌐

Council has continued to use new technology to enhance and support traditional engagement methods. The Your Say Warringah site has proved to be popular with over 1,500 registered members and over 37,300 individual visitors to the site making a total of 190,000 overall visits. Over 500,000 pages have been viewed, 3,600 comments made, and some 48,100 documents downloaded.

In the past twelve months we have hosted 12 online forums along with a number of dedicated project information pages, taking the total to 27 forums since March 2010. These have included discussions on:

- Collaroy stormwater outlet
- Narrabeen Lagoon recreational dredging
- Warringah Aquatic Centre site development strategy and ideas forum
- Draft Strategic Community Plan and Budget 2012-2013
- Regional waste solution
- North Narrabeen Beach Reserve and Birdwood Park masterplan
- Brookvale Park stage 2 - master planning and securing Brookvale's future
- Electoral reform
- Local government reform
- Community gardens
- Collaroy Accessibility Precinct masterplan

Community Engagement 🌐

The 2012 Annual Community Survey results showed community consultation was the most important driver of overall satisfaction with Council. We have placed a lot of emphasis on improving the way we consult with and use feedback from our residents. To further develop Council's community engagement capability, 39 key staff from across the business completed the IAP2 certificate in public participation. Community engagement plans are also now required for all high impact projects and this will support better consistency and organisation of our engagement activities. The number of residents registered on our community engagement register continues to grow, and 26 community engagement emails were sent during the year to over 3,000 registered community members. We continued to develop research capability using our own branded survey tool and support to ensure consistent and appropriate survey questions and reporting.

Media

Media coverage of Warringah Council has been overwhelmingly positive. Out of an average of 64 print articles published about Council every month, approximately 94% were either positive or neutral. The media team successfully responded to all journalists inquiries within their deadlines, daily answering inquiries within 2-3 hours. The amount of media releases being produced by the team has risen from 84 in 2009, 213 in 2010 and 226 in 2011.

The media team has expanded usage of social media since it began in January 2011. Council's Facebook account now has 725 'likes' and reaches up to 2,000 people per week. The media team posts an average 1.6 tweets per day and has 775 followers, meaning it picks up more than one new follower every day. Council's new website is in the design phase and is scheduled to go live in the next financial year. In the meantime, there has been an increase in use of Council's current sites. In 2010-2011, there was a total of 1,057,000 visits; rising to 1,174,000 in 2011-2012.

Design

The design team dramatically increased its output, taking over design and production of major publications such as the Glen Street Theatre season brochure, the Services, Activities and Housing Directory for Seniors, and the Warringah Community Centre Course and Activity Brochure. The team also supported other Council's and SHOROC through the creation of joint marketing material such as Youthfest, the Regional Waste Solution, and the Loving Leftovers cookbook. A style-guide is being developed to further improve the visual representation of Warringah and will aid in the creation of the new website. Street banners at Dee Why have improved the look of the area and given council a new outlet for communicating with the community.

Over a 6 month period, the design team produced 656 printed items including:

- 110 posters
- 102 advertisements
- 14 maps
- 55 permanent signs
- 56 flyers
- 270 digital designs



Henri: Janis Clarke - Warringah Art Exhibition entrant